# Diversity and Inclusion Framework

2023-25
*Everyone belongs*

Government of South Australia

Department of the Premier and Cabinet

# Contents

# Message from the Chief Executive

I am delighted to present the Department of the Premier and Cabinet (DPC) Diversity and Inclusion Framework 2023-25.

As the heart of government, we have a responsibility to create a workforce that reflects and best serves our diverse community.

Everyone who works at DPC should feel like they belong. Our differences make us stronger, and are instrumental in shaping our work in policy, programs, and services.

As an agency, we strive to set an example for diversity and inclusion for others to follow. We demonstrate this commitment through the framework's action plans and initiatives, including assessing our diversity and inclusion maturity and measuring our progress.

The framework is aligned with our strategic objectives, to be truly realised when we have a diversity of thought in decision making from a workforce that reflects and represents the many communities we serve.

We are building upon what we have already achieved together. On this foundation, this framework includes practical guidance to support each of us to be more inclusive in our workplace.

I encourage you to openly explore the section on individual responsibilities and self-directed actions and commit to embedding diversity, equity, access, and inclusion in our day-to-day work.

DPC has committed to bold actions, and we all have an integral part to play to bring these actions to life, to achieve an authentic and inclusive workplace which is key to making a difference so that South Australia thrives.

**Damien Walker**
**Chief Executive**
**Department of the Premier and Cabinet**

### Acknowledgement of Country

We acknowledge this land. The Dreaming is still living. From the past, in the present, into the future, forever.

# Our diversity and inclusion vision

Our vision, as the heart of government, is to foster a workplace where everyone belongs and model a workforce that represents the community we serve.

Our purpose is to make a difference so South Australia thrives.
To achieve this, it is necessary to ensure that government policies, programs and services are inclusive for all South Australians.



**Diversity** is about what makes each individual unique. A diverse workplace is one that is made up of individuals with a wide range of characteristics, experiences, professional skills and perspectives shaped by cultural background, ethnicity, disability, age, sex, gender, sexuality and socio-economic background.

## What is diversity and inclusion?

**Intersectionality** refers to a way of seeing people's experiences as shaped by (but not limited to) their combination of diverse backgrounds all at the same time.

The point of understanding intersectionality is to understand the variety of privileges and/or forms of discrimination or exclusion that one may experience simultaneously at any given time (for example, as a result of having English as a second language and disability together).

**Inclusion** occurs when everyone feels valued, respected and that they belong. It is about embracing our collective diversity and removing attitudinal, behavioural and physical barriers so that everyone is heard, has equal access to opportunities, and is empowered to participate and contribute their skills and perspectives to the workplace.

# The South Australian government's commitment to diversity and inclusion

The South Australian Public Sector has committed to achieving its long-term vision for inclusion by significantly investing in approaches that aim to make a more inclusive and equitable South Australia. These include:

- South Australian Gender Pay Gap Taskforce
- South Australian Multicultural Charter
- Anti-Racism Strategy
- Inclusive SA, State Disability Inclusion Plan
- South Australia's Implementation Plan for the National Agreement on Closing the Gap
- Achieving 50% women and Aboriginal and Torres Strait Islander representation on government boards and committees.

As the heart of government, DPC plays a critical role in supporting these initiatives.

## Why diversity and inclusion matters

South Australia has a diverse community. Having a workforce that represents our community produces better programs and policies relevant to the experiences and needs of all our citizens.

Inclusive workplace cultures will see benefits such as improved employee engagement, improved performance, innovation, retention of talent, improved employee wellbeing and elimination of unlawful behaviour such as harassment, discrimination and racism.

The business benefits of a diverse workforce are well documented, with many national and global research findings concluding that organisations with diversity at the leadership levels are more productive and profitable.

# Our workforce profile

The Department of the Premier and Cabinet has a diverse workforce. As at 31 December 2022, this is what our workforce comprised including our cultural institutions:

**8.2%**
aged under 30 years old

**53.8%**
30-49 years old

**38%**
50 and over

**16.6%**
born overseas

**8%**
speak another language

**3.8%**
identify as Aboriginal and/or Torres Strait Islander

**2.7%**
have disclosed as having disability

**62%**
of the DPC workforce are comprised of women and

**53%**
of executive roles

# Diversity and inclusion maturity model

We strive to reach an authentic level of diversity and inclusion (D&I) maturity in our people, culture, systems and environment. The D&I maturity model provides a framework for individuals and teams to assess their D&I competency journey. Where do you think you sit?

