

Department of Planning,
Industry and Environment

Diversity and Inclusion Workforce Strategy 2021–25

People, Performance and Culture



Acknowledgement of Country

The Department of Planning, Industry and Environment acknowledges the Traditional Custodians of the land on which we live and work, and pays its respects to Elders past, present and emerging.

We also acknowledge our Aboriginal and Torres Strait Islander employees, who are an integral part of the workforce.

**Published by NSW Department
of Planning, Industry and Environment**

www.dpie.nsw.gov.au

Title: Diversity and Inclusion Workforce Strategy 2021-25

Subtitle: People, Performance and Culture

© State of New South Wales through the Department of Planning, Industry and Environment 2020. You may copy, distribute, display, download and otherwise freely deal with this publication for any purpose, provided that you attribute the Department of Planning, Industry and Environment as the owner. However, you must obtain permission if you wish to charge others for access to the publication (other than at cost); include the publication in advertising or a product for sale; modify the publication; or republish the publication on a website. You may freely link to the publication on a departmental website.

Disclaimer: The information contained in this publication is based on knowledge and understanding at the time of writing (January 2021) and may not be accurate, current or complete. The State of New South Wales (including the NSW Department of Planning, Industry and Environment), the author and the publisher take no responsibility, and will accept no liability, for the accuracy, currency, reliability or correctness of any information included in the document (including material provided by third parties). Readers should make their own inquiries and rely on their own advice when making decisions related to material contained in this publication.

Artwork (left) by Nikita Ridgeway



Contents

Secretary's foreword	4
.....	
Why diversity and inclusion matter to the department	5
.....	
About the strategy	5
.....	
Implementation	7
.....	
How diverse is the department?	7
.....	
Focus on diversity	8
.....	
Aboriginal and Torres Strait Islander employment	8
Disability employment	9
Women in senior leadership roles	10
Culturally and linguistically diverse (CALD) employment	11
LGBTIQA+ employment	12
Youth employment	13
Mature age employment	13
Department of Planning, Industry and Environment priorities — our calls to action	14
.....	
Priority 1: Workforce diversity	14
Priority 2: Inclusive workplace	15
Priority 3: Accountable leadership	18
Monitoring and reporting	19
.....	



Secretary's foreword

The Department of Planning, Industry and Environment (DPIE) is striving to create an inclusive workplace, where everyone feels valued and respected. We value all our people equally and this *Diversity and Inclusion Workforce Strategy* aims to embed diversity and inclusion in everything we do.

Our organisation is tasked with tackling some of the biggest challenges of our generation; challenges like climate change, species extinction, housing affordability, and Aboriginal disadvantage.

Our vision – together we create thriving environments, communities and economies – and our values daring, collaborative, creative, kind, and inclusive – guide us as we work to tackle these challenges.

To deliver the best outcomes for the people of NSW, our workforce should reflect the community we serve. The better represented diverse communities are and the more they feel a sense of belonging at DPIE, the better prepared we will be to understand and address their needs.

The Premier has set three priorities aimed at creating a world class public service by 2025 which include 50 percent women in senior leadership roles, increasing the number Aboriginal and Torres Strait Islanders in senior roles, and ensuring roles for people with a disability. Our Strategy focuses on these priorities and beyond, including for people from culturally and linguistically diverse backgrounds, the LGBTIQ+ community, youth and mature age workers.

As the Secretary of DPIE, I take a passionate personal interest in diversity and inclusion and will be driving many of these initiatives with visible leadership and accountability. But all of us have a part to play. I encourage you all to live and breathe diversity and inclusion that they become a hallmark of our Department.

Jim Betts
Secretary



Why diversity and inclusion matter to the Department of Planning, Industry and Environment

OUR HARMONY COUNCIL VISION

Together, we drive change towards inclusive, respectful and psychologically safe workplaces.

The Department of Planning, Industry and Environment recognises the importance of diversity and inclusion and, in June 2019, established the Harmony Council. The council is a group of as many as 20 employees, who reflect the diversity of the department and the NSW community we serve and are part of, that help lead diversity and

inclusion initiatives. The council works closely with senior leaders to ensure strong alignment with the department's overall business outcomes and plans.

Diversity and inclusion matter to the department for several reasons. At its simplest, the goal for the department is to reflect our NSW communities, with a diverse and inclusive workplace that enables our people to achieve their best. According to Diversity Council Australia, 'Diversity makes good business sense', and implementing effective strategies to achieve workforce diversity is linked to improvements in organisational performance, effectiveness and productivity.

Organisations that focus on diversity and inclusion also benefit from higher employee engagement; greater innovation; retention of talent; improved employee wellbeing; and lower levels of unlawful behaviour, such as bullying, harassment and discrimination.

