Workforce Diversity Plan
2012-2017

Workforce diversity is about respecting and valuing the differing backgrounds, skills and experiences we all bring to the workplace. It also involves recognising the value of individual differences to support our broader collective goals.

Our priorities

Attract and recruit a diverse workforce
We will continue to develop our reputation as an employer of choice for people from diverse backgrounds and perspectives and utilise our diversity as a source of strength.

This includes applying fair and inclusive recruitment and selection practices and building strong partnerships with our community and other external organisations to maximise the employment outcomes for groups who are under-represented in our workforce.

Develop and retain a diverse workforce
We will develop and retain high performing, committed staff from diverse backgrounds and perspectives and provide opportunities for them to progress. Leaders and managers across the department play a key role in fostering diversity within their teams.

Workforce diversity as part of everyday business
It makes good business sense to improve diversity in our workforce and to strengthen a workplace culture that values fair and inclusive practices. Staff should model and promote the Plan as a vehicle for developing and sustaining a skilled workforce reflective of the diversity of our students, parents/carers and communities.

A diverse workforce, truly reflective of the communities it serves, is better able to meet the needs of our students, parents/carers and the wider community.

The Workforce Diversity Policy and Plan is a commitment by the department to create a workplace that is fair and inclusive, and promotes a workforce which better reflects the diversity of our students, parents/carers and communities.

Workplace diversity integrates the principles of equal employment opportunity to include groups who are under-represented in our workforce.

This includes:
- Aboriginal and/or Torres Strait Islander people
- people with a disability
- people whose first language was not English and members of racial, ethnic and ethno-religious minority groups
- young people under 25
- women in senior leadership roles.

Other elements of diversity may include age, gender balance in non-traditional roles, carer responsibilities, marital status, sexual orientation, educational level, life experience and socio-economic background. Your perception of workplace diversity may vary depending on your own identity and perspectives, the environment in which you work and the people you meet.
Purpose of the Plan

Innovative strategies are required if we are to attract, recruit and retain high quality staff and respond to workforce challenges. The Workforce Diversity Plan 2012-2017 outlines how the department will instil a workplace culture that values diverse skills and perspectives, and fair and inclusive practices.

The Plan also meets our requirements under section 122J of the NSW Anti-Discrimination Act 1977. These principles ensure:

- staff are selected for positions on merit
- equitable access to opportunities for employment, capability development and workplace participation are provided for people who are under-represented in our workforce
- workplaces are free from all forms of unlawful discrimination and harassment.

This Plan covers three priority areas:

- attract and recruit a diverse workforce
- develop and retain a diverse workforce
- workforce diversity as part of everyday business.

Actions which specifically relate to Aboriginal employment are included in the Aboriginal Human Resources Development Plan 2012-2017. Together with the Aboriginal Human Resources Development Plan 2012-2017, this document is integral to the successful implementation of the Strategic Human Resources Plan 2012-2017.

Implementing the Plan

The success of the Plan depends on how well it is implemented. All staff have responsibilities to ensure that the outcomes of the Plan are achieved.

The Human Resources Directorate will develop and promote a range of resources to support the implementation of the Plan.
Attract and recruit a diverse workforce

To attract a high quality diverse workforce, we will:

- Promote the department as a workforce diversity employer of choice
- Encourage innovative approaches to attract people from diverse backgrounds and perspectives into our workforce
- Ensure accessible and inclusive recruitment and selection processes
- Strengthen partnerships with agencies, other organisations and local communities.

By 2017, our success will be measured by:

- Improved community knowledge about our organisation and its attractiveness as an employer of choice
- 2.6% or higher representation of Aboriginal people across all levels
- 1.5% or higher representation of people with a disability requiring a workplace adjustment
- Progress towards 19% representation of people whose first language as a child was not English and members of racial, ethnic and ethno-religious minority groups across all levels
- Increased number of high quality graduates in all locations
- Provision of professional development opportunities for selection panels, through a range of delivery modes, that improve the recruitment experience for prospective employees
- Increased partnerships with agencies, other organisations and local communities.

A diverse workforce, truly reflective of the communities it serves, is better able to meet the needs of our students, parents/carers and the wider community.
Develop and retain a diverse workforce

To develop and retain a high quality diverse workforce, we will:

- Provide capability development opportunities to staff from under-represented groups
- Promote pathways for staff from under-represented groups to progress their careers
- Build the capability of leaders and managers to support the performance planning, management and development of a diverse workforce
- Increase the utilisation of knowledge, skills and broad perspectives of a multi-generational workforce
- Focus on ageing workforce challenges through the increased use of flexible work practices, innovative knowledge management and succession planning.

By 2017, our success will be measured by:

- An increased number of staff from under-represented groups participating in capability development opportunities which are underpinned by professional standards and/or capability frameworks
- Increased opportunities for staff from under-represented groups to participate in forums and networks
- Performance planning, management and development which takes account of individual differences is embedded into our practice
- Use of workforce planning processes to inform the implementation of knowledge and succession management strategies
- 50% or higher representation of women in senior positions
- 2.6% or higher representation of Aboriginal people in Senior Executive Service positions and improved representation of Aboriginal people in leadership positions.

We will develop and retain high performing, committed staff from diverse backgrounds and perspectives and provide opportunities for them to progress.
Workforce diversity as part of everyday business

To ensure that workforce diversity is part of the way we do business, we will:

- Utilise the diversity of our workforce to engage with communities across NSW
- Promote an inclusive culture whereby workforce diversity is valued, nurtured and celebrated
- Develop the capabilities of leaders and managers in cross-cultural management and communication to maximise individual and team effectiveness
- Continue to promote strategies which foster inclusive work practices
- Provide robust workforce planning data and evidence based policy to support the implementation of the Plan.

By 2017, our success will be measured by:

- Workforce Diversity Plan priorities and targets are incorporated into business planning processes
- Staff and community groups are actively involved in the implementation of the Plan at a local level
- Increased number of staff from under-represented groups who identify as such in the workplace
- Innovative workforce diversity strategies and solutions are recognised and showcased
- Leaders, managers and staff contributing to a fair and inclusive workplace culture through their day-to-day work practices and decisions
- Continued reporting of the outcomes of the Plan in the department’s Annual Report.

All staff have responsibilities to ensure that the outcomes of the Plan are achieved.