| | ① Compliant and risk focussed | ② Aware | ③ Committed and reflective | ④ Aspirational and strategic | ⑤ Authentic |
|---|---|---|---|---|---|
| **Individual** | Defensive and tolerant of difference. | Understanding and passive. | Accepting and appreciating. | Valuing and reflective. | Active and truly inclusive. |
| **Organisational culture** | Workforce is largely homogenous, and 'we treat everyone the same'. | Awareness that D&I genuinely benefits the organisation. | Difference is accepted and people see the benefits of D&I to them and the organisation. | Cultural systemic barriers are addressed and the 'playing field' is levelled. | Shared sense of purpose and belonging and the workforce is demographically and cognitively diverse. |
| **Organisational systems and environment** | • Focus is on compliance. Diversity, access and inclusion is seen as a legal issue and minimising risk.<br>• D&I is seen as 'special treatment for the few'.<br>• D&I initiatives are ad-hoc and any serious evaluation is seen as a threat. | • D&I is largely seen in terms of demographic data.<br>• Action plans are mainly run by the People and Culture team with some standalone initiatives.<br>• Action plans lack traction.<br>• Some attitudinal data available. | • D&I is communicated as a key value for the organisation.<br>• D&I competency is seen as a key management attribute.<br>• Strategy for culture change created.<br>• Inclusion of D&I in strategic planning.<br>• Coordinated management and measurement of D&I activities. | • More sophisticated understanding of D&I and links to business strategy.<br>• D&I shortcomings are acknowledged and addressed.<br>• Continuous D&I improvement initiated by business units and individual staff.<br>• High-level champions actively involved. | • Diversity, access and inclusion is considered in all decisions.<br>• Difference is actively embraced and used in decision making.<br>• Focus is on high performing, diverse thinking teams to create business value. |

# About this framework

Our Diversity and Inclusion Framework 2023-25 is the third framework for the department. Building on previous achievements, this framework sets out our guiding principles that shape our efforts and guide every employee on the actions they can take to be inclusive.

Our framework outlines our commitments through the:

- Diversity and Inclusion Action Plan
- Age Inclusive Employment Plan
- Culturally and Linguistically Diverse (CALD) Action Plan
- First Nations Employment Plan
- Lesbian, Gay, Bisexual, Transgender, Intersex, Queer and Agender/Asexual/Aromantic+ (LGBTIQA+) Inclusion Plan.

This framework also complements and supports plans developed independently under separate policy or legislative requirements. This includes the department's:

- Reconciliation Action Plan
- Disability Access and Inclusion Plan
- Gender Equality and Respect Action Plan.

## Governance

The DPC Diversity and Inclusion Advisory Committee is responsible for monitoring this framework and will provide an annual progress report to the Executive Leadership Team (ELT).

The department's reporting platform, DPC Performs, will be used by responsible officers to provide progress updates on each deliverable. Automated progress reports are provided to executive directors monthly to monitor their division's deliverables.

## Consultation

This framework has been shaped by the voices of our employees through a range of mechanisms, including:

- the DPC Diversity and Inclusion Advisory Committee
- a diversity and inclusion staff survey, September 2022
- continuous pulse surveys through our staff engagement platform
- Your Voice Survey in 2021
- consultation with all staff in February and March 2023 through focus groups and written submissions.

Feedback tells us that:

- our people are keen to learn more, especially from people with lived experience
- we should recognise and celebrate more cultures and more days of significance through events and activities
- there is a strong interest in employee-led networks

- we have employees who are parents and carers of children with disability and/or identify as LGBTIQA+ who are engaged with our diversity and inclusion initiatives
- eliminating micro-aggressions that lead to sexism, racism and discrimination is important to create an inclusive culture
- small accommodations and adjustments can have a large impact to employees' participation in the workplace and feeling valued
- team building activities can help create a sense of belonging
- workplaces need to be safe and encourage employees to share their own lived experience.

# Diversity and inclusion principles

## RECRUIT

We strive to be an employer of choice. We attract and recruit a workforce that represents the diversity of the community we serve.

- We have fair, inclusive, and accessible recruitment processes that allow us to attract the widest pool of people from diverse backgrounds.
- We offer flexible work arrangements to mutually benefit the department and support the diverse needs and responsibilities of our employees.
- We support all employees with their career aspirations and professional development.

## INCLUDE

Our culture fosters practices that embed cultural safety, access and inclusion in all that we do so that every employee feels safe and welcome to bring their whole selves to work.

- We have a shared sense of purpose and belonging.
- We care and treat each other with dignity and respect and embrace everyone's uniqueness.
- We understand our role and responsibility to drive a culture of safety and wellbeing and remove any barriers to inclusion.
- We understand the importance of education and raising awareness.
- Our policies and practices are accessible, flexible, equitable and inclusive of all people.

## DEVELOP

We ensure every employee is provided opportunity for continuous development so that they thrive at work.

- We identify and offer targeted development opportunities to employees of diverse backgrounds to address areas of underrepresentation.
- We offer training and learning opportunities in a range of alternative formats to suit diverse learning styles.
- We deliver a broad range of training and development opportunities for all our employees.

## LEAD

As the heart of government, we continually strive to be the exemplar for diversity and inclusion and model inclusive leadership.

