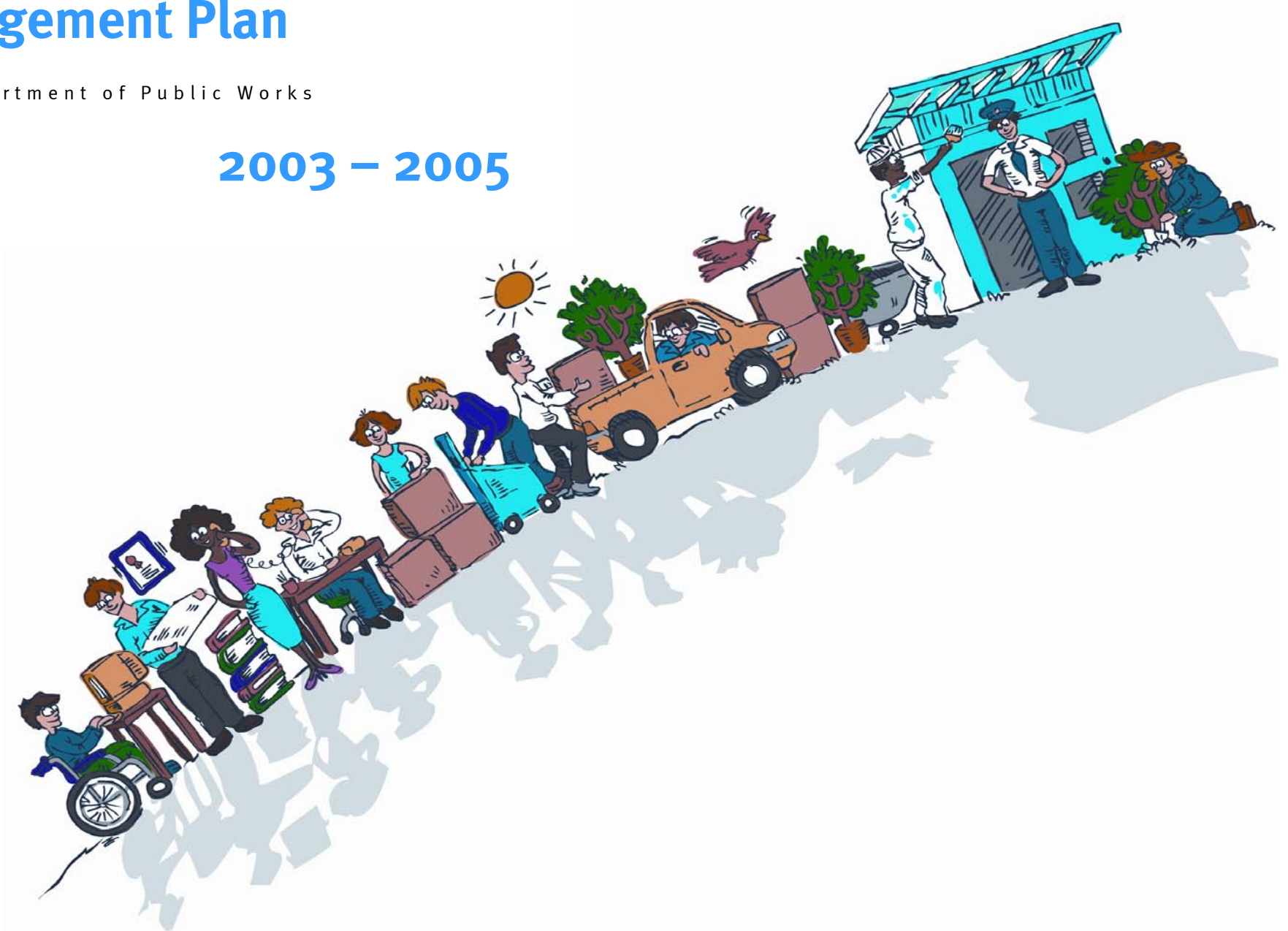


Diversity Management Plan

Department of Public Works

2003 – 2005



About Workplace Diversity

Diversity is all about difference. Workplace Diversity is about recognising and valuing the different knowledge, skills, backgrounds and perspectives that people bring to their work. A wide range of people bring different perspectives to the workplace that can add to our innovation, creativity, and overall productivity.

Diversity management is about how we reflect the many and varied needs of our employees in the way we go about business and how we capitalise on the benefits of diversity whilst minimising workplace challenges. A diverse workforce includes more than just people from the equal employment opportunity target groups. A diverse workforce includes personal differences, organisational-related differences and lifestyle differences that reflect varied work and life balance needs.

