

Port Phillip & Westernport CMA

Diversity and Inclusion Plan

2018-23



Diversity and Inclusion Plan

Published by Port Phillip and Westernport Catchment Management Authority, Frankston, September 2017

ISBN: 978-0-9922696-3-0

www.ppwcma.vic.gov.au

Copyright © State of Victoria, Port Phillip and Westernport Catchment Management Authority, 2017. This publication is copyright. Copying for non-commercial/non-profit purposes is permitted subject to the publication being copied entirely.

The PPWCMA believes that the information contained in this publication is accurate and reliable at the date of printing. It is the responsibility of readers to avail themselves of the latest information and advice in respect of the information contained in this publication after this date. Any financial projections in this plan are intended to provide a simple forecast of estimated finances, costs and expenditure.

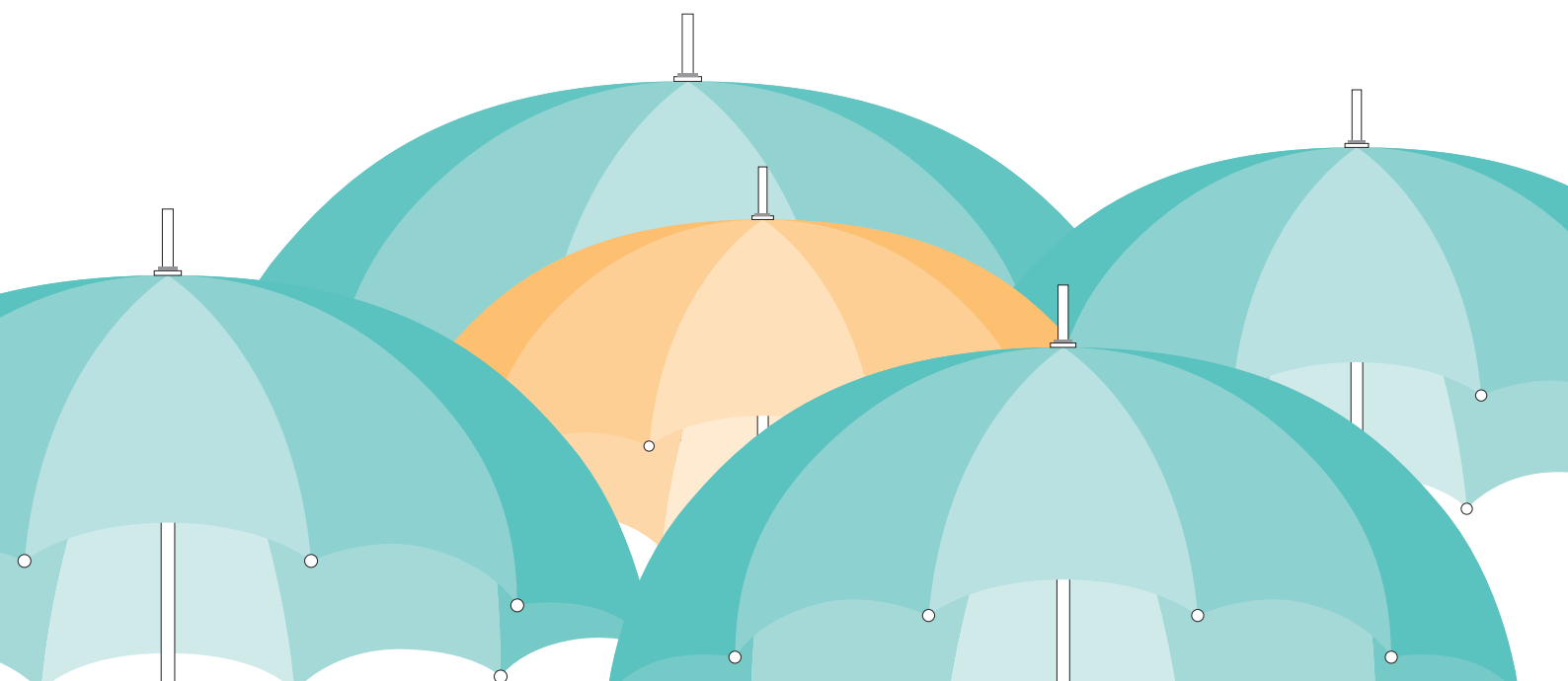
Disclaimer: this publication may be of assistance to you but the State of Victoria and its employees do not guarantee that the publication is without flaw of any kind or is wholly appropriate for your particular purposes and therefore disclaims all liability for any error, loss or other consequence which may arise from you relying on any information in this publication.