- We recognise the importance of diversity, equity, access and inclusion principles that enables us to make better decisions.
- We recognise that inclusive leadership is a key management skill.
- We develop our leaders' competency to work with a diverse workforce and create an inclusive team.
- We seek, listen, and respond to the views and experiences of our employees.
- We seek to lead the South Australian Public Sector through innovative strategies and programs in diversity and inclusion, and we recognise good practice in other agencies and collaborate to leverage our learnings across the public sector.
- We co-design and/or consult on our policies, programs and initiatives with employees and people with lived experience, to lead strong policy outcomes and deliver trusted services, programs, and projects.

# Individual responsibilities and self-directed actions

| As an employee, I will… | Guiding principle |
|---|---|
| ○ be welcoming of all individuals and ensure no one is left out | Include |
| ○ complete all diversity-related mandatory training to improve my awareness | Include |
| ○ actively participate in further learning opportunities to broaden my understanding of the unique challenges experienced by various diverse communities and know what I can do to be more inclusive | Include |
| ○ ensure I use inclusive and gender-neutral language in all my communications | Include |
| ○ consider sharing my pronouns when meeting new people and in my email signatures | Include |
| ○ ensure accessibility and inclusion is planned and addressed in all the work I produce | Include |
| ○ familiarise myself with the Reconciliation Action Plan, Disability Access and Inclusion Plan, Gender Equality and Respect Action Plan and the South Australian Multicultural Charter to understand their purpose and my responsibilities | Include |
| ○ be responsible for my career | Develop |
| ○ consider all relevant training, development and networking opportunities | Develop |
| ○ consider being a mentor to support the development of other employees | Develop |
| ○ actively participate in the Performance Development Plan (PDP) discussion | Develop |

| As an employee, I will… | Guiding principle |
|---|---|
| ○ consider the end user/audience of the work I produce and ensure consultation and, where possible, co-design, is undertaken with relevant diverse communities, stakeholders and people with lived experience | 🖑 Lead |
| ○ explore new and innovative ways to improve access and inclusion in all policies, programs and initiatives for all people of diverse backgrounds | 🖑 Lead |

| As a manager or director, I will… | Guiding principle |
|---|---|
| ○ regularly monitor my area's workforce diversity data to inform targeted First Nation's recruitment and/or recruitment of people with disability | Recruit |
| ○ seek candidates from the DPC Aboriginal and Torres Strait Islander pools prior to advertising vacancies | Recruit |
| ○ consider seeking candidates from the Disability Employment Register for vacancies | Recruit |
| ○ ensure my staff complete all mandatory training | Include |
| ○ encourage and support my employees to participate in learning opportunities, activities, networks and events outside their area of expertise to broaden their learning and competency in working with employees and clients of diverse backgrounds and contribute to more inclusive policy and program development | Include |
| ○ explore new ways of working flexibly in all roles and manage for outcome | Include |
| ○ schedule meeting times and types to ensure no one is excluded, for example avoiding school drop-ff/pick up times, hybrid meetings to include those working remotely | Include |
| ○ Implement reasonable workplace adjustments when needed to support employees with disability to work to their full potential | Include |
| ○ Explore ways to make even small accommodations/adjustments for staff to maximise their participation in the workplace and create a sense of belonging | Include |
| ○ monitor employee engagement staff survey responses and action any identified inequity and cultural concerns in my work areas | Include |

| As a manager or director, I will... | Guiding principle |
|---|---|
| provide adequate resources to ensure the services, programs and policies we deliver are accessible and inclusive for all | 🔴 Include |
| use the PDP discussions to better understand my employees' diverse learning needs and aspirations | 🟡 Develop |
| encourage and support all my employees to access training, development and networking opportunities | 🟡 Develop |
| role-model inclusive leadership | ⚪ Lead |
| continuously seek opportunities to further improve my knowledge and inclusive leadership skills | ⚪ Lead |

| As a selection panel chairperson, I will… | Guiding principle |
|---|---|
| ○ ensure gender balance and aim for diverse representation (e.g. First Nations, cultural and linguistic diversity, people with disability, LGBTIQA+) when forming the selection panel | 🧑‍🤝‍🧑 Recruit |

| As a selection panel member, I will… | Guiding principle |
|---|---|
| ○ complete the mandatory Unconscious Bias Awareness online course prior to participating in selection processes | 🧑‍🤝‍🧑 Recruit |
| ○ support applicants with disability from the Disability Employment Register by offering a 'guaranteed interview', where the candidate shows reasonable potential, and provide feedback to JobAccess, if unsuccessful, to support the applicant's future job prospects | 🧑‍🤝‍🧑 Recruit |

| As a training or event organiser, I will… | Guiding principle |
|---|---|
| ○ invite all staff to request reasonable adjustments or alternative formats to access training activities and events | 🌱 Develop |
| ○ refer to the Event Accessibility Checklist to ensure accessibility is addressed at every event | 🫂 Include |