About the strategy

The Department of Planning, Industry and Environment *Diversity and Inclusion Workforce Strategy 2021-25* extends from 1 January 2021 to 31 December 2025 and covers all of the department's groups, agencies and divisions. It sets out our diversity and inclusion vision, our strategic goals and the steps we will take to realise these.

The department's values underpin the strategy, which aims to meet its vision of creating thriving environments, communities and economies. It is a road map that provides the department with a shared direction and commitment, so we can work together to respect and value our diverse workforce and build a more inclusive workplace.

The strategy comprises three key priorities, identifies the actions we will take over the next five years and details how we will track progress and measure success.

Figure 1 illustrates how the *Diversity and Inclusion Workforce Strategy 2021-25* feeds into the department's vision and values.

Figure 1 . How the Diversity and Inclusion Workforce Strategy 2021-25 feeds into the department's vision and values



We will achieve our departmental and Harmony Council vision by focusing our efforts on three strategic priority areas:

- **Workforce diversity**—to attract, develop, engage and retain diverse talent that reflects the community we serve
- **Inclusive workplace**—to foster a workplace culture that is inclusive, collaborative, kind, flexible, accessible and fair, and that leverages the talent and diversity of our people
- **Accountable leadership**—to demonstrate visible leadership and accountability from the top by committing to building diverse teams and driving inclusive workplace practices, with all leaders taking responsibility for the outcomes of their actions and decisions to successfully transform effort into results.

Implementation

Each group or division must develop their own action plans to address their specific diversity and inclusion gaps.

We will provide a workforce diversity data pack to each group or division. They can use this data pack along with the priority areas in this strategy to develop their 'plan on a page'.

We will review group and divisional plans every six months with the People Performance and Culture division to support implementation of the initiatives.

How diverse is the department?

Table 1 is a snapshot of the Department of Planning, Industry and Environment's diversity profile. It shows that we are poised to meet the Premier's employment targets for Aboriginal people and women in senior leadership. However, we will need to make significant improvements in the areas of disability and culturally and linguistically diverse (CALD) employment to ensure our department more accurately reflects the NSW community we serve.

Table 1. Department of Planning, Industry and Environment diversity data as at October 2020

Measure	What do we look like? ¹	What does the Sector look like? ²	What does the NSW community look like? ³	NSW Sector Target/ The department target ⁴
Number of Staff	9,205	407,999	N/A	N/A
Percentage of staff with disability (%)	2.5	2.5	16.9 ⁵	5.6
Percentage of Aboriginal and/or Torres Strait Islanders (%)	4	3.5	2.9	3.3 (across all grades)
Percentage of women in senior leadership roles (%)	48	40	N/A	50
Percentage of staff from culturally and linguistically diverse (CALD) backgrounds (%)	10	18.3	27.6	N/A

¹ October 2020 data from People, Performance and Culture Branch

² [Data from the 2019 NSW Public Service Commission State of the Sector Report](#)

³ [Data from the 2016 Australian Bureau of Statistics NSW Census](#)

⁴ [Targets from the NSW Premier's Priority 14](#)

⁵ [Data from the 2018 Australian Bureau of Statistics Disability, Ageing, and Carers: Summary of Findings](#)

Focus on diversity

Aboriginal and Torres Strait Islander employment

The Premier has set a target of 3.3% across all grades within the NSW public sector and seeks to increase the number of Aboriginal people in senior leadership roles from 52 to 114 by 2025. Some challenges to meeting these targets include:

- a smaller leadership pipeline than that for the general department population
- less chance of internally placing Aboriginal staff into public service senior executive (PSSE) roles, as the candidate pool is smaller
- Aboriginal staff are generally employed in lower graded roles across the department.

Figure 2 demonstrates that the department has a high concentration of Aboriginal staff at lower grades. This means that generally, Aboriginal people in the department are at the lower end of the salary scale. If the department is to reach the 3.3% target of employees across all grades, it will need to explore other entry points for Aboriginal people, particularly at the clerk grade 11/12 and senior executive levels.

Figure 2. Representation within pay grades

a. general scale	20.0%	
b. Clerk grade 1/2	10.2%	
c. Clerk grade 3/4	6.5%	
d. Clerk grade 5/6	2.8%	91.0%
e. Clerk grade 7/8	2.9%	92.75%
f. Clerk grade 9/10	1.8%	94.9%
g. Clerk grade 11/12	1.5%	92.6%
PSSE & SE equivalent	1.2%	96.5%

Main challenges this plan is trying to address:

