



## Curriculum Council

### Equity and Diversity Management Plan

2011 – 2015

DOCUMENT INFORMATION	
<b><i>Responsible officer/s:</i></b>	Compliance and Training Officer / E&D committee
<b><i>Endorsed by Executive:</i></b>	November 2010
<b><i>Next review date:</i></b>	November 2011
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## CEO Leadership Statement

### FOREWORD

I am pleased to present the Curriculum Council Equity and Diversity (E&D) Management Plan 2011-2015.

The Plan has been developed in accordance with the requirements of Part IX of the *Equal Opportunity Act 1984* and aligns to the outcome standards framework of the Office of Equal Employment Opportunity.

The Curriculum Council's Equity and Diversity Committee, which is made up of staff representing all areas of the secretariat, has developed the plan. Their efforts have been supported by feedback and advice from the Office of Equal Employment Opportunity.

The key outcomes, against which we will measure our success in meeting the objectives of the plan, are:

- The organisation values equity and diversity and the work environment is free from racial and sexual harassment.
- The workplace is free from employment practices that are biased or discriminate unlawfully against employees or potential employees.
- Employment programs and practices recognise and include strategies for EEO groups to achieve workforce diversity.
- The organisation maintains a relevant and achievable equity and diversity management plan through communication, review and amendment and evaluation.

Each of these outcomes is supported by a range of initiatives which I believe will help us to continue our good work towards making the Curriculum Council an equitable and diverse workplace.

I commend all staff for your efforts to date towards advancing equity and diversity within our agency. I look forward to making further gains in this area of our operations. I am confident this plan will support us in these endeavours.

**CEO Name:**

David Wood

**CEO Signature:**



**Date:**

November 2010

## INTRODUCTION

Curriculum Council's Equity and Diversity Management Plan 2011-2015 provides a strategic framework for achieving its key equity and diversity outcomes.

The plan demonstrates an ongoing commitment to the achievement of an equitable and diverse workforce which is representative of the Western Australian community and enables employees to combine work and family responsibilities. It is an expression of Council's belief that achieving equity and diversity in the workplace flows from a clear commitment to do so. It is underpinned by human resource management policies and organisational development processes.

This plan is designed to:

- meet organisational needs for managing a diverse work group;
- provide equitable selection and management of a diverse workforce; and
- meet statutory obligations under the *Equal Opportunity Act 1984*.

The responsibility for implementation of the plan rests with the Chief Executive Officer, directors and managers with support provided by the human resources officers and the equity and diversity committee.

All Curriculum Council staff have responsibility for participating in the implementation of strategies provided in this plan. In particular all staff members have responsibility for creating a work environment that is inclusive of all and free from harassment and unlawful discrimination. The Equity and Diversity Management Plan is based on the principles and objectives outlined in Council's EEO statement of commitment in the Equal Employment Opportunity policy available on the intranet.

### Overview of the plan's structure

In keeping with the Office of Equal Employment Opportunity's recommended structure, there are four outcome areas that are addressed in the Curriculum Council's plan.

- 1. Work and culture accountability**  
The organisation values equity and diversity and the work environment is free from racial and sexual harassment.
- 2. Work practices support equity and diversity**  
Workplaces are free from employment practices that are biased or discriminate unlawfully against employees or potential employees.
- 3. An equitable and diverse workforce profile**  
Employment programs and practices recognise and include strategies for EEO groups to achieve workforce diversity.
- 4. Maintain a relevant and achievable equity and diversity management plan through communication, review and amendment, and evaluation.**

Strategies to support these outcomes are provided followed by information on responsibilities and implementation.

## Workforce Profile and Targets

*(Targets are consistent with those set in the CEO's Performance Agreement)*

*('Actual' data is obtained from 'How does your agency compare' document)*

### % Representation

Diversity Group	2009 Actual (%)	2010 Target (%)	2010 Actual (%)	2011 Target (%)	2012 Target (%)	2013 Target (%)	2014 Target (%)	2015 Target (%)
Women in the Senior Executive Service	0			33.3	33.3	33.3	33.3	33.3
Women in Management Tier 1	0			0	0	0	0	0
Women in Management Tier 2	40.0			60.0	60.0	60.0	60.0	60.0
Women in Management Tier 3	57.1			45.0	45.0	45.0	45.0	45.0
Women in Management Tier 2 and 3 combined	52.6	35.0		40.0	45.0	45.0	45.0	45.0
People from Culturally Diverse Backgrounds	8.8	9.5		9.5	9.5	10.0	10.5	11.0
Indigenous Australians	1.3	1.5		2.0	3.0	3.5	4.0	4.5
People with Disabilities	1.3	3.0		4.0	5.0	5.5	6.0	6.5
Youth	5.3	6.5		7.0	8.0	8.5	9.0	9.5