# Diversity and Inclusion Action Plan 2023-25

RECRUIT  INCLUDE  DEVELOP  LEAD

| Deliverable | Key success measure | Responsible officer | Timeframe | Guiding principle | DPC strategic objective |
|---|---|---|---|---|---|
| **Executive Leadership team undertakes an annual assessment of DPC against the Diversity and Inclusion Maturity Model to establish a baseline measure and annual progress** | A diversity and inclusion organisational maturity assessment tool is developed for the Executive Leadership Team to establish a baseline measure and annual progress. | Executive Leadership Team<br><br>with support from Director, People and Culture | 30 September 2023<br><br>30 June 2024 | Lead | Positive, inclusive and empowered workforce |
| **Review HR and recruitment processes to remove barriers to participation in our workplace for people of diverse backgrounds** | Explore opportunities to improve accessibility and inclusion within recruitment processes and practices.<br><br>Diversity and gender reporting on candidate attraction and recruitment outcomes is analysed. | Director, People and Culture | December 2023<br><br>December 2024 | Include | Positive, inclusive and empowered workforce |
| **Review and update the diversity and flexibility statement in all platforms that advertise DPC's job vacancies and career opportunities** | The diversity and flexibility statement is reviewed and, if required, updated to encourage all applicants of diverse backgrounds to apply for DPC vacancies.<br><br>Diversity and flexibility messaging is consistent across our DPC Careers page, online recruitment process and role descriptions. | Director, People and Culture | 31 December 2023 | Recruit | Positive, inclusive and empowered workforce |

| Deliverable | Key success measure | Responsible officer | Timeframe | Guiding principle | DPC strategic objective |
|---|---|---|---|---|---|
| **Promote DPC as an inclusive workplace and employer of choice** | The DPC website Careers and Diversity and inclusion pages, as well as IN.DPC, are reviewed and updated to showcase our D&I initiatives and promote DPC as an inclusive workplace. The department's social media is utilised to promote DPC as an inclusive employer of choice. | Director, Communications | Ongoing Reported annually 30 June | Recruit | Positive, inclusive and empowered workforce |
| **Promote days of significance** | A range of communications are published each year to promote and celebrate various days of significance. | Director, Communications | Ongoing Reported annually 30 June | Include | Positive, inclusive and empowered workforce |
| **Celebrate days of significance** | A series of events and activities, including Lunch and Learn sessions, are delivered on a range of diversity and accessibility related topics and to celebrate days of significance. | Chair, Diversity and Inclusion Advisory Committee | Ongoing Reported annually 30 June | Include | Positive, inclusive and empowered workforce |

| Deliverable | Key success measure | Responsible officer | Timeframe | Guiding principle | DPC strategic objective |
|---|---|---|---|---|---|
| **Make available and monitor completion of the mandatory online diversity and inclusion courses** | Mandatory training compliance reports are prepared for ELT on an annual basis to enable ELT members to address areas of non-compliance for the following courses:<br><br>○ Diverse SA (all employees)<br>○ Say No to Racism (all employees)<br>○ Unconscious Bias Awareness (Managers and recruitment panel members)<br>○ Disability Awareness and Inclusion (all employees)<br>○ Inclusive Communities Benefit Everyone (Managers)<br>○ Cultural Awareness Australia (all employees)<br>○ Respectful Treatment at Work (all employees). | Director, People and Culture | 30 November 2023<br><br>30 November 2024 | 🌀 Include | Positive, inclusive and empowered workforce |

| Deliverable | Key success measure | Responsible officer | Timeframe | Guiding principle | DPC strategic objective |
|---|---|---|---|---|---|
| **Explore the expansion of diversity and inclusion related training offerings, including neurodiversity/ autism awareness training** | The market is searched for suitable diversity and inclusion related training packages.<br><br>Suitable training opportunities are offered to staff. | Director, People and Culture | 31 October 2023 | Include | Positive, inclusive and empowered workforce |
| **Review the effectiveness of the 2022 DPC Mentoring program** | Recommendations are provided to inform subsequent mentoring programs for DPC. | Director, People and Culture | 31 July 2023 | Develop | Positive, inclusive and empowered workforce |
| **Measure staff perceptions and/or needs regarding diversity and inclusion in DPC** | The staff engagement platform is utilised at least once per year to measure staff perceptions regarding diversity and inclusion in DPC. | Director, People and Culture | 31 December 2023<br><br>31 December 2024 | Lead | Positive, inclusive and empowered workforce |
| **Maintain and promote the DPC Diversity and Inclusion Advisory Committee, as the reference group established to advise on diversity, access and inclusion for DPC** | The DPC Diversity and Inclusion Advisory Committee provides advice to other areas of the department on matters of equity, access and inclusion.<br><br>The DPC Diversity and Inclusion Advisory Committee is promoted to attract new members, as required. | Chair, Diversity and Inclusion Advisory Committee | Ongoing<br><br>Reported annually 30 June | Lead | Positive, inclusive and empowered workforce |