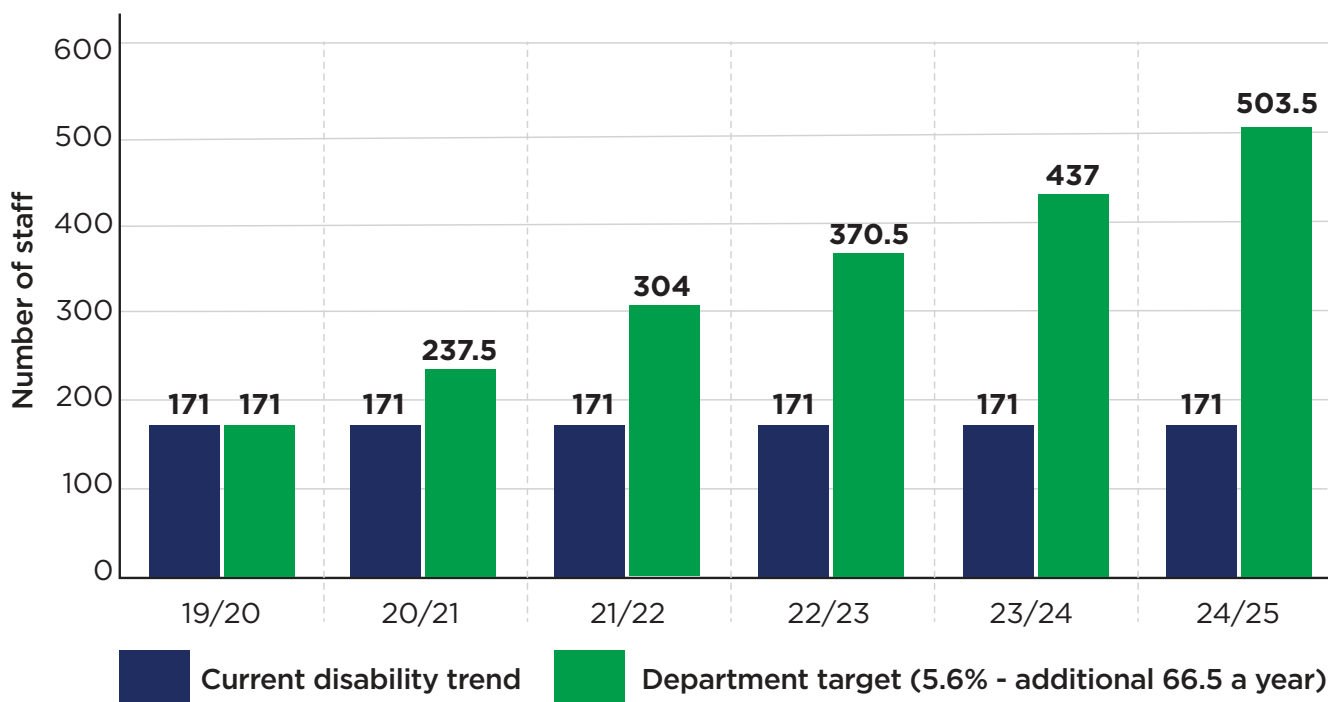
- representation of Aboriginal employees at all levels of the department
- increasing the number of Aboriginal people in senior leadership roles
- ensuring Aboriginal employees have representation within and access to leadership and development programs.

Disability employment

The Premier has set a target that people with disability hold 5.6% of all NSW Government roles by 2025. Currently, the percentage of people with disability in the department is less than 2%. To achieve the higher target, we will need to employ at least 66.5 employees with disability every year to 2025 (assuming no exits or entries). Once we achieve the NSW public sector target, we believe future disability employment targets will be more ambitious about better reflecting the community we serve.

The department has committed to 2021 as the 'Year of People with Disability', with a greater focus on disability employment outcomes.

Figure 3. Department disability employment gap



Main challenges this plan is trying to address:

