

Workforce Diversity Program

2015-2016



Justice

SECRETARY'S FOREWORD

I am pleased to present the Department's new Workforce Diversity Program 2015-2016.

The Program applies to all of the Department's divisions and has been developed with the purpose of achieving:

- improved employment access and participation for workforce diversity groups; and
- an inclusive workplace which displays fair and respectful practices and behaviours.

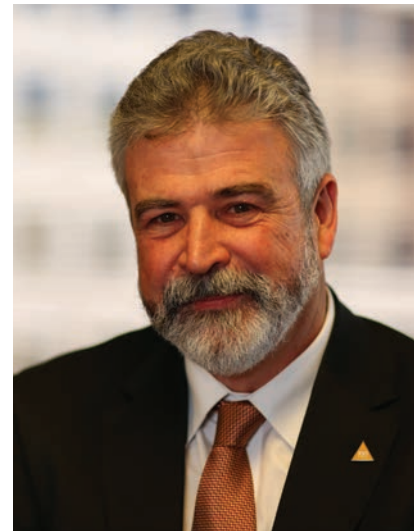
It is also a Program that supports a safe working environment and provides all staff with opportunities to develop their skills and knowledge and have their contributions appropriately recognised.

Workforce diversity groups include women, people from culturally and linguistically diverse backgrounds, Aboriginal or Torres Strait Islander people and people with a disability. However, the new Program has been developed to support a broader range of diversity, including people from LGBTI communities, young people, older workers, and people with carers' responsibilities. We acknowledge that our workforce needs to reflect the diversity of our clients and the wider NSW community. This will not only enable us to

contribute to achieving the Government's broader social responsibility objectives, but also enhance our own capabilities to develop and deliver responsive, high quality services which meet the needs of all our clients.

The Department has already made significant progress in either meeting or exceeding some of the NSW Public Sector targets and benchmarks for the employment of workforce diversity groups, but there remains more work to be done. The Program includes new initiatives across the areas of recruitment, retention, training and career development, which will enable us to build on our past successes and achieve even better employment outcomes for these groups.

The new Program takes into account and responds to the recent changes made under the Government Sector Employment Act 2013, which require that workforce diversity is embedded into an agency's mainstream workforce planning process. It is also linked and will contribute to achieving the employment objectives of the Department's Disability Strategic Plan 2014-16, Aboriginal Employment Strategy 2015-2017 and Multicultural Plan 2015-18. In addition, we will review our workforce diversity strategies at a whole of department level over the coming 12 months to ensure that we have a balanced attraction, retention, development and representation of diversity groups across all our divisions.



This is not just a Program for Human Resources practitioners. In order to be successful, it is essential that all business centre managers integrate workforce diversity principles into their business plans and implement the initiatives/actions relevant to their areas. All staff are expected to contribute to creating an inclusive workplace, which embraces diversity and is free from unlawful discrimination.

I commend the Program to all staff and trust that our commitment to providing an equitable, harmonious and safe workplace will continue to improve employment outcomes for workforce diversity groups and all staff.