This Diversity Management Plan (2003 – 2005) describes how the Department of Public Works (DPW) will strive to achieve a workplace culture that supports the core values of our Corporate Plan, including:

- **We value the diversity of our staff.**
- **We treat all people with respect.**
- **We encourage initiative and new ideas.**

Charter

The driving force for productive diversity in DPW is the recognition of the business benefits it will provide. DPW delivers services to Agencies that affect the everyday lives of all Queenslanders. A diverse workforce that understands the needs of Queenslanders can make the difference to how we deliver our services.

- **DPW recognises that through the innovation, dedication and creativity of a diverse workforce, we can provide new, innovative and emerging solutions for our clients.**
- **DPW is committed to providing a fair and equitable work environment and selection for jobs is based on merit.**
- **DPW will not tolerate harassment in any form.**

About this Plan

This Plan is an important component of our Departmental corporate planning process. It is intended as a high level document to be used by business units and divisions in the preparation of diversity-related strategies in their business plans each year. Units will be required to specify how they will achieve this Plan's diversity outcomes and targets in their business plans.

Current Status of Diversity within DPW

Since the introduction of the *Equal Opportunity in Public Employment Act, 1992*, DPW has made sound progress towards achieving a diverse workforce. If this progress was measured on a continuum¹ (see Figure 1), it would be evident that some units of DPW have realised that diversity brings business benefits, while others still see diversity as something they have to do to meet legislative requirements. As a whole, DPW is moving towards being seen as an employer of choice because of our diversity management practices, and as winner of the *Griffith University Large Business Award at the Queensland 2002 Work and Family Awards*, DPW is heading in the right direction.

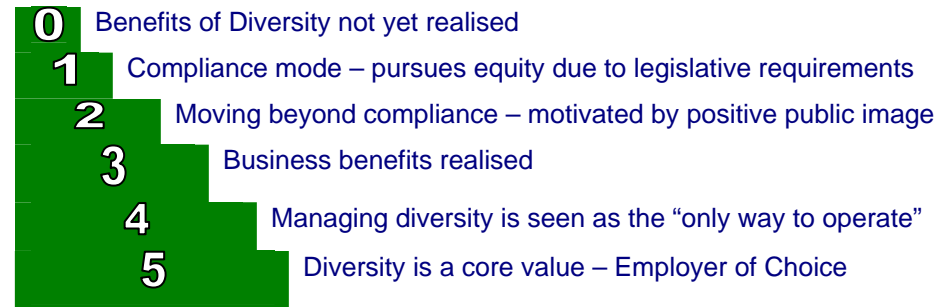


Figure 1: Diversity Continuum

The findings of various survey processes conducted during 2000 and 2002 and an analysis of workforce statistics as at 31 December 2002 reveal the following about DPW's diverse work environment:

- DPW is increasingly becoming an employer of choice and has a good profile in the labour market, especially in some of the Regions.
- The challenge of working within a commercial environment yet still operating within the parameters of the public service provides many of our employees with a high level of job satisfaction.

¹ Trevor Wilson, *Diversity at work: the business case for diversity*, 1996

- Our work environment is increasingly becoming more responsive to the employment needs of all target group members.
- DPW's Senior Women's Group is increasingly assisting women gain promotion and experience.
- Flexibility at work is becoming increasingly more important to our employees, with employees prepared to assess their work/life balance and seek assistance where there are imbalances. Generally employees are more satisfied with their work/life balance.
- An overall improvement in individual morale was reported, with employees feeling more committed to their work unit and to the Department as a whole.
- Access to broader and more rewarding career and development opportunities is seen as of major importance to staff.

At the end of the previous Equity Management Plan 1999 – 2002, DPW employed just fewer than 4000 employees, with a diversity profile as at the end of 2002 of:

| People from Diverse Cultural and Language backgrounds | Women in Management | Aboriginal & Torres Strait Islander People | People with a Disability | Breaking the Unemployment Cycle Traineeships |
|--|---|--|--|--|
| <p>Migrants whose first language is a language other than English (NESB 1) represented 4.67% and the children of migrants (NESB 2) represented 6.14%</p> | <p>Senior Officer positions and Senior Executive Service positions held by women represented 22.22%</p> <p>Middle and upper management positions (those positions paid at the Administrative Officer levels of 6-8, Senior Officers and Senior Executive Service and their salary equivalents, that have prescribed management responsibility) held by women represented 16.29%</p> | <p>Aboriginal and Torres Strait Islander employees represented 1.47%</p> | <p>Employees with a disability represented 8.86%</p> | <p>Representation as at end 2002 was:</p> <ul style="list-style-type: none"> • Women represented 55.38% • Aboriginal and Torres Strait Islander people represented 12.31% • People with a disability represented 3.08% • People from diverse cultural and language backgrounds represented 4.62% |

Productive Diversity Outcomes

Through this Plan, DPW is working towards realising diversity as a core value. This is reflected in DPW's Corporate Plan which states that "we value the diversity of our staff". This aligns with the Queensland Government's commitment to creating a public sector workforce that reflects the Queensland community and values diversity.