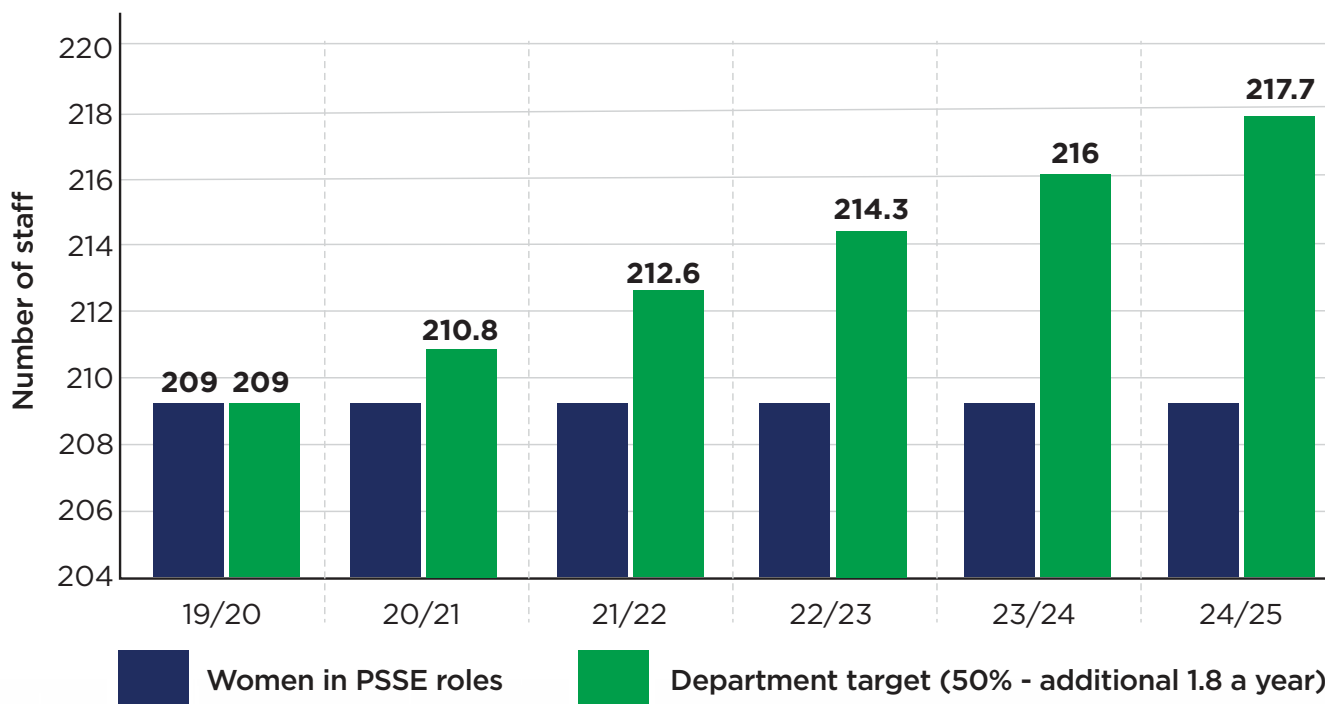
- creating an inclusive and safe workplace, where employees feel they can declare their disability
- recruiting people with disability to meet Premier's Priority target
- ensuring representation of people with disability in leadership development programs.



Women in senior leadership roles

The Premier has set a target of gender parity in senior leadership roles by 2025. Currently, the percentage of women in senior leadership roles is 48%. The department is close to this percentage and would need to employ at least 1.8 women in senior leadership roles every year until 2025 to meet the parity target (assuming no exits or entries).

Figure 4. The department's women in senior leadership roles gap



Main challenges this plan is trying to address:

- ensuring diversity representation for women in senior leadership roles
- ensuring representation of a diversity of women in leadership development programs
- ensuring pay equity for women in leadership roles.



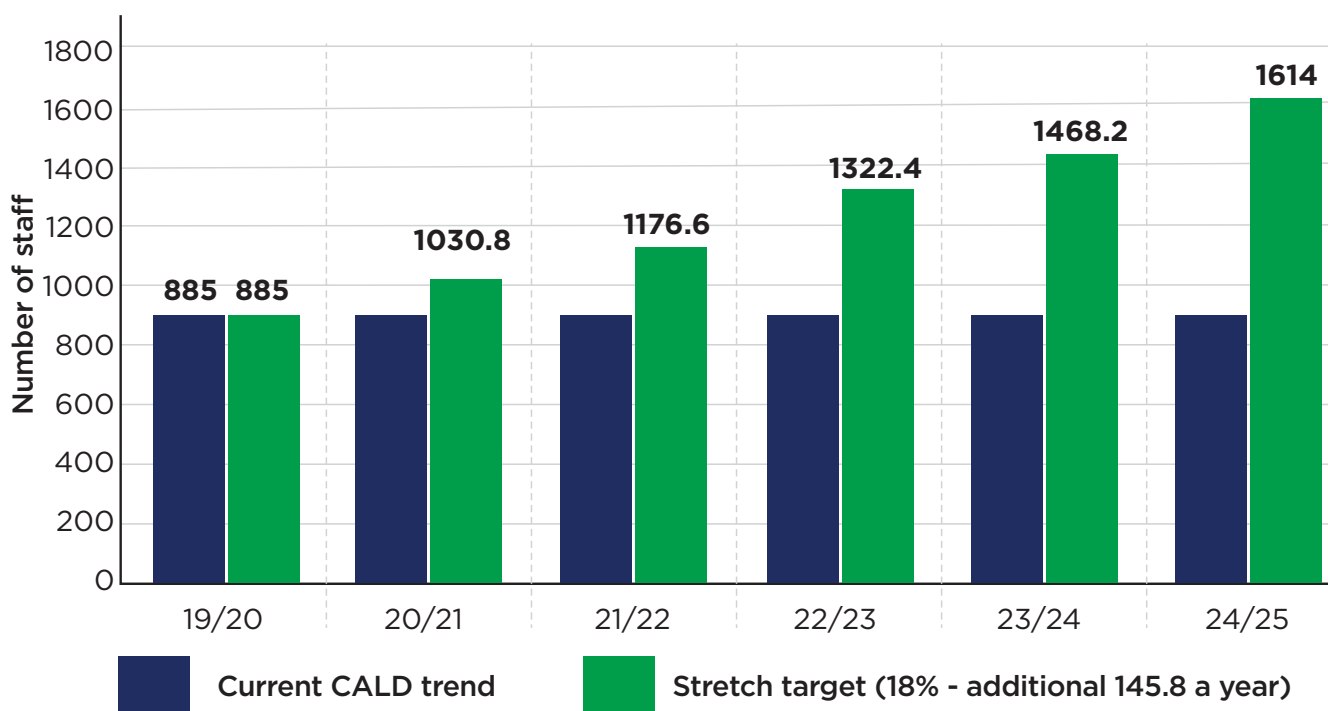
Culturally and linguistically diverse (CALD) employment