Acknowledgements: Some of the content and directions of this plan have been sourced or developed from similar plans of other organisations including the Australian Government Department of Human Services' Workplace Diversity and Inclusion Strategy 2016-19, Macquarie University's Equity, Diversity and Inclusion Plan 2015-2019, the Victorian Government Department of Environment, Land, Water & Planning's Diversity and Inclusion Strategy 2016-2020, the Australian Taxation Office's Diversity and Inclusion Plan 2017-2019, the Australian Securities and Investments Commission's Diversity and Inclusion Plan and the Fair Work Ombudsman's Workplace Diversity & Inclusion Strategy 2013-2016.

Accessibility: if you would like to receive this publication in an alternative format, please telephone the Port Phillip & Westernport CMA on 03 8781 7900 or email enquiries@ppwcma.vic.gov.au.

Contents

About diversity and inclusion	2
How we define it	2
Why it's important	2
Principles	3
Links to our values and planning	4
Our vision	5
Our actions so far	6
Current status	8
Objectives	9
Our strategy	10
Challenges	12
Monitoring and reporting	12
Evaluation and review	13



About diversity and inclusion

How we define it

Diversity is about our individual differences and acknowledging the unique blend of knowledge, skills and perspectives people bring to the workplace. Diversity can include characteristics such as cultural background and ethnicity, age, gender, gender identity, disability, sexual orientation, religious beliefs, language and education. Diversity also includes characteristics such as professional skills, working style, location and life experiences.

A culture of **inclusion** is one where everyone feels valued and respected and is able to fully contribute. It is about removing barriers to make sure everyone can fully participate in the workplace and have equal access to opportunities. Inclusion is about empowering people to contribute their skills and perspectives for the benefit of organisational performance and business outcomes.

Why it's important

Diversity brings forth new and better ways of doing things, helps us to harness benefits and improve the efficiency and quality of our services. Inclusion is the key to unlocking this potential. When we value workplace diversity and inclusion we see benefits such as higher employee engagement, improved performance, greater innovation, retention of talent, improved employee wellbeing and lower levels of unlawful and unwelcome behaviour such as harassment and discrimination.

The Port Phillip & Westernport CMA is committed to diversity and inclusion because:

- it improves our access to a broad talent pool and fosters a work environment in which we are more likely to retain a committed and satisfied workforce
- it fosters broad-minded thinking, encourages innovation and creates better outcomes
- it reflects the diversity of communities and sectors that we work with and can help us to improve our connections with them
- there is a strong expectation from our community that all organisations, including Government organisations, embrace diversity and inclusion
- we want to be part of the Victorian Government's commitment that public sector organisations will strongly embrace and promote diversity and inclusion
- our efforts and contributions complement and add to the collective effort of all Catchment Management Authorities, the Department of Environment, Land, Water & Planning and other organisations working in catchment and environmental management to strengthen diversity and inclusion in Victoria's communities
- our reach into various communities and sectors can help others to embrace and support diversity and inclusion.

Principles

The following principles guide the development and implementation of this plan:

Acting ethically

We are expected to have high ethical standards including respect for due process, natural justice, equal employment opportunity, human rights, transparency, consultation and duty of care for everyone we work with. Our decisions must be fair and equitable. We must provide a workplace that is free from bullying, harassment and discrimination.

Treating everyone fairly and with respect

We should acknowledge our employees, and others we work with, have a wealth of knowledge, skills and ideas. We should listen, understand and engage our employees and others, and respond appropriately to their individual needs.

Ensuring everyone has the opportunity to be the best they can be

We should champion an inclusive environment and the removal of barriers to ensure all employees are able to fully participate in the workplace and work to their full potential.