| Deliverable | Key success measure | Responsible officer | Timeframe | Guiding principle | DPC strategic objective |
|---|---|---|---|---|---|
| **Provide a guide to support employees who wish to establish or participate in employee-led networks** | A guide is developed and launched, and staff are invited to initiate the establishment of an employee-led network. | Chair, Diversity and Inclusion Advisory Committee | 31 October 2024 | 🌱 Develop | Positive, inclusive and empowered workforce |
| **Develop an inclusive language guide for written communication and speeches** | A guide is developed and promoted across the department. | Chair, Diversity and Inclusion Advisory Committee | 31 October 2024 | 👆 Lead | Positive, inclusive and empowered workforce |
| **Regularly review and promote the IN.DPC Diversity and inclusion page as a resource hub for our employees of diverse backgrounds and for managers supporting employees of diverse backgrounds** | IN.DPC Diversity and inclusion pages remain up-to-date and provide value to all employees and managers. | Director, People and Culture With support from Director, Communications | Ongoing Reported annually 30 June | 👆 Lead | Positive, inclusive and empowered workforce |
| **Promote and support the uptake of flexible work arrangements and provide education to promote the benefits and how to manage a flexible workforce** | The Flexible Workplaces intranet page is maintained and updated as required. The Flexible Working employee and manager guides are reviewed. | Director, People and Culture | Ongoing Reported annually 30 June | 🌱 Develop | Positive, inclusive and empowered workforce |

| Deliverable | Key success measure | Responsible officer | Timeframe | Guiding principle | DPC strategic objective |
|---|---|---|---|---|---|
| **Monitor our progress on achieving a diverse workforce** | A monthly metrics report is provided to ELT.<br><br>A quarterly workforce diversity report is provided to the Diversity and Inclusion Advisory Committee. | Director, People and Culture | Ongoing<br><br>Reported annually 30 June | Recruit | Positive, inclusive and empowered workforce |
| **Conduct an audit of DPC workplaces and staff amenities and make recommendations to improve inclusion and accessibility** | Low-cost, practical and reasonable short-term recommendations from audit findings are implemented within 12 months.<br><br>Longer-term recommendations with budget estimates are tabled for future refurbishment works. | Director, Business Operations<br><br>With support from Director, People and Culture | 31 October 2023 | Include | Positive, inclusive and empowered workforce |

# Age Inclusive Employment Plan 2023-25

| Deliverable | Key success measure | Responsible officer | Timeframe | Guiding principle | DPC strategic objective |
|---|---|---|---|---|---|
| **Ensure workplace health initiatives are relevant and appropriate to a wide range of ages** | General workplace health initiatives are taken up by employees of all ages.<br><br>Age-specific workplace health initiatives are evaluated as relevant by participating employees. | Director, People and Culture | Ongoing<br><br>Reported annually 30 June | 🌱 Develop | Positive, inclusive and empowered workforce |
| **Provide tools and assessments to support both young and mature-age employees with career planning and to identify development opportunities** | Employees access career-planning tools, assessments to guide their development planning. | Director, People and Culture | Ongoing<br><br>Reported annually 30 June | Recruit | Positive, inclusive and empowered workforce |

| Deliverable | Key success measure | Responsible officer | Timeframe | Guiding principle | DPC strategic objective |
|---|---|---|---|---|---|
| **Showcase the achievements of our young and mature age employees to help breakdown stereotypes and eliminate age bias** | At least 2 showcase items are delivered per year. | Director, Communications | 31 December 2023<br><br>31 December 2024 | 🔴 Include | Positive, inclusive and empowered workforce |
| **Promote careers at DPC at relevant career and graduate expos** | DPC representation is coordinated at relevant career expos to broaden and strengthen our networks with secondary and post-secondary education institutions and to improve access to the most talented and diverse youth in South Australia. | Director, People and Culture | Ongoing<br><br>Reported annually 30 June | 🔵 Recruit | Positive, inclusive and empowered workforce |
| **Promote options for employees to transition to retirement** | The transition to retirement intranet page is reviewed and updated, at least annually, to ensure up-to-date information is provided to employees and managers. | Director, People and Culture | Ongoing<br><br>Reported annually 30 June | 🔵 Recruit | Positive, inclusive and empowered workforce |