Although the Premier has not set a NSW public sector target for CALD employment, groups, agencies and divisions of the Department of Planning, Industry and Environment are committed to the multicultural principles within the Multicultural NSW Act 2000 and should aim to better reflect the community they serve in this diversity group.

Currently, less than 10% of all staff have indicated that they are from a CALD background. This is somewhat less than NSW community representation of this group, at more than 25%, and below the 18% representation within the NSW public sector.

Although 25% representation is a stretch target, a more achievable target over the next five years is the NSW public sector average of 18%. To achieve this, the department should aim to recruit as many as 145 staff from CALD backgrounds over the next five years (assuming no exits or entries). Figure 5 shows the journey to 18% CALD representation across the department's groups, agencies and divisions.

Figure 5. The department's CALD employment gap



Main challenge this plan is trying to address

- ensuring the department's groups, agencies and divisions represent the community they serve
- ensuring CALD representation at leadership levels.

LGBTIQA+ employment

Although the Premier has not set a NSW public sector target for LGBTIQA+ employment, groups, agencies and divisions of the Department of Planning, Industry and Environment are committed to human rights principles and should aim to better reflect the community they serve.

The Secretaries Board supported creating a program of works under the banner 'Pride in NSW'.

The 2019 People Matter Employee Survey (PMES) data indicates that 3.3% of staff identify as part of this group. From the PMES data, of the respondents from the LGBTIQA+ group:

- **68%** agreed or strongly agreed that they have a strong connection to the organisation
- **56%** agreed or strongly agreed that they are satisfied with the opportunities for career development
- **70%** agreed or strongly agreed that they would recommend the organisation as a great place to work.

The PMES data also indicates that a proportion of the LGBTIQA+ group still feel disconnected and would not recommend the department as an employer of choice. The department's groups, agencies and divisions must continue to engage with department's Rainbow Connection LGBTIQA+ network and work with the newly formed Pride in NSW team at the Public Service Commission to ensure practices continue to improve towards greater inclusivity.

The main challenge this plan is trying to address is:

- ensuring departmental groups, agencies and divisions represent the community they serve.