### Distribution (Equity Index)

Equity Group	2009 Actual	2010 Target	2010 Actual	2011 Target	2012 Target	2013 Target	2014 Target	2015 Target
Women	69.9	75.0						
People from Culturally Diverse Backgrounds	119.6	98.0						
Indigenous Australians	15.9	65.0						
People with Disabilities	202.2	194.0						

NOTE: The equity index is not calculated for youth as salary range corresponds closely with experience and age.

## OUTCOME 1

The organisation values Equity and Diversity and the work environment is free from racial and sexual harassment.

INITIATIVE	TASK /ACTION	TIMEFRAME	ACCOUNTABILITY	MEASURES OF SUCCESS
Equity and diversity principles are incorporated into corporate values and workforce planning processes.	Promote the Council's set of corporate values.	Review March each year	Executive, HR Manager & management	Extent to which staff demonstrate equity and diversity principles in their everyday work.
	Ensure strategic and human resource plans demonstrate that the Curriculum Council values the diverse backgrounds of its employees.	Review March each year	Executive, HR Manager & management	Plan reflects the equity and diversity principles and CC values.
	Workplace structures, systems and procedures help employees balance their work, family and other caring responsibilities effectively.	Review March each year	HR Manager	Proportion of requests approved in the context of organisational needs.
Managers and leaders are aware of their equity and diversity responsibilities.	Provide equity and diversity leadership development training for management.	Review March each year	Executive	75% of management have undertaken training.
The performance management criteria for managers and leaders include the ability to attract and retain a diverse workforce and promote an inclusive work culture.	Review performance management templates and processes to ensure they reflect the Public Sector capability framework, including the individual leadership development profile.	December 2011	HR Manager	Performance management templates and processes are reviewed and implemented.
Induction programs incorporate equity and diversity and diversity principles, including awareness of the Equity and Diversity Management Plan.	As part of staff induction they are made aware of their roles and responsibilities in relation to equity and diversity legislation and CC principles and Equity and Diversity management plan.	Review June each year	Compliance and Training Officer	All staff complete an induction.
An Equity and Diversity Committee is established to oversee responsibility and achievement of the Plan's initiatives.	The established E&D committee will update the Equity and Diversity management plan as required by legislation and ensures changes are circulated to all staff (e.g. internal newsletter, emails).	Completed - to be reviewed in 2015	Equity and Diversity committee	Plan developed. Equity and Diversity committee established. Commitment to implementation of the plan.
	Conduct a survey to evaluate management's incorporation of equity and diversity principles and analyse the results from a range of perspectives e.g. satisfaction of employees at different levels.	March each year	Equity and Diversity Committee	Extent to which the staff survey indicates the perception of the employees' understanding of management's awareness of equity and diversity responsibilities.

## OUTCOME 2

Workplaces are free from employment practices that are biased or discriminate unlawfully against employees or potential employees.

INITIATIVE	TASK / ACTION	TIMEFRAME	ACCOUNTABILITY	MEASURES OF SUCCESS
Recruitment and selection practices provide equal opportunity and flexibility for all employees and potential employees.	Ensure employment decisions are transparent, equitable and procedurally fair.	As part of each process	HR Manager and management	No recorded breaches. Documentation is complete accurate and correct through audit processes.
	Ensure criteria for all job descriptions are based strictly on the skills and abilities required.	Prior to advertising	HR Manager and management	Increase in retention rate.
	Panels have a minimum of one member who is trained in accordance with Public Sector Standards selection processes.	At time of advertising	HR Manager	At least one trained member on all panels.
	Ensure engagement decisions take account of the diversity of the Australian community as well as the agency's organisational and business goals and the skills required for the job.	As part of each process	HR Manager and management	Agency progresses towards meeting diversity targets.
Training in bias free methods is provided to selection panel members.	Provide training in Public Sector recruitment and selection processes for selected staff across the organisation.	Review March 2011	HR Manager / Compliance and Training Officer	All relevant staff has undertaken training.
Retention and career development practices provide equal opportunity and flexibility for all employees.	Communicate working conditions, which include work / life balance arrangements, to staff in application packages and during inductions.	Review June 2011	HR Manager / Compliance and Training Officer	Proportion of staff accessing flexible work arrangements. (Workforce Analysis & Comparison Application - WACA) data.
	Ensure Managers have knowledge of flexible working arrangements.	June each year	HR Manager	Proportion of staff accessing flexible work arrangements (WACA data).