ANDREW CAPPIE-WOOD

Secretary



1. ATTRACTION AND RECRUITMENT

Actions	Timeframe	Performance indicators	Status	Links to achieving the NSW Public Sector's strategic diversity priorities, goals and targets
1.1 Implement the Department of Justice <i>Aboriginal Employment Strategy 2015-2017</i> recruitment programs and initiatives.	December 2016 December 2017	Increase Aboriginal staff representation to 5% by the end of 2016 and 6% by 2017.	New	NSW2021 (Goal 1) NSW Public Sector <i>Aboriginal Employment Strategy 2014-2017</i> NSW Public Sector Workforce Diversity targets and benchmarks
1.2 Implement the Department of Justice <i>Multicultural Plan 2015-2018</i> recruitment initiatives for people from culturally and linguistically diverse (CALD) backgrounds.	December 2016	Representation of people from CALD backgrounds continues to increase.	New	Multicultural NSW - Multicultural Policies and Services Program (MPSP) NSW Public Sector Workforce Diversity targets and benchmarks
1.3 Implement the recruitment initiatives set out in the <i>Disability Strategic Plan 2014-16</i> and the <i>NDRC and Department of Justice NSW Action Plan</i> .	December 2016	Representation of people with a disability and disability requiring workplace adjustment continues to increase.	Existing	NSW2021 (Goal 14) <i>EmployABILITY - A strategy to increase employment opportunities for people with a disability in the NSW public sector 2010-2013</i> <i>NSW Disability Inclusion Plan 2015 (Action 3.1)</i> NSW Public Sector Workforce Diversity targets and benchmarks
1.4 Develop attraction and recruitment initiatives to recruit more women and young people.	December 2016	Representation of women and young people is increased.	New	NSW2021 (Goal 1 and Goal 6) NSW Public Sector Workforce Diversity targets and benchmarks
1.5 Develop effective partnerships with Aboriginal and disability employment service providers.	July 2015	Partnerships with Aboriginal and Disability employment providers are established.	New	NSW Public Sector <i>Aboriginal Employment Strategy 2014-2017</i> <i>EmployABILITY - A strategy to increase employment opportunities for people with a disability in the NSW public sector 2010-2013</i> <i>NSW Disability Inclusion Plan 2015 (Action 3.2)</i> NSW Public Sector Workforce Diversity targets and benchmarks
1.6 Use targeted and identified roles across the Department to recruit workforce diversity groups - women, Aboriginal and Torres Strait Islanders, people with a Disability and people from culturally and linguistically diverse backgrounds.	December 2016	Targeted and identified roles and recruitment initiatives are developed.	Existing	NSW2021 (Goal 1, Goal 6 and Goal 14) NSW Public Sector <i>Aboriginal Employment Strategy 2014-2017</i> NSW Public Sector Workforce Diversity targets and benchmarks
1.7 Develop and implement programs that support employment pathways for young people from workforce diversity groups.	August 2015 December 2015 July 2015	Aboriginal Cadetship program is implemented. Aboriginal School-based Traineeships are offered. Disability Internships are offered under 'Stepping Into' program.	Existing	NSW2021 (Goal 1, Goal 6 and Goal 14) NSW Public Sector <i>Aboriginal Employment Strategy 2014-2017</i> <i>EmployABILITY - A strategy to increase employment opportunities for people with a disability in the NSW public sector 2010-2013</i> NSW Public Sector Workforce Diversity targets and benchmarks



2. RETENTION AND CAREER DEVELOPMENT

Actions	Timeframe	Performance indicators	Status	Links to achieving the NSW Public Sector's strategic diversity priorities, goals and targets
2.1 Engage existing Aboriginal and other workforce diversity staff networks to collaborate across the Department.	July 2015	Increased participation rates in workforce diversity staff networks.	New	NSW Public Sector <i>Aboriginal Employment Strategy 2014-2017</i> <i>EmployABILITY - A strategy to increase employment opportunities for people with a disability in the NSW public sector 2010-2013</i> <i>NSW Disability Inclusion Plan 2015 (Action 3.3)</i>
2.2 Review and develop Terms of Reference for workforce diversity networks to determine their focus and purpose.	September 2015	Terms of Reference and role of workforce diversity staff networks is defined.	New	NSW Public Sector <i>Aboriginal Employment Strategy 2014-2017</i> <i>EmployABILITY - A strategy to increase employment opportunities for people with a disability in the NSW public sector 2010-2013</i> <i>NSW Disability Inclusion Plan 2015 (Action 3.3)</i>
2.3 Establish a staff network for employees who identify as LGBTI ¹ .	December 2015	A LGBTI staff network is established.	New	
2.4 Utilise workforce diversity staff networks to promote career development and training opportunities for staff across all diversity groups.	December 2015	Career and development opportunities are promoted to network members.	Existing	NSW Public Sector <i>Aboriginal Employment Strategy 2014-2017</i> <i>EmployABILITY - A strategy to increase employment opportunities for people with a disability in the NSW public sector 2010-2013</i> <i>NSW Disability Inclusion Plan 2015 (Action 3.3)</i> NSW Public Sector Workforce Diversity targets and benchmarks
2.5 Organise and promote workplace activities and events which celebrate workforce diversity, such as International Women's Day, Harmony Day, NAIDOC ² week, International Day for People with Disabilities, IDAHO ³ , Sydney Gay and Lesbian Mardi Gras etc.	Ongoing	Number of events/ activities that are implemented across the Department.	Existing / New	NSW Public Sector <i>Aboriginal Employment Strategy 2014-2017</i> <i>EmployABILITY - A strategy to increase employment opportunities for people with a disability in the NSW public sector 2010-2013</i> <i>NSW Carers Strategy 2014-2019</i>
2.6 Utilise the proposed Performance Management Framework (GSE Act 2013) to identify career development opportunities for people from workforce diversity groups.	Ongoing	Number of staff from workforce diversity groups with a performance management plan.	New	Section 67 GSE Act 2013 and Section 35 GSE Rules 2014