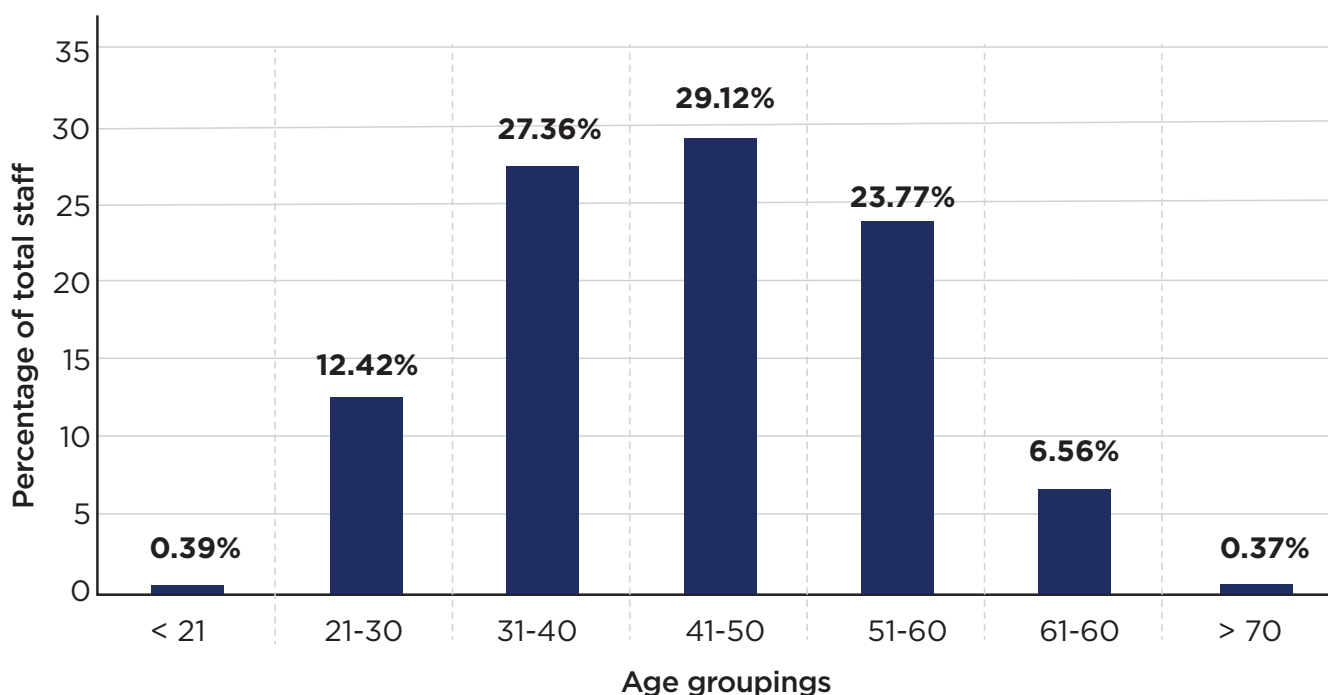


Youth employment

Data from the Australian Bureau of Statistics published on the [NSW Parliament website](#) states that the NSW Youth rate (ages 15-24) at July 2020 is more than double the NSW unemployment rate (11.7% and 5.6% respectively).

At present, the department's representation of staff under the age of 30 is just below 13%. There is an opportunity to use GSE Rule 26 to increase youth employment rates to ensure the department better reflects the community it serves.

Figure 6. The department by age



The main challenge this plan is trying to address

- ensuring that the department's groups, agencies and divisions represent the community they serve.

Mature age employment

The [NSW Ageing Strategy 2016 – 2020](#) has a priority to ensure mature age people in NSW have opportunities to remain in the workforce; are financially secure and are independent in their retirement.

The department has a responsibility to both its mature age staff that it provides flexible working arrangements and also targeted employment opportunities to older job seekers.

The main challenges this plan is trying to address

- ensuring that the department's groups, agencies and divisions represent the community they serve
- ensuring that mature workers receive employment opportunities.

Department of Planning, Industry and Environment priorities — our calls to action

Priority 1: Workforce diversity—attract, develop, engage and retain diverse and qualified talent that reflects the community we serve

Table 2. Workforce diversity strategies

Outcomes	Strategies	Success Indicators
<p>1.1 Aim to meet the department and NSW Public Sector diversity targets by 2025</p>	<p>For each group, agency or division, set specific diversity employment targets that align with the Premier's Priorities diversity goals</p> <p>Take advantage of learnings and opportunities for sector collaboration to leverage best practice</p> <p>Implement programs for diverse candidates that lead to ongoing meaningful employment, including the Public Service Commission NSW Government Graduate Program</p> <p>Develop partnerships with diversity employment and educational providers with a focus on diverse talent—for example, the National Disability Recruitment Coordinator, Settlement Services International, CareerTrackers and LGBTI Jobs</p> <p>Review recruitment and selection processes and policies to ensure they reflect the objectives of this strategy, and work to eliminate the risk of unconscious bias</p> <p>Provide talent pool recruitment exercise for all diversity employment groups</p>	<p>For each group, agency and division, develop its own diversity and inclusion plan and set targets that align with the objectives of this strategy and the Premier's Priorities</p> <p>Continue to network with other government agencies NSW Public Sector Diversity unit to leverage best practice initiatives and share learnings</p> <p>Share stories of candidates who secured employment following programs targeting diverse candidates (for example, Stepping Into internship program)</p> <p>Increase number of partnerships to achieve diversity targets</p> <p>Meet NSW public sector targets, including:</p> <ul style="list-style-type: none"> • 50% of women in senior leadership roles by 2025 • 5.6% representation of people with disability by 2025 • 3.3% representation of Aboriginal employees at all salary levels by 2025 • 18% representation of CALD employees by 2025 <p>Establish benchmark and monitor increase in diversity for members of boards, committees and working groups</p>