# Culturally and Linguistically Diverse (CALD) Action Plan 2023-25

RECRUIT    INCLUDE    DEVELOP    LEAD

| Deliverable | Key success measure | Responsible officer | Timeframe | Guiding principle | DPC strategic objective |
|---|---|---|---|---|---|
| **Promote the implementation of the new South Australian Multicultural Charter** | Public Sector agencies are guided in implementing the principles of the South Australian Multicultural Charter. | Director, Multicultural Affairs | 31 March 2024 | 👆 Lead | Trusted services, programs, and project delivery |
| **Promote the DPC Interpreting and Translating Policy across the department** | Frontline staff are aware of and implement the policy to ensure we deliver an effective service to our multicultural community members. | Director, Multicultural Affairs | Ongoing<br>Reported annually 30 June | Include | Trusted services, programs, and project delivery |
| **Make available and promote wellbeing rooms for staff to use for cultural, wellbeing and nursing purposes** | Wellbeing rooms are maintained, and their locations are listed and promoted on IN.DPC. | Director, Business Operations | Ongoing<br>Reported annually 30 June | Include | Positive, inclusive and empowered workforce |
| **Support our multicultural employees who seek to enhance their fluency with the English language** | Information is provided on IN.DPC detailing a list of services available for employees to enhance English language communication skills. | Director, People and Culture | Ongoing<br>Reported annually 30 June | Develop | Positive, inclusive and empowered workforce |

| Deliverable | Key success measure | Responsible officer | Timeframe | Guiding principle | DPC strategic objective |
|---|---|---|---|---|---|
| **Work with the Office of the Commissioner for Public Sector Employment (OCPSE) to review workforce data collection to more reliably capture the cultural and linguistic diversity of the South Australian Public Sector workforce** | Advice is provided to the OCPSE to achieve enhancements to workforce data collection on the cultural and linguistic diversity of the South Australian Public Sector workforce. | Director, Multicultural Affairs | 31 December 2024 | 👆 Lead | Trusted services, programs, and project delivery |
| **Celebrate Harmony Week and other cultural days of significance and showcase different cultures and religious events throughout the year** | Events and communications are delivered to celebrate Harmony Week and other days of significance to learn about different cultures and religions. | Chair, Diversity and Inclusion Advisory Committee | 31 March 2024<br>31 March 2025 | 🔴 Include | Positive, inclusive and empowered workforce |

# First Nations Workforce Plan 2023-25

RECRUIT  INCLUDE  DEVELOP  LEAD

| Deliverable | Key success measure | Responsible officer | Timeframe | Guiding principle | DPC strategic objective |
|---|---|---|---|---|---|
| **Achieve and maintain a target of at least 4% First Nations employment in DPC** | Progression towards 4% First Nations employment across all divisions with a reasonable spread across classification levels.<br><br>Employment target is monitored and reported to the Executive Leadership Team (ELT), the Reconciliation Action Plan (RAP) Working Group and HR Business Partners on a six-monthly basis.<br><br>Each division identifies strategies to achieve the First Nations employment target. | Executive Leadership Team<br><br>Supported by Director, People and Culture | 31 December 2023<br><br>30 June 2024<br><br>31 December 2024<br><br>30 June 2025 | Recruit | Positive, inclusive, and empowered workforce |
| **Maintain a DPC Aboriginal and Torres Strait Islander employment pool to give priority consideration to these First Nations applicants for all DPC vacancies** | Aboriginal and Torres Strait Islander employment pool applicants, referrals and successful outcomes are monitored and reported to ELT, the RAP Working Group and HR Business Partners on a six-monthly basis. | Director, People and Culture | 31 December 2023<br><br>30 June 2024<br><br>31 December 2024<br><br>30 June 2025 | Recruit | Positive, inclusive and empowered workforce |

| Deliverable | Key success measure | Responsible officer | Timeframe | Guiding principle | DPC strategic objective |
|---|---|---|---|---|---|
| **Achieve or exceed allocated DPC target(s) to recruit First Nations trainees or graduates through upcoming traineeship and graduate programs coordinated by the Office of the Commissioner for Public Sector Employment (OCPSE)** | DPC First Nations trainee and graduate recruitment targets are achieved or exceeded within timeframes set by the OCPSE. | Director, People and Culture | 30 June 2025 | 👤 Recruit | Positive, inclusive and empowered workforce |
| **Support the professional development of First Nations tertiary students through an internship opportunity each year** | At least one First Nations tertiary student is engaged in an internship in DPC each year. | Director, People and Culture | 30 June 2024<br>30 June 2025 | 👤 Recruit<br><br>🌱 Develop | Positive, inclusive and empowered workforce |

| Deliverable | Key success measure | Responsible officer | Timeframe | Guiding principle | DPC strategic objective |
|---|---|---|---|---|---|
| **Analyse employment conditions (tenure) and retention and attrition rates for DPC's First Nations employees and determine appropriate strategies to achieve and maintain employment conditions more comparable to the rest of the department** | HR Business Partners and managers to monitor contract end dates of First Nations employees and explore ongoing opportunities (subject to performance and ongoing funding). Progress towards comparable employment status and attrition rates is monitored and reported to ELT, the RAP Working Group and HR Business Partners on a six-monthly basis. | Director, People and Culture | 31 December 2023<br>30 June 2024<br>31 December 2024<br>30 June 2025 | Recruit | Positive, inclusive and empowered workforce |
| **Make an Aboriginal Career Pathways program available to all new First Nations employees at all levels in DPC** | All First Nations employees are offered an opportunity for tailored development plans and career planning. | Director, People and Culture | 30 June 2024<br>30 June 2025 | Develop | Positive, inclusive and empowered workforce |