Recognising and fostering diversity and inclusion

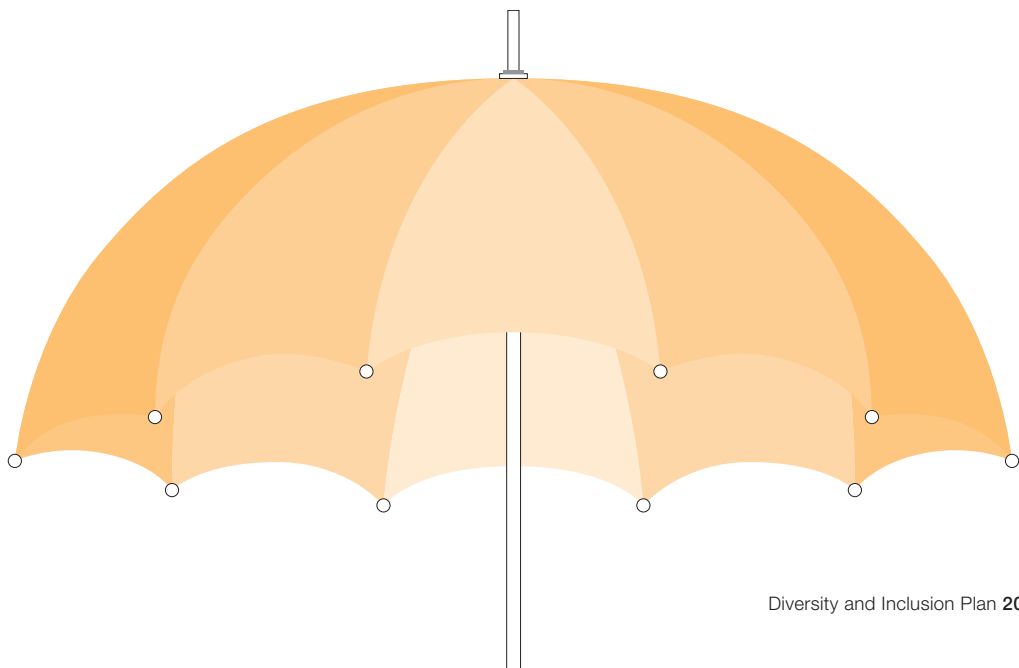
Having people from diverse backgrounds that are empowered and willing to raise various points of view will improve decision making, processes and performance. A culture of inclusion will attract, develop and retain talent.

Being a model workplace and a diversity and inclusion leader

We should strive for excellence and to be seen as an 'employer of choice'. We should extend this to our dealings with the community, and actively promote understanding and acceptance publicly.

Driving a culture that fosters workplace diversity and inclusion

Workplace diversity and inclusion is everybody's responsibility and we expect all our employees to foster and promote a work environment that is inclusive and reflects the significant diversity within the community we serve.



Links to our values and planning

These principles complement our Port Phillip & Westernport CMA values and the broader Victorian public sector values. Our values are:



Collaboration

We value teamwork and we work with others to identify and achieve optimum outcomes



Leadership

We are champions for a healthy environment in this region and we assist and motivate others to contribute



Creativity

We value energy and enthusiasm; we embrace challenges and explore new ways of working to create solutions



Reliability

We do what we say we will do; we deliver on our promises

The principles and this Diversity and Inclusion Plan also align with and complement other Port Phillip & Westernport CMA planning including our:

- policies, including the Code of Conduct and committee charters
- Corporate Plan and annual reporting
- recruitment process
- Project Management Framework
- Indigenous Participation Plan.

Our vision

The Port Phillip & Westernport CMA is committed to diversity and inclusion.

Our vision is for our workforce to reflect the diverse community we serve and for the Port Phillip & Westernport CMA to be a great place to work for everyone.

We will embrace the individual skills, perspectives and experiences that our people bring to the workplace and harness these for high performance and improved service delivery.

Our people will feel included, valued and respected and have access to equal opportunity and full participation at work.

We will have diverse talent in our workforce and support our people to maintain long and productive working careers.

We will welcome people of diverse gender, life-stage, cultural background, religious beliefs, sexual orientation and ability.

We will have a positive impact on the Victorian community.

We will all contribute to making this a diverse and inclusive workplace and ensure it is a great place to work for everyone.



Our actions so far

The Port Phillip & Westernport CMA has actively encouraged and fostered diversity and inclusion for many years. Examples of actions undertaken in recent years are outlined below.

Development of policies and codes of conduct that support diversity and inclusion

The Port Phillip & Westernport CMA has developed and adopted various policies and codes that contribute to a culture of diversity and inclusion including:

- Code of Conduct Policy
- Complaint Resolution Policy
- Equal Employment Opportunity Policy
- Human Rights Compliance Policy.

Merit-based appointments

The Port Phillip & Westernport CMA's Code of Conduct Policy requires that recruitment processes will "select applicants who best meet the requirements of the role". This is supported by a Recruitment and Selection Guidebook and recruitment processes which ensure that all appointments are merit-based. This applies to all internal opportunities, external recruitment and access to other opportunities such as learning and development activities.