Outcomes	Strategies	Success Indicators
1.2 Reflect the community it serves	<p>Target or identify roles for a variety of people from diverse backgrounds, including people with disability, women and Aboriginal senior leaders, people under 25, mature-age workers, veterans, LGBTIQ+ individuals and people from multicultural backgrounds</p> <p>Embed diversity and inclusion in the workforce planning process</p> <p>Promote diverse candidates for any new talent and recognition programs as well as for department nominations for sector awards—for example, the Premier's Awards</p>	<p>Illustrate cultural diversity at all levels of the department in our workforce profile</p> <p>Align entry and exit rates for diversity employees with overall departmental exit rates</p> <p>Increase diversity numbers for recognition programs and department nominations for sector awards</p> <p>Provide and monitor internal mobility opportunities for people of diverse backgrounds</p>
1.3 Provide staff from diverse groups with targeted learning and development opportunities	<p>Co-design programs with people with lived experience and other diversity stakeholders, such as the Harmony Council, employee networks and the Diversity & Inclusion team</p> <p>Target leadership programs at staff from diverse backgrounds</p> <p>Provide training on disability awareness programs for our staff</p> <p>Provide people with disability mentoring programs for senior leaders</p>	<p>Include people from diverse backgrounds in program design</p> <p>Increase number of employees from diverse backgrounds in leadership and development courses</p>

Priority 2: Inclusive workplace—foster a workplace culture that is inclusive, collaborative, kind, flexible, accessible and fair that leverages the talent and diversity of our people.

Table 3. Inclusive workplace strategies

Outcomes	Strategies	Success Indicators
2.1 Develop Diversity and Inclusion Awareness	<p>Campaign to encourage staff to share diversity information, targeting people with disability, Aboriginal people, Torres Strait Islanders and people from multicultural backgrounds</p> <p>Celebrate diversity events and days of observance</p> <p>Improve workforce diversity data collection, monitoring and reporting (quantitative and qualitative)</p> <p>Develop inclusion guides, covering cultural protocols, accessibility and the like</p> <p>Use PMES data to inform the development of diversity and inclusion actions and programs</p> <p>Support and empower employee diversity networks</p> <p>Develop relevant diversity and inclusion training programs in collaboration with diversity networks</p> <p>Implement targeted LGBTIQA+ training and support initiatives in collaboration with LGBTIQA+ network</p> <p>Provide inclusive leadership training in all leadership development programs</p> <p>Conduct a gender pay equity review</p> <p>Inform new employees of diversity and inclusion initiatives, training, resources and employee networks as part of orientation and onboarding</p> <p>Implement the 'Yarn Up' series through Workplace to improve Aboriginal cultural awareness and encourage best practice</p> <p>Provide training and support for carers</p> <p>Implement employment and awareness programs under the NSW Ageing Strategy</p>	<p>Share positive diversity and inclusion stories on Workplace</p> <p>Publish calendar listing days of observance on the intranet</p> <p>Increase employee participation workforce diversity form data collection process to 85% by 2025</p> <p>Increase awareness using inclusive language, ensuring accessibility and addressing unconscious bias on a day-to-day basis</p> <p>Establish benchmark and monitor improvement of applications from people from diverse backgrounds, including those for senior executive roles</p> <p>Increase workforce diversity response rates in PMES and SAP collection platforms</p> <p>Embed new Department of Planning, Industry and Environment workforce diversity form into new SAP platforms</p> <p>Create and implement division action plans</p> <p>Increase completion of disability awareness e-learning module</p> <p>Offer and deliver LGBTIQA+ awareness training across the department</p> <p>Share gender equity pay gap sector report following release from Public Service Commission</p>

Outcomes	Strategies	Success Indicators
<p>2.2 The department is seen as an employer of choice across the NSW Public Service</p>	<p>Ensure the department brand encompasses diversity and inclusion elements to promote greater engagement and attract diverse potential employees</p> <p>Maximise and promote diversity memberships (Diversity Council Australia, Australian Network on Disability, National Disability Recruitment Coordinator)</p> <p>Promote putting flexible working practices in place and promote work on gender-equality initiatives</p> <p>Use storytelling on social media channels (Workplace, LinkedIn, department website) to demonstrate the department's commitment to diversity and inclusion</p> <p>Provide accessible and inclusive physical and non-physical workplace environments (including a well-established workplace adjustments process, parent rooms, multifaith rooms and the like)</p> <p>Implement 'Everyone's Business' in Aboriginal cultural capability training</p> <p>Implement youth employment programs, including graduate programs, cadetships and traineeships</p> <p>Implement actions under the NSW Veterans Employment Program</p>	<p>Increase visibility and active representation of diverse people in all forms of internal and external communications/social media channels</p> <p>Increase number of applications from people from diverse backgrounds, including those for senior executive roles</p> <p>Provide staff with leave to attend days of observance events and celebrations</p> <p>Improve engagement scores in PMES data</p> <p>Integrate diversity and inclusion into the department's employee value proposition (EVP)</p> <p>Improve access to domestic and family violence leave and support for victims of domestic and family violence</p> <p>Deliver localised and tailored cultural capability training to staff</p>
<p>2.3 The department has developed organisational capability throughout all levels, and has embedded diversity and inclusion in the way we work</p>	<p>Develop and implement the Aboriginal Cultural Safety Framework</p> <p>Implement the 'Everyone's Business' trauma-informed learning package</p> <p>Implement actions from the NSW Ageing Strategy</p> <p>Increase awareness and use of procurement diversity suppliers</p> <p>Continue to develop inclusive human resources and recruitment systems, processes and practices</p> <p>Consult and seek feedback from diverse staff when developing internal policies, programs and initiatives</p> <p>Ensure simple and transparent grievance procedures and inclusive channels for complaints and feedback concerning workplace bullying and discrimination issues</p> <p>Embed inclusive communication—language and practices</p>	<p>Ensure all employees are culturally sensitive to the needs and practices of diverse employees and communities</p> <p>Improve human resources and recruitment systems to be accessible and more inclusive</p> <p>Increase use of diverse suppliers</p> <p>Make all centrally developed communication and documents accessible</p> <p>Ensure information about inclusive language and practices is readily available to employees</p>