1. Lesbian, gay, bisexual, transgender and intersex.

2. National Aborigines and Islanders Day Observance Committee

3. International Day Against Homophobia



2. RETENTION AND CAREER DEVELOPMENT (cont.)

Actions	Timeframe	Performance indicators	Status	Links to achieving the NSW Public Sector's strategic diversity priorities, goals and targets
2.7 Recognise staff contributions and achievements in the areas of equity and diversity through the annual 'Diversity and Accessibility' Justice Excellence Award.	December 2015	'Diversity and Accessibility' excellence award is presented annually.	Existing	NSW Public Sector <i>Aboriginal Employment Strategy 2014-2017</i> <i>EmployABILITY - A strategy to increase employment opportunities for people with a disability in the NSW public sector 2010-2013</i> <i>Advancing Women: Increasing the participation of women in senior roles in the NSW public sector</i>
2.8 Provide and promote internal and external leadership and development programs to staff from workforce diversity groups to enhance career development opportunities.	Ongoing	Number of staff from workforce diversity groups participating in programs.	New	NSW Public Sector <i>Aboriginal Employment Strategy 2014-2017</i> <i>EmployABILITY - A strategy to increase employment opportunities for people with a disability in the NSW public sector 2010-2013</i> NSW Public Sector Workforce Diversity targets and benchmarks
2.9 Implement the Department of Justice <i>Aboriginal Employment Strategy 2015-2017</i> retention and career development initiatives.	Ongoing	Increase Aboriginal staff retention rates.	New	NSW Public Sector <i>Aboriginal Employment Strategy 2014-2017</i> NSW Public Sector Workforce Diversity targets and benchmarks
2.10 Explore options for the development of career pathways for women into senior roles.	December 2015	Initiatives for women's career pathways are developed.	New	NSW2021 (Goal 1) NSW Public Sector Workforce Diversity targets and benchmarks <i>Advancing Women: Increasing the participation of women in senior roles in the NSW public sector</i>
2.11 Undertake analysis of workforce profile data for staff over the age of 55 and develop appropriate employment and retention strategies.	June 2016	Analysis is undertaken and appropriate strategies for staff over the age of 55 are developed.	New	NSW2021 (Goal 1) and NSW2021 (Goal 25)
2.12 Organisational development transition curriculum to include programs for workforce diversity groups.	May 2015	Broader workforce diversity groups are represented in organisational development curriculum.	New	



3. DEVELOP WORKFORCE DIVERSITY METRICS TO INFORM WORKFORCE PLANNING

Actions	Timeframe	Performance indicators	Status	Links to achieving the NSW Public Sector's strategic diversity priorities, goals and targets
<p>3.1 Provide comprehensive and accurate workforce diversity data by standardising the data collection process across the Department, and by collecting additional workforce diversity information relating to CALD and sex and/or gender.</p>	December 2015	<p>HR Management Information System (SAP) is implemented across the Department.</p> <p>'Country of Birth' and 'Language First Spoken' and updated sex and/or gender are included and collected within SAP.</p>	New	Section 27 GSE Rules 2014 (compliance)
<p>3.2 Engage all staff to capture new and updated workforce diversity (formerly known as EEO) information.</p>	December 2015	<p>All staff are re-surveyed.</p> <p>Workforce Diversity survey response rates are increased.</p>	New	Section 27 GSE Rules 2014 (compliance)
<p>3.3 Develop, analyse and report on workforce diversity metrics by Department, Division, Branch and/or Unit to identify under-performing areas and gaps within the Department to develop appropriate workforce diversity strategies to target under-performing areas and embed in workforce planning.</p>	December 2015	<p>Produce workforce diversity baseline analytics report for 2014/15 including analysis of attraction, recruitment, retention and separation rates for workforce diversity groups.</p> <p>Information is analysed from People Matter Employee Survey and Exit Survey.</p>	New	<p>Section 27 GSE Rules 2014 (compliance)</p> <p>Section 63 GSE Act 2013 (compliance)</p> <p>NSW Public Sector <i>Aboriginal Employment Strategy 2014-2017</i></p> <p><i>EmployABILITY - A strategy to increase employment opportunities for people with a disability in the NSW public sector 2010-2013</i></p> <p><i>Advancing Women: Increasing the participation of women in senior roles in the NSW public sector</i></p>
<p>3.4 Monitor and analyse the impact of new methods of recruitment assessments on application and success rates for workforce diversity groups to identify any barriers.</p>	December 2015	<p>Information on application/success rates analysed and reports on impact on workforce diversity groups produced.</p> <p>Appropriate strategies developed to address any barriers identified.</p>	New	<p>Section 63 GSE Act 2013 (compliance)</p> <p>NSW Public Sector <i>Aboriginal Employment Strategy 2014-2017</i></p> <p>NSW <i>Disability Inclusion Plan 2015</i> (Action 3.1)</p> <p>NSW Public Sector Workforce Diversity targets and benchmarks</p>