The key productive diversity outcomes for DPW over the next 3 years are to achieve:

1

A **supportive work environment** that:

- Welcomes diversity;
- Encourages work and life balance through flexible work practices; and
- Does not tolerate bullying and harassment.

2

Employment outcomes for equal employment opportunity target groups and young people.

3

Improved **career progress** for employees from equal employment opportunity target groups, especially women and Indigenous employees.

4

Fair and equitable **employment practices and conditions**.

Achieving Productive Diversity Outcomes

All DPW units will contribute to the achievement of these diversity outcomes through their business planning process.

The success of diversity management across DPW will be monitored by the Corporate Governance Framework through analysis of key monthly, quarterly and annual human resources performance indicators. Senior management will be held personally accountable through the performance review process.

The four key productive diversity outcomes will be **achieved through** :

| | |
|-------------------|--|
| Leadership | <ul style="list-style-type: none">• Our managers will model positive workplace behaviours regarding diversity. |
| Education | <ul style="list-style-type: none">• Our managers will be skilled in working with diversity.• Our staff will be aware of their diversity responsibilities. |
| Partnering | <ul style="list-style-type: none">• Partnering opportunities with target groups will be maximised. |
| Policy | <ul style="list-style-type: none">• Departmental policy and practice will have regard for the diversity needs of internal and external clients. |
| Planning | <ul style="list-style-type: none">• Departmental plans will reflect diversity outcomes and targets. |

Departmental Diversity Targets

Business units and divisions are required to include strategies in their annual business plans that will contribute to the achievement of the following departmental EEO targets:

| People from Diverse Cultural and Language Backgrounds | Women in Management | Aboriginal & Torres Strait Islander People | People with a Disability | Breaking the Unemployment Cycle Traineeships |
|--|--|---|--|---|
| <p>Migrants whose first language is a language other than English (NESB 1) to represent 7.2% of all employees across the Department by the end of year 2005.</p> <p>Migrants whose first language is a language other than English (NESB 1) and the children of migrants (NESB 2) to represent 13.5% of employees across the department by the end of the year 2005.</p> <p>Employees of non-English speaking background (NESB 1 and 2) in the Queensland public sector to represent 13.5% of employees at each salary level by the end of the year 2010.</p> | <p>Senior Executive Service positions and Senior Officer positions held by women to represent at least 25% of the positions by the end of the year 2005.</p> <p>Middle and upper management positions (those positions paid at the Administrative Officer levels of 6-8, Senior Officers and Senior Executive Service and their salary equivalents, that have prescribed management responsibility) held by women to represent at least 20% of such positions by the end of the year 2005.</p> <p><i>Note: Sector wide targets are 25% SES/SO and 35% AO6/ equivalent/above by end 2005.</i></p> | <p>Aboriginal and Torres Strait Islander employees to represent 2% of all employees across the Department by the end of the year 2003 (target to be reviewed annually).</p> <p>Aboriginal and Torres Strait Islander employees to represent 2% of all employees at all salary levels in the sector by the end of the year 2010 (to be reviewed annually).</p> <p><i>Note: Sector wide target is 2.4% by end 2010.</i></p> | <p>People with a Disability to represent 10% of all employees by the end of 2003 (target to be reviewed annually).</p> | <p>At each annual intake representation to be:</p> <ul style="list-style-type: none"> • Women 50% • Aboriginal and Torres Strait Islander people 5% • People with a disability 5% • People from diverse cultural and language backgrounds 5%. |

Note: The above departmental targets have been set as realistic and achievable goals based on DPW's workforce profile.

Our Diversity Reporting Framework

Diversity within DPW links to business outcomes. Effective diversity management begins in our Corporate Plan.

To ensure that our Diversity Management Plan (2003 – 2005) is implemented effectively, all departmental units are required to identify how they will contribute to these diversity outcomes through their annual business planning process. The following networks and departmental tools must be utilised by units to achieve these outcomes:

- **Senior Women's Group;**
- **Reconciliation Committee;**
- **DPW Strategic Framework for People with a Disability;**
- **DPW Strategic Framework for People from Diverse Cultural and Language Backgrounds; and**

Business performance will be monitored through the Corporate Governance Framework and personal commitment to diversity will be measured through the performance review process.

In the next three years, the Department of Public Works will strive to move up the Diversity Continuum to a point where Diversity is internalised as a core value.