Priority 3: Accountable leadership—visible leadership and accountability from the top by committing to building diverse teams and driving inclusive workplace practices.

Table 4. Accountable leadership strategies

Outcomes	Strategies	Success Indicators
3.1 Leadership commits to championing diversity employment and creating an inclusive workplace	<p>Include the outcomes of this strategy and the Premier's Priorities targets as key performance indicators (KPIs) in the performance agreements of the department's senior leadership team and executives</p> <p>Include diversity and inclusion as focus capabilities for leaders and senior executive roles</p> <p>Budget for diversity and inclusion employment programs and initiatives</p> <p>Ensure our leaders are engaged and accountable for diversity and inclusion</p>	<p>Include diversity and inclusion KPI in senior leaders' performance agreements</p> <p>Include diversity and inclusion as a key focus capability in all leader and senior executive role descriptions</p> <p>Identify and put management support behind future diverse leaders within each group, agency or division (% of diverse participants in leadership programs/talent succession)</p>
3.2 Leaders serve as role models for inclusive workplace practices and behaviours	<p>Sponsor diversity and inclusion strategies, employee networks, key initiatives and events</p> <p>Include diverse staff and stakeholders in decision-making</p> <p>Provide capability development and training for senior executives and managers on cultural awareness, diversity and inclusion goals, as well as relevant workplace policies—for example, domestic and family violence policies and policies on how to effectively sponsor employee networks, parental leave, flexible working, carers leave and leave for culturally significant days</p> <p>Share stories of own lived experience or personal diversity and inclusion journey and communicate diversity and inclusion goals to teams</p> <p>Embed and implement flexible working in all work practices</p> <p>Implement and evaluate the efficacy of the senior leaders Aboriginal mentoring program</p>	<p>Improve diversity and inclusion scores in PMES data</p> <p>Decrease bullying and harassment scores in PMES data (11% in 2020)</p> <p>Designate a senior executive sponsor for every employee reference group and diversity and inclusion strategy</p>

Outcomes	Strategies	Success Indicators
3.3 Promotion of the Diversity and Inclusion strategy	<p>Launch the <i>Diversity and Inclusion Workforce Strategy 2021-25</i></p> <p>Publish the <i>Diversity and Inclusion Workforce Strategy 2021-25</i> on the intranet/internet</p> <p>Raise awareness among leaders about our diversity and inclusion targets, events and initiatives</p>	<p>Launch <i>Diversity and Inclusion Workforce Strategy 2021-25</i> on Harmony Day 2021</p> <p>Make <i>Diversity and Inclusion Workforce Strategy 2021-25</i> available on the intranet and internet</p> <p>Partner with People Partners to keep leaders informed of progress on diversity and inclusion targets and other corporate events and initiatives (for example, implementation of Program Elevate)</p>

Monitoring and reporting

We will monitor progress on the group and divisional diversity and inclusion ‘plans on a page’ every six months.

Quarterly, we will monitor performance of the strategies’ objectives and report on the progress of this plan’s targets to the department Secretary and leadership team. We have also planned a midterm strategy review for 2023. The review will focus on action implementation, progress and successes. It will also identify any adjustments we need to make to improve effectiveness.

The reports will include:

- a qualitative assessment of progress and achievement of the actions through feedback from entities such as employee reference groups and the Harmony Council
- a quantitative assessment of the impact of the strategy on employee perceptions and experience of the culture of the organisation
- a review of workforce data, including the PMES and workforce profile.

The outcome from the reports will guide the development of future action plans



dpie.nsw.gov.au