Fostering of flexible and balanced work arrangements

The Port Phillip & Westernport CMA has established opportunities for flexible and balanced work arrangements to assist employees manage their family, carer and other commitments. This has included:

- a flexible approach to working hours with access to time-in-lieu
- approval for the use of purchased leave arrangements
- approval for modifications to employment status (hours and patterns of work).

A range of training and development opportunities

The Port Phillip & Westernport CMA uses an annual work performance planning process that includes the establishment of a tailored training and development program for each employee. Within this, some training is included as mandatory for all employees including Employment Essentials training which is undertaken upon induction and refreshed at least every three years. Indigenous cultural training has also been recently introduced and made mandatory for all staff. Employees are also encouraged to consider various opportunities that could advance their personal and professional development which has led to a range of development activities including:

- attendance at conferences and seminars
- specialised skills improvement courses such as GIS mapping, financial management, monitoring and report writing
- support for post-graduate study including PhDs
- leadership courses including specialist courses for emerging leaders, executives and women
- study trips
- monthly volunteering with OzChild for a year to assist a disadvantaged family within a local community.

Prevention of bullying and harassment

As part of the Employee Essentials training, all employees and Board members of the Port Phillip & Westernport CMA have received bullying and harassment training at their induction plus refresher training at least every three years thereafter. The results from the 2017 People Matter survey showed nil incidents of bullying either received or witnessed. This is the standard we expect.

Implementation of a Health and Wellbeing Program

Since 2012, the Port Phillip & Westernport CMA has implemented a Health and Wellbeing Program for employees which includes initiatives to improve mental, physical and spiritual health.

Provision of an Employee Assistance Program

The Port Phillip & Westernport CMA has retained a confidential counselling service to assist employees and their immediate families. Employees can access this service to receive external support regarding issues that may be impacting them.

Providing a workplace that is supportive of disability

The Port Phillip & Westernport CMA has supported employees with short and long-term disabilities. For example, an employee with a long-term disability has utilised flexible working arrangements to manage their condition.

Support for Indigenous communities

The Port Phillip & Westernport CMA has actively engaged with Indigenous organisations and people in this region and supported their participation in natural resource management planning and action. Activities have included:

- conduct of cultural awareness activities in partnership with Indigenous elders for Board members, employees and people from other organisations
- engagement of Indigenous elders for Welcome to Country and smoking ceremonies
- engagement of the Wurundjeri Narrap team for cultural assessments on various sites including in the Maribyrnong Valley
- provision of grants to Indigenous organisations to enable projects on Indigenous-managed land
- development and signing of partnership agreements with each of the Wurundjeri Tribal Land Council and the Wathaurong Aboriginal Cooperative.

Development of an Indigenous Participation Plan

In 2017, the Port Phillip & Westernport CMA developed an Indigenous Participation Plan to formalise its commitment to Indigenous engagement and support, provide a strong framework to guide the activities of the Board and all staff, and identify additional actions to be implemented.

Presentations for staff about various cultural backgrounds

The Port Phillip & Westernport CMA has encouraged employees to share information regarding their personal background. This has led to presentations at staff meetings on Aboriginal, South Korean and Zimbabwean culture and Jewish religion and traditions.

Involvement in corporate volunteering

The Port Phillip & Westernport CMA has established an annual staff volunteering day to support disadvantaged sections of our community in a tangible way. In 2016, this day involved employees assembling food packs, wrapping Christmas presents and cleaning donated items to be distributed to disadvantaged families.

Engagement with ethnic and religious groups

The Port Phillip & Westernport CMA has established working relationships with some ethnic and religious groups. An example is the involvement of the Dera Sacha Sauda group that has been an enthusiastic contributor to landscape-scale tree planting at the annual Grow West community planting days.

Current status

Having consistently implemented various actions in past years, the workforce composition of the Port Phillip & Westernport CMA now demonstrates that we are well advanced with our efforts to foster and support diversity and inclusion. The table below summarises our workforce composition.

Areas of strength include the gender balance in our Board and workforce, the cultural profile of our workforce, our engagement with and support for Indigenous organisations and our establishment of flexible working arrangements with staff. These have improved over the years and are now at a good level, especially when compared with the overall Victorian workforce.

However, there is always room for improvement including opportunities in the areas of:

- strengthening our formal framework for diversity and inclusion (including development of this plan)
- improving the ongoing training and knowledge development for our employees and others
- growing our organisation's public leadership with other organisations and the broader community.