4. CULTURALLY INCLUSIVE WORKPLACE DISPLAYING FAIR PRACTICES AND BEHAVIOURS

Actions	Timeframe	Performance indicators	Status	Links to achieving the NSW Public Sector's strategic diversity priorities, goals and targets
4.1 Incorporate workforce equity and diversity principles in the Department's 'Ethical Framework' to create a culturally inclusive and fair workplace.	December 2015	Principles of equity and diversity are embedded in the Department's 'Ethical Framework'.	New	
4.2 Continue accessibility training for web authors to improve the Department's compliance with accessibility standards for the internet, intranet and other documents. Review, create and update information and documents to meet accessibility standards.	Ongoing	Departmental information and documents are provided in formats which comply with accessibility standards, guidelines and policies including those set out in the Department's <i>Digital Communications Policy</i> and <i>Disability Strategic Plan 2014-2016</i> .	Existing	<i>EmployABILITY - A strategy to increase employment opportunities for people with a disability in the NSW public sector 2010-2013</i> <i>NSW Disability Inclusion Plan 2015</i>
4.3 Develop a Communications Strategy for workforce diversity that promotes staff participation in diversity events and celebrations, and raises awareness of the 'Value Diversity' capability of the NSW Public Sector Capability Framework.	Ongoing	A communications strategy is developed and implemented.	New	
4.4 Develop and promote a workforce diversity intranet site.	December 2015	A workforce diversity page within the intranet is developed, including staff network intranet pages.	New	
4.5 Review the membership and Terms of Reference of the Department's Equity and Diversity Alliance to reflect the new structure of the Department.	August 2015	Review of membership and Terms of Reference is completed and implemented.	New	
4.6 Have workforce diversity staff network representation on the DJ Equity and Diversity Alliance to ensure that the views of staff from diverse backgrounds are considered in the development of Human Resources policies and practices.	Ongoing	Staff network representatives attend all Equity and Diversity Alliance meetings.	Existing	<i>NSW Public Sector Aboriginal Employment Strategy 2014-2017</i> <i>EmployABILITY - A strategy to increase employment opportunities for people with a disability in the NSW public sector 2010-2013</i>



4. CULTURALLY INCLUSIVE WORKPLACE DISPLAYING FAIR PRACTICES AND BEHAVIOURS (cont.)

Actions	Timeframe	Performance indicators	Status	Links to achieving the NSW Public Sector's strategic diversity priorities, goals and targets
4.7 Have workforce diversity staff network representation in the Department's corporate planning days.	Annually	Workforce diversity staff network members participate in corporate planning activities.	New	NSW Public Sector <i>Aboriginal Employment Strategy 2014-2017</i> <i>EmployABILITY - A strategy to increase employment opportunities for people with a disability in the NSW public sector 2010-2013</i>
4.8 Develop and encourage staff to undertake workforce diversity and cultural inclusiveness/ awareness training programs.	Ongoing	Number of staff participating in cultural inclusiveness/ awareness training programs.	Existing	NSW Public Sector <i>Aboriginal Employment Strategy 2014-2017</i> <i>EmployABILITY - A strategy to increase employment opportunities for people with a disability in the NSW public sector 2010-2013</i>
4.9 Ensure that all new and existing Human Resources policies/ procedures take into account equity and diversity principles and do not adversely impact on employment outcomes for workforce diversity groups.	Ongoing	Equity and diversity principles are considered in Human Resources policies and procedures.	New	NSW <i>Carers Strategy 2014-2019</i> NSW <i>Disability Inclusion Plan 2015</i>



Artwork © Inmate Jayde
Used with permission



Artwork © 'Archer'
Used with permission