| Deliverable | Key success measure | Responsible officer | Timeframe | Guiding principle | DPC strategic objective |
|---|---|---|---|---|---|
| **Achieve 10% of First Nations employees to gain a promotion\* in DPC over the life of this plan** | Through the Aboriginal Career Pathways program, employees are supported with tailored development plans to assist in their career acceleration through DPC development programs.<br><br>Percentage of First Nations promotions are monitored and reported to ELT, the RAP Working Group and HR Business Partners on a six-monthly basis.<br><br>\* Promotion includes: winning a higher-level temporary or ongoing role through a merit-based selection, reclassification and temporary assignment at a higher level or additional duties over a continuous period of 6 months. | Director, People and Culture | 30 June 2024<br><br>30 June 2025 | 🌱 Develop | Positive, inclusive and empowered workforce |
| **Drive engagement of DPC's First Nations employees with the Nunga Network** | At least 4 Nunga Network events are scheduled per year, to provide all First Nations employees with peer networking, support, and development opportunities. | Director, Office of the Chief Executive | 30 June 2024<br><br>30 June 2025 | 🔴 Include<br><br>🌱 Develop | Positive, inclusive and empowered workforce |

| Deliverable | Key success measure | Responsible officer | Timeframe | Guiding principle | DPC strategic objective |
|---|---|---|---|---|---|
| **Support senior First Nations employees in DPC to develop skills to pursue positions on boards and committees** | Two sponsored places are offered to relevant First Nations employees each year. | Director, People and Culture | 30 June 2024<br><br>30 June 2025 | 🌱 Develop<br><br>✋ Lead | Positive, inclusive and empowered workforce |
| **Establish an Aboriginal Leadership Group from DPC's Nunga Network to provide opportunities for inclusion of First Nations voices within DPC leadership and governance** | Terms of Reference for the Aboriginal Leadership Group is prepared and agreed to by the Nunga Network and members are appointed. | Director, Office of the Chief Executive | 31 August 2023 | ✋ Lead | Leading strong policy outcomes |
| **Support at least one First Nations employee to participate in the SA Leadership Academy Aboriginal Leadership Program each year** | At least one First Nations employee is supported to participate in the Aboriginal Leadership Program each year. | Director, People and Culture | 30 June 2024<br><br>30 June 2025 | 🌱 Develop | Positive, inclusive and empowered workforce |

| Deliverable | Key success measure | Responsible officer | Timeframe | Guiding principle | DPC strategic objective |
|---|---|---|---|---|---|
| **Ensure all employees leaving DPC are offered a culturally safe exit survey and analyse exit survey data from First Nations employees** | A high-level summary of exit survey data from First Nations employees is reported to ELT and the RAP Working Group annually. | Director, People and Culture | 30 June 2024<br><br>30 June 2025 | 🔴 Include | Positive, inclusive and empowered workforce |
| **Strengthen cultural safety in the workplace** | A cultural learning framework includes offerings to enhance cultural safety in DPC.<br><br>Progress on cultural safety is measured through the Cultural Assessment Survey, wellbeing check-in with First Nations employees, and other survey and engagement opportunities. | Director, People and Culture<br><br>With support from Office of the Chief Executive | 30 June 2024<br><br>30 June 2025 | 🔴 Include | Positive, inclusive and empowered workforce |
| **Create job rotational opportunities through DPC divisions for existing First Nations employee(s)** | At least one First Nations employee is supported to participate in a job-rotational opportunity at their substantive classification, over the life of this plan. | Director, People and Culture | 30 June 2025 | 🟡 Develop | Positive, inclusive and empowered workforce |
| **Provide mentoring opportunities to DPC's First Nations employees** | The DPC Mentoring Program is delivered and First Nations employees are encouraged to participate. | Director, People and Culture | 30 June 2024<br><br>30 June 2025 | 🟡 Develop | Positive, inclusive and empowered workforce |