	PPWCMA July 2011	PPWCMA July 2014	PPWCMA Sept 2017	Victorian public sector*	Victorian labour force*
Gender profile - Board (M/F)	5/4 (56%/44%)	4/5 (44%/56%)	3/5 (38%/62%)	(65%/35%)	
- Staff (M/F)	11/7 (61%/39%)	10/10 (50%/50%)	11/9 (55%/45%)	(67%/33%)	(46%/54%)
- Executives ¹ (M/F)	1/0 (100%/0%)	1/0 (100%/0%)	1/0 (100%/0%)	(61%/39%)	
- Managers ² (M/F)	2/2 (50%/50%)	2/2 (50%/50%)	2/2 (50%/50%)		
Age profile - Youth cohort ³	5 (27%)	1 (5%)	2 (10%)	(30%)	(40%)
- Mature cohort ⁴	2 (11%)	3 (15%)	3 (15%)	(22%)	(18%)
Cultural profile - Staff born overseas	5 (26%)	4 (19%)	4 (20%)	(22%)	(31%)
- LOTE ⁵ at home	8 (42%)	4 (19%)	4 (20%)	(19%)	(17%)
- Staff with Aboriginal heritage	0 (0%)	1 (5%)	1 (5%)	(0.9%)	(0.7%)
Staff with modified work arrangements ⁶	6 (32%)	7 (33%)	10 (50%)	(45%) ⁷	
Staff with a disability	1 (6%)	1 (5%)	1 (5%)	(3%)	(5.8%)
Staff with tertiary qualifications	19 (100%)	21 (100%)	20 (100%)	(71%)	(33%)
Staff engagement index ⁸		78%	78%	71%	

* This comparative data is sourced from 'The State of the Public Sector in Victoria 2015-16' published by the Victorian Public Sector Commission, except for the Staff engagement index which is from the results of the 2017 'People Matter' survey conducted by the Victorian Government. ¹ Employed under a Government Sector Executive Remuneration Panel contract (currently only the CEO in the Port Phillip & Westernport CMA). ² Direct reports to the CEO with management of a team of staff. ³ Staff aged under 35 years. ⁴ Staff aged 55 years and over. ⁵ Language other than English. ⁶ Arrangement other than full-time such as part time, 48/52 or similar arrangement, study leave, etc. ⁷ Part time status only (data not inclusive of other modified work arrangements). ⁸ Port Phillip & Westernport CMA result from the 2017 'People Matter' survey conducted by the Victorian Government.

Objectives

1. A model workplace and a diversity and inclusion leader

The Port Phillip & Westernport CMA will be regarded as a model workplace regarding diversity and inclusion, and our Board and staff will champion diversity and inclusion beyond our organisation.

2. Gender representation

The Port Phillip & Westernport CMA will strive for a reasonable gender balance within our Board, management and whole staff whilst applying the principle of equal employment opportunity.

3. Indigenous participation

The Port Phillip & Westernport CMA will support and champion Indigenous participation within and beyond our organisation.

4. Multicultural understanding

The Port Phillip & Westernport CMA will not discriminate on the basis of cultural background (or similar) and will actively promote understanding of diverse ethnic, cultural, religious and linguistic backgrounds within and beyond our organisation.

5. Life stage (age)

The Port Phillip & Westernport CMA will not discriminate on the basis of age and will provide appropriate support for employees in all life stages.