## OUTCOME 2 (continued)

Workplaces are free from employment practices that are biased or discriminate unlawfully against employees or potential employees.

INITIATIVE	TASK / ACTION	TIMEFRAME	ACCOUNTABILITY	MEASURES OF SUCCESS
Equity and diversity and cross cultural awareness training is provided to all staff	Ensure information regarding learning and development opportunities about equity and diversity and cross cultural awareness training is disseminated to all staff (e.g. intranet).	May and October each year	Compliance and Training Officer	Learning and development opportunities are promoted to staff.
	Hold seminars / forums on particular equity and diversity topics.	May and October each year	Equity and diversity committee	Seminars / forums are held.
	Publicise workplace diversity related achievements.	May and October each year	Equity and diversity committee	Articles relating to equity and diversity policies are published in the Staff Bulletin twice a year.
Human resource management policies, procedures and job descriptions are reviewed for both direct and indirect bias and potential barriers.	Review HR policies and procedures to ensure they are free from bias or discrimination.	March each year	HR Manager / HRshare / Senior Manager Corporate & Online Services	HR policies and procedures are reviewed annually to ensure they are free from bias and discrimination. Feedback from HRshare.
	Review job description forms (JDFs) to ensure they are free from bias or discrimination.	March each year	HR Manager / management	Increase in retention rate.
	Provide staff with regular reminders of their rights, responsibilities and relevant legislative changes (e.g. intranet, internal newsletter, staff meetings).	March and October each year	HR Manager / Compliance and Training Officer	Current information available at all times.
There is an effective Grievance Resolution Process where people feel able to raise concerns and issues.	Ensure the organisation's grievance procedure is followed to resolve staff grievances at an informal or a formal level (refer to grievance policy on intranet).	As part of each process	Senior Mgr Corporate & Online Services / Council's grievance officers	No recorded breaches of the grievance process.
	Ensure Council's grievance resolution policy is reviewed.	August 2012	Senior Manager Corporate and Online Services / Compliance and Training Officer	Policy reviewed.

## OUTCOME 2 (continued)

Workplaces are free from employment practices that are biased or discriminate unlawfully against employees or potential employees.

INITIATIVE	TASK / ACTION	TIMEFRAME	ACCOUNTABILITY	MEASURES OF SUCCESS
Employee terminations are monitored through exit interviews. Outcomes are evaluated to determine emerging patterns.	Include an evaluation of the equity and diversity initiatives in the exit interview processes.	To be completed Dec 2011 Review Dec 2012	Equity and diversity committee / Compliance and Training Officer	Exit interview includes questions about evaluation of equity and diversity initiatives.
	Data with regard to bias and discrimination is collected, analysed and fed back into the review of Council's HR policies and procedures.	Reviewed 2 yearly (Dec 2011, 2013, 2015)	HR Manager / management	Data is analysed for emerging patterns.

## OUTCOME 3

### Employment programs and practices recognise and include strategies for EEO groups to achieve workforce diversity.

INITIATIVE	TASK / ACTION	TIMEFRAME	ACCOUNTABILITY	MEASURES OF SUCCESS
Demographic data is systematically collected to monitor and report on the progress of all diversity groups.	All staff are encouraged to complete the diversity section in HRMIS during the induction.	At every HRMIS induction	Compliance and Training Officer	WACA (Workforce Analysis & Comparison Application) reports run by HR Manager show increase of completion by staff.
	Prompt employees to update their personal data through regular articles on intranet home page and internal staff newsletter.	February and August each year	Compliance and Training Officer	
Workforce planning incorporates appropriate strategies to attract and retain employees from diversity groups.	Provide all staff with the option of flexible work arrangements (subject to business requirements).	Considered upon request	Relevant director / manager, HR manager	All staff requiring flexible work arrangements are accommodated (subject to business requirements).
	Access traineeship schemes. Managers will assess their teams for opportunities for participation.	March each year	Relevant director/manager	Uptake of traineeships.
	Conduct a survey of staff to measure employment satisfaction.	March each year	Compliance and Training Officer	Comparative analysis indicates high level employee satisfaction.
Diversity objectives are identified to define the workforce profile suited to the agency's business needs.	Review CC profile to determine diversity targets.	Reviewed quarterly (as WACA data is analysed)	HR Manager / Equity and diversity committee	Progress has been monitored and reviewed.
Advertising methods are enhanced to attract diverse applicants.	<p>Include an equity and diversity statement in all job advertisements and on employment page on the CC website.</p> <p>[Curriculum Council is an Equal Opportunity Employer and actively encourages applications from Indigenous Australians, people with disabilities, people from culturally diverse backgrounds and young people, for positions within our agency. Council also promotes flexible family friendly work practices.]</p>	Completed June 2010	HR Manager	All Curriculum Council job advertisements include an equity and diversity statement.