# Lesbian, Gay, Bisexual, Transgender, Intersex, Queer and Agender/Asexual/Aromantic + (LGBTIQA+) Inclusion Plan 2023-25

| Deliverable | Key success measure | Responsible officer | Timeframe | Guiding principle | DPC strategic objective |
|---|---|---|---|---|---|
| **Effectively support employees seeking gender affirmation through our Gender Affirmation and Transition in the Workplace Procedure** | The DPC Gender Affirmation and Transition in the Workplace Procedure is reviewed at least once every two years and promoted to employees. | Director, People and Culture | 28 February 2024 | Include | Positive, inclusive, and empowered workforce |
| **Ensure we provide wellbeing support and service information for our LGBTIQA+ employees** | The Employee Assistance Program continues to provide an LGBTIQA+ inclusive service and information on the services are promoted to employees.<br><br>The LGBTIQA+ wellbeing page is reviewed and updated at least annually. | Director, People and Culture | Ongoing<br><br>Reported annually 30 June | Develop | Positive, inclusive and empowered workforce |

| Deliverable | Key success measure | Responsible officer | Timeframe | Guiding principle | DPC strategic objective |
|---|---|---|---|---|---|
| **Provide the DPC 'Inclusive Communities Benefit Everyone' (LGBTIQA+ Awareness) online course to other South Australian Public Sector agencies** | South Australian Public Sector agencies are supported to increase staff LGBTIQA+ awareness. | Director, People and Culture | Ongoing  Reported annually 30 June | 👆 Lead | Trusted services, programs, and project delivery |
| **Promote the SA Public Service Trans Employee Network to our employees** | At least one news item per year promotes the SA Public Service Trans Employee Network and how trans employees can join. | Director, Communications | Ongoing  Reported annually 30 June | 👆 Lead | Positive, inclusive and empowered workforce |
| **Participate in the South Australian Government group at the Adelaide Pride March as a show of support and celebration of LGBTIQA+ South Australians** | The annual Adelaide Pride March is promoted and staff are encouraged to participate as part of the South Australian Government group. | Chair, Diversity and Inclusion Advisory Committee | November 2023  November 2024 | 👆 Lead | Positive, inclusive and empowered workforce |

# Definitions

## Accessibility

Accessibility is about ensuring that people with disability have equal access to programs, employment, training, goods and services, premises, communication, information and technology.

## Culturally and Linguistically Diverse

Culturally and linguistically diverse (CALD), refers to the wide range of cultural groups that make up the South Australian population and our communities. The term acknowledges that groups and individuals differ according to religion and spirituality, racial background and ethnicity as well as language.

## Disability

The social model of disability defines disability as a result of the interaction between:

- features of an individual (their medical condition); and
- features of society (the environment) in which they participate

where features of a society (attitudes, communication, natural and built environment, services, systems and policies, employment and activities) may create barriers to participation.

For the purposes of data collection, the department relies on employees self-identifying as having disability, as defined by the *Disability Discrimination Act 1992*.

## Employee-led networks

Employee-led networks, also known as Employee Resource Groups, Employee Networks or Employee Affinity Groups are voluntary, employee-led groups bringing together employees with lived experience to connect, foster dialogue around diversity, workplace inclusion, advice and advocacy. They serve as a resource for members and organisations by fostering a diverse, inclusive workplace aligned with the organisation's mission, values, goals, business practices and objectives.

Employee networks can be about any group of people. Some common examples of networks are below:

- Aboriginal and Torres Strait Islander or Reconciliation Action Plan
- age inclusion
- cultural and linguistic diversity
- disability or disability and carers
- neurodiversity
- gender equality or gender equity
- LGBTIQA+.

## Gender equity

Gender equity refers to creating workplaces where all genders can access opportunities and participate in the workplace on an equal basis.

### Gender transition/gender affirmation

Gender transition, also known as gender affirmation, refers to the steps a person may take to socially and/or physically feel more aligned with their gender. It can include social steps (such as publicly changing their name, pronouns and appearance), medical steps (such as hormones and/or surgery) and/or legal steps (changing their legal gender marker and name in official documents).

### LGBTIQA+

Lesbian, gay, bisexual, transgender, intersex, queer and agender/asexual/aromantic+ (LGBTIQA+) refers to the diverse sex, sexual orientation and gender identities represented in the community. The term LGBTIQA+ is used to be as inclusive as possible, though it is recognised there are many more terms that may describe our diverse community members.

### Mature age

While being of mature age is not defined to a specific age bracket, for workforce data snapshot purposes only, this framework refers to people aged 50 and over.

### Unconscious bias

Unconscious bias refers to a bias that we are unaware of, happens automatically and which happens outside of our control. It is our brain's way of making quick judgements and assessments of people and situations, using our background, cultural environment and personal experiences over our lifespan. Unconscious bias is reflected in the prejudices and stereotypes that are deeply seated within us as a result of our socialisation.

### Young employees

Young employees in the context of this framework refers to those employees new to their working careers, such as graduates and trainees. While this is not defined to a specific age bracket, for workforce data snapshot purposes only, this framework references those employees under 30 years old.

### Your Voice Survey

The I WORK FOR SA – Your Voice Survey is a voluntary and confidential South Australian Public Sector employee survey coordinated by the Commissioner for Public Sector Employment.

**For more information:**
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