6. Sexual orientation and gender identity

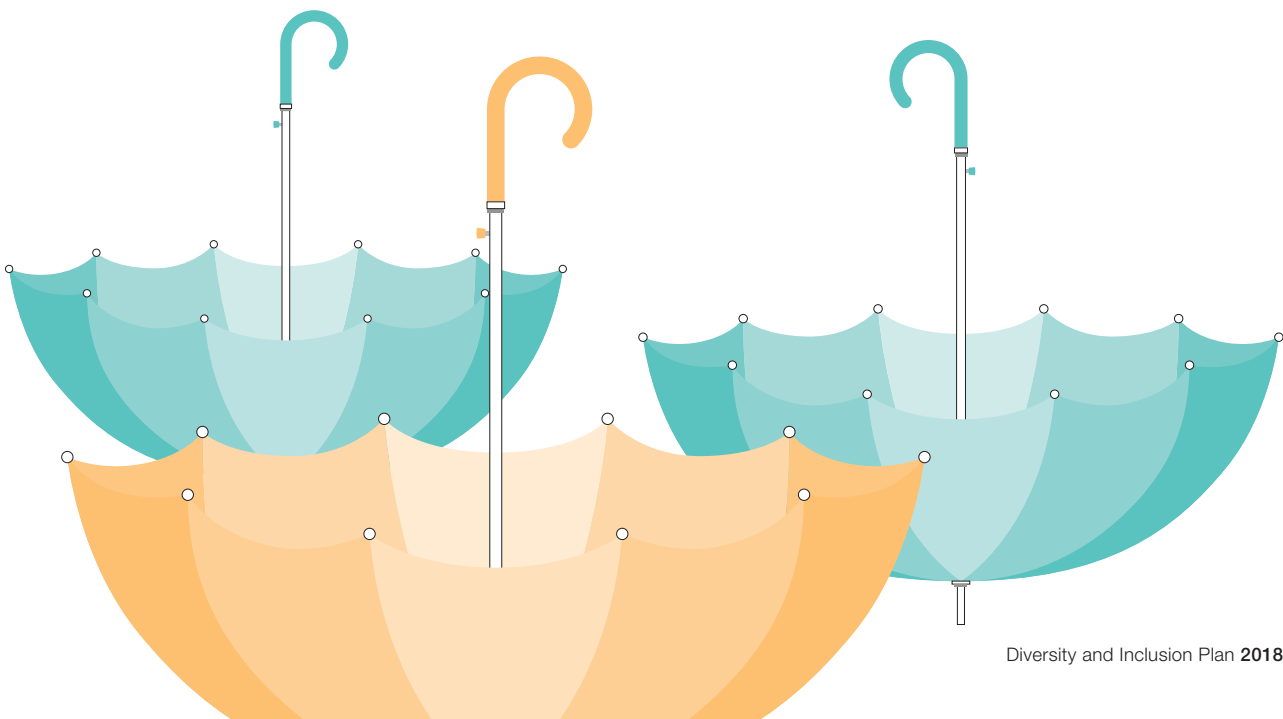
The Port Phillip & Westernport CMA will not discriminate on the basis of sexual orientation or gender identity and will support the right to equality and fairness for lesbian, gay, bisexual, trans-gender diverse, queer and intersex people within and beyond our organisation.

7. Disability

The Port Phillip & Westernport CMA will not discriminate on the basis of disability and will make reasonable adjustments to ensure employees with disabilities can undertake their roles.

8. Health and wellbeing

The Port Phillip & Westernport CMA will encourage and support employees to achieve and maintain good mental and physical health, work/life balance and personal resilience.



Our strategy

The Port Phillip & Westernport CMA will undertake the following actions to advance towards our objectives for diversity and inclusion.

Actions		Timeframe
1.	A model workplace and a diversity and inclusion leader The Port Phillip & Westernport CMA will be regarded as a model workplace regarding diversity and inclusion, and our Board and staff will champion diversity and inclusion beyond our organisation	
1.1	Provide regular training and support to all Board members and staff to promote a strong understanding of, and support for, diversity and inclusion in the workplace	2017-18 and onwards
1.2	Include reference to implementation of the Diversity & Inclusion Plan into the Corporate Plan and specify contributions in individual staff work performance plans	2018-19 and onwards
2.	Gender representation The Port Phillip & Westernport CMA will strive for a reasonable gender balance within our Board, management and whole staff whilst applying the principle of equal employment opportunity	
2.1	Trial an innovative recruitment approach by removing the name and gender of candidates from the initial assessment stage to prevent discrimination, stereotyping and potential hidden bias	2017-18 and onwards
2.2	Ensure appropriate gender balance in recruitment/selection panels	2017-18 and onwards
2.3	Embrace and promote days of significance such as International Women's Day	2017-18 and onwards
2.4	Promote programs that support women's progression into leadership positions	2017-18 and onwards
2.5	Encourage training and development for female staff that enhances their potential to advance towards executive and leadership positions	2017-18 and onwards
3.	Indigenous participation The Port Phillip & Westernport CMA will support and champion Indigenous participation within and beyond our organisation	
3.1	Implement all of the actions in the Port Phillip & Westernport CMA Indigenous Participation Plan	2017-18 and onwards
4.	Multicultural understanding The Port Phillip & Westernport CMA will not discriminate on the basis of cultural background (or similar) and will actively promote understanding of diverse ethnic, cultural, religious and linguistic backgrounds within and beyond our organisation	
4.1	Encourage staff to utilise their flexible working hours to participate in cultural and religious celebrations and events	2017-18 and onwards
4.2	Implement internal and external communication activities to promote cultural and linguistic diversity and inclusion	2017-18 and onwards
4.3	Enhance and promote cultural days of significance such as Harmony Day	2017-18 and onwards
4.4	Encourage staff to make educational presentations regarding different cultural, linguistic and religions at staff meetings	2017-18 and onwards