## OUTCOME 3 (continued)

Employment programs and practices recognise and include strategies for EEO groups to achieve workforce diversity.

INITIATIVE	TASK / ACTION	TIMEFRAME	ACCOUNTABILITY	MEASURES OF SUCCESS
Strategies are developed and implemented to attract, retain and provide career development opportunities for the diversity groups:	Professional development is available to all staff.	Considered upon request	Line manager	Council's equity profile meets anticipated targets.
	Secondments and higher duties opportunities are available for all staff.	Considered upon request	Line managers / HR Manager	
• <b>Women in Management</b>	Provision of access to networking opportunities.	Considered upon request	Line manager / Compliance and Training Officer	
• <b>Indigenous Australians</b>	Consider accessing the Business Traineeship program where appropriate in accordance with business constraints (see PL0364).	April and November each year	HR Manager / management	
• <b>People with Disabilities</b>	All job advertisements are also communicated to agency/ ies (e.g. Edge) who will promote to people with disabilities in their database.	As part of each process	HR Manager	
	Consider accessing the Business Traineeship program where appropriate in accordance with business constraints (see PL0364).	April and November each year	HR Manager / management	
• <b>People from Culturally Diverse Backgrounds</b>	Consideration and support of the needs of culturally diverse staff.	Considered upon request	HR Manager / management	
• <b>Youth</b>	Consider accessing the Business Traineeship program where appropriate in accordance with business constraints (see PL0364).	April and November each year	HR Manager / management	
• <b>Seniors</b>	Provide flexible working arrangements (subject to business requirements).	Considered upon request	HR Manager / management	

## OUTCOME 4

### Maintain a relevant and achievable EEO Management Plan through Communication, Review and Amendment and Evaluation

INITIATIVE	TASK / ACTION	TIMEFRAME	ACCOUNTABILITY	MEASURES OF SUCCESS
The Plan and its policies and programs are communicated to all staff.	Launch the Equity and Diversity Management Plan at a whole of staff meeting.	February 2011	Equity and Diversity committee	Launch occurs in February 2011 and response from meeting is reviewed.
	Induct new staff in Equity and Diversity Management Plan.	As part of each induction	Compliance and Training Officer	E&D Plan is documented as part of the Induction process for all new staff.
	Placement of Equity and Diversity Management Plan on the organisation's intranet.	Upon endorsement of plan by CC Executive (Nov 2010)	Compliance and Training Officer	E&D Plan is placed in the Policy section of the Council's intranet.
	Update staff on equity and diversity policies and programs through Staff Bulletin.	March and October each year	Compliance and Training Officer	Articles relating to equity and diversity policies are published in the Staff Bulletin twice a year.
Equity and diversity events are promoted and celebrated.	Promote equity and diversity events to staff as appropriate on the organisation's intranet and through the Staff Bulletin.	March and October each year	Compliance and Training Officer	Events are advertised to staff two weeks in advance.
	Post event articles published on the organisation's intranet.	Published when notified	Compliance and Training Officer	Events articles are published in the Staff Bulletin.
	Advise the Social Club of key equity and diversity events (e.g. Harmony Week, Disability Week, International Womens' Day).	January 2011 (and each January thereafter)	Equity and Diversity committee	Social Club publicises in the social calendar and promotes key equity and diversity events.
The Plan is monitored, reviewed and amended to ensure strategies remain relevant to the operations of the organisation.	Review of Equity and Diversity Management Plan is a standing item on committee meeting agenda.	March, June, September, December each year	Executive officer	Committee meeting agenda includes the standing item on its agenda.

## OUTCOME 4 (continued)

### Maintain a relevant and achievable EEO Management Plan through Communication, Review and Amendment, and Evaluation

INITIATIVE	TASK / ACTION	TIMEFRAME	ACCOUNTABILITY	MEASURES OF SUCCESS
The Plan and its policies and programs are evaluated to determine the effectiveness of the Plan.	Review of the E&D Management Plan to include Staff survey and exit interview information.	March, June, September, December each year	Equity and Diversity committee	Information gathered from the Staff survey and Exit interviews informs the annual review of the E&D Plan.