Actions		Timeframe
4.5	Provide a quiet space that can be utilised for meditation or prayer	2017-18 and onwards
4.6	Become a member of the National Anti-Racism Partnership to contribute to the implementation of the National Anti-Racism Strategy and demonstrate our commitment to tolerance and anti-racism	2017-18 and onwards
4.7	Include multicultural awareness training for staff as part of the Port Phillip & Westernport CMA corporate learning and development framework	2018-19 and onwards
4.8	Ensure our Employee Assistance Program providers are culturally competent	2018-19 and onwards
4.9	Explore the provision of culturally appropriate corporate clothing options for staff	2018-19
5.	Life stage (age) The Port Phillip & Westernport CMA will not discriminate on the basis of age and will provide appropriate support for employees in all life stages	
5.1	Encourage training and development for young staff that enhance the potential for them to advance in their careers	2017-18 and onwards
5.2	Include activities in our health and wellbeing programs that may be beneficial for mature age employees	2018-19 and onwards
5.3	Introduce mechanisms that assist mature age employees transition to retirement support	2018-19 and onwards
6.	Sexual orientation and gender identity The Port Phillip & Westernport CMA will not discriminate on the basis of sexual orientation or gender identity and will support the right to equality and fairness for lesbian, gay, bisexual, trans-gender diverse, intersex and queer people within and beyond our organisation	
6.1	Implement internal and external communication activities to promote LGBTQI awareness and inclusion	2017-18 and onwards
6.2	Embrace and promote days of significance such as International Day Against Homophobia and Transphobia	2017-18 and onwards
6.3	Ensure our Employee Assistance Program providers are LGBTQI inclusive and able to support LGBTQI employees	2018-19 and onwards
6.4	Develop an inclusive language guide and ensure that all Port Phillip & Westernport CMA policies have gender neutral terminology	2019-20 and onwards
7.	Disability The Port Phillip & Westernport CMA will not discriminate on the basis of disability and will make reasonable adjustments to ensure employees with disabilities can undertake their roles	
7.1	Implement internal and external communication activities to raise disability awareness	2017-18 and onwards
7.2	Embrace and promote events of significance such as International Day of People with Disability	2017-18 and onwards
8.	Health and wellbeing The Port Phillip & Westernport CMA will encourage and support employees to achieve and maintain good mental and physical health, work/life balance and personal resilience	
8.1	Maintain a Health and Wellbeing Program and encourage participation from all employees	2017-18 and onwards
8.2	Review policies and procedures regarding flexible working arrangements to ensure they foster employee health and wellbeing	2019/20

Challenges

The Port Phillip & Westernport CMA can face challenges achieving and maintaining gender balance and Indigenous and multicultural representation within our workforce.

A very important point to note is that, in most circumstances when making selection decisions, the principles of equal employment opportunity must be applied and the decisions cannot be influenced by gender or cultural background.

Further, given that the Port Phillip & Westernport CMA has a relatively small workforce, any change in staff positions can make a significant difference to the balance and representation statistics. The relatively small number of staff positions makes it difficult to reflect the diversity of our regional community.

Given that the Port Phillip & Westernport CMA has a defined set of functions from the Catchment and Land Protection Act and operates within the constraints of a public sector organisation, we are also limited in our ability to generate new staff roles or branch out into new fields of endeavour that could increase the size and diversity of our workforce.

Monitoring and reporting

The implementation and success of this Diversity & Inclusion Plan will be monitored and a report will be provided to the Board in June each year for consideration and approval.

The report will list the objectives and provide the following against each:

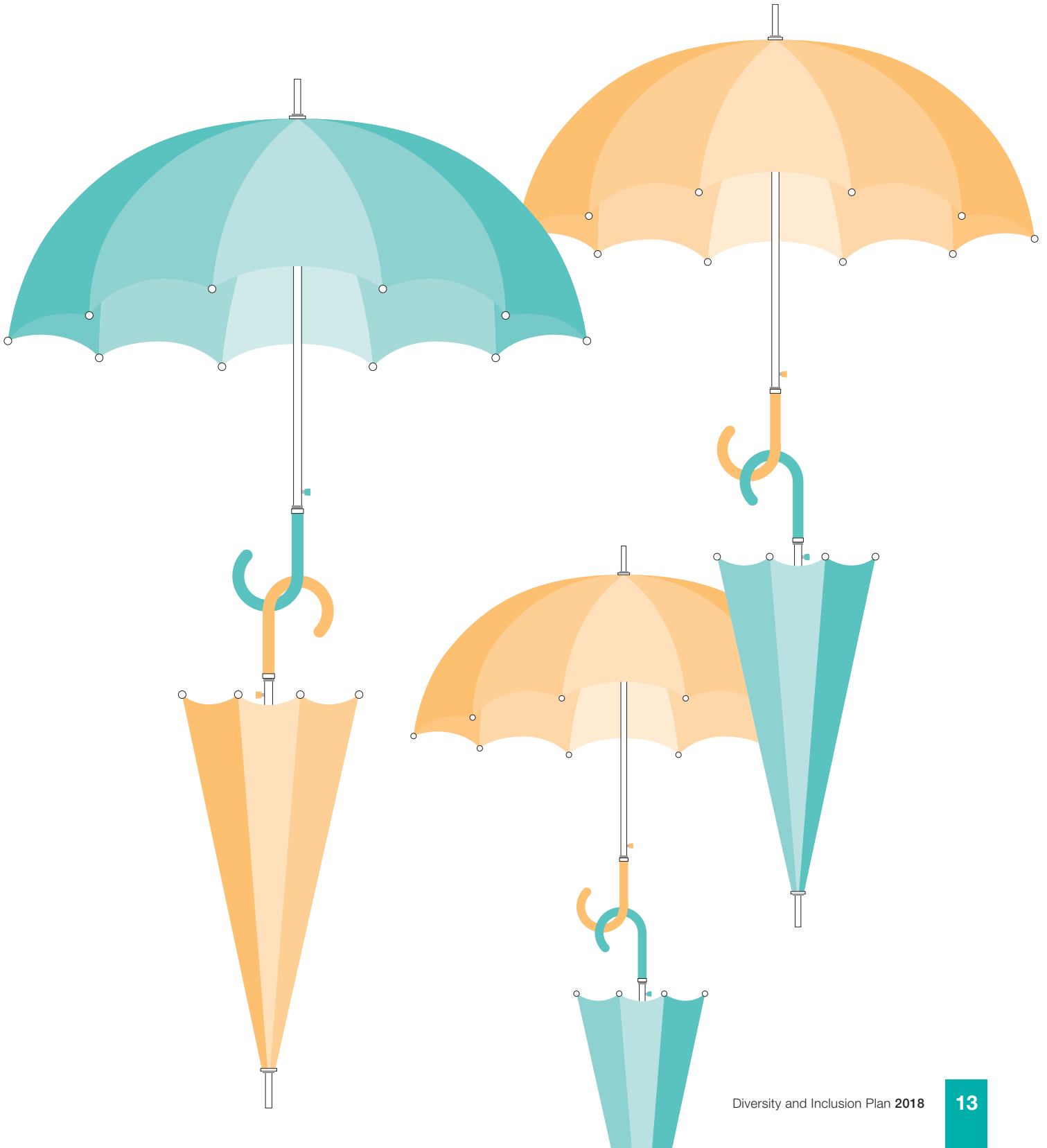
- a list of actions and activities undertaken by the Port Phillip & Westernport CMA that are relevant to that objective;
- an estimation of the extent to which success has been achieved for this objective;
- a discussion of emerging opportunities and any barriers/constraints to achieving success; and
- recommendations for future action.

A summary of the Board-approved report will be included in the Port Phillip & Westernport CMA's Annual Report for that year.

Evaluation and review

This Diversity & Inclusion Plan will be reviewed at least every five years and re-approved by the Board of the Port Phillip & Westernport CMA.

Each review will include consideration of government policy and community expectations, with a view to the Port Phillip & Westernport CMA remaining compliant and exceeding expectations.





Port Phillip & Westernport Catchment Management Authority

Level 1, Landmark Corporate Centre

454-472 Nepean Highway, Frankston, Victoria, 3199

Phone: 03 8781 7900

Fax: 03 9781 0199

Email: enquiries@ppwcma.vic.gov.au

Web: ppwcma.vic.gov.au