

Inclusion Strategy

2021 - 2025



Foreword

Our department does essential and often challenging work for the NSW community.

We need to recruit and retain great people and provide a workplace environment that enables them to do their best.

And we need a diverse workforce to provide insight into the different cultures, experiences and perspectives of the people with whom we work.

To achieve these goals we need to be an inclusive organisation – one in which everyone is respected and enabled to fully contribute.

And that doesn't just happen. It takes planning and work.

That's why we have an inclusion strategy that says what we want to achieve, how we plan to do it and how we'll measure progress and success.

Michael Coutts-Trotter

Secretary

Department of Communities and Justice



Why we have developed an Inclusion Strategy

This DCJ Inclusion Strategy sets out the direction and goals that we will work towards to create an inclusive, diverse and accessible workplace over the next five years.

The Inclusion Strategy works alongside other current plans and frameworks to improve inclusion and diversity at DCJ. We will also develop annual Outcomes Business Plans that detail the specific annual actions and initiatives we will take to implement this strategy.

Our Inclusion Strategy includes our contribution to the *DCJ Strategic Direction 2020-2024* and our plan to create a more inclusive culture that respects and values differences and individuality. It empowers our people to deliver better outcomes for our clients, inmates and offenders and their families.

By focusing on developing inclusive leadership capabilities, investing in our people and building a diverse workforce that reflects our communities, DCJ will be in a better position to:

- increase employee engagement for our employees from diverse backgrounds
- improve our service delivery to our clients, inmates and offenders and their families.

This strategy does not replace any existing strategies, plans or initiatives that support diversity in our workplace. Instead, it aims to provide a consolidated approach to building an inclusive workforce and contributing towards the achievement of outcomes in the *DCJ Strategic Direction 2020-2024*.





Our vision for Inclusion at DCJ

Our people are empowered to deliver DCJ outcomes within a respectful, safe and inclusive workplace.

Our values

We are all responsible for creating and maintaining positive and supportive environments in our facilities, community settings and workplaces. We engage and develop leaders who model the highest standards of conduct and actively demonstrate our values⁷:

Service We put people at the centre of all we do and provide the highest quality services

Trust We value the quality of our relationships and do what we say we will do

Accountability We take responsibility for our decisions and actions

Integrity Ethics are at the heart of all we do and we show courage by acting honestly, consistently and impartially

Respect We are inclusive and how we talk with, and about, each other matters.

⁷ Department of Communities and Justice Strategic Direction 2020-2024

Our commitment to inclusion

Our leaders will:

- build their own and team inclusive leadership capability in order to value and actively sponsor inclusion and diversity in the workplace
- recognise the business need behind this commitment and its contribution to building stronger communities
- drive progress towards our inclusion and diversity goals in their workforce and across DCJ and develop performance goals and measures to track their team's progress
- hold themselves and each other accountable for their inclusion and diversity progress and performance.

To strengthen our culture, we will:

- build an inclusive culture that values the contributions and differences of every employee
- develop cultural capability and inclusion at all levels
- strive to build a diverse, inclusive and engaged workforce.

Our workforce, including our leaders will:

- be respectful to each other at all times, acknowledging our differences as a strength
- address our gaps in our knowledge of different cultures, experiences and ways of being, and constructively challenge our biases and behaviours
- acknowledge that how we treat each other influences how we treat our clients, inmates and offenders
- support the growth and development of our people by providing meaningful career pathways for our employees from diverse backgrounds.

In our services and work with our community, we will:

- take an inclusive approach to our work with clients, communities, inmates and offenders, informing the way we design and deliver our services, and contributing to stronger communities.

Why we support inclusion and diversity at DCJ

There are a number of benefits of being a diverse and inclusive employer. The NSW Public Service Commission “**Diversity and Inclusion in the NSW Public Sector: A conversation**”⁸ has found that workforce diversity and inclusion leads to better outcomes for our employees and the clients we serve. Research by McKinsey and Company⁹ and the Australian Government Workplace Gender Equality Agency¹⁰ show that organisations perform better with a more inclusive and diverse workforce.

These benefits include:

- improved performance and increased productivity
- organisations are in a better position to attract and retain employees from a wider pool of talent
- lower turnover and absenteeism
- increased client satisfaction
- better decision making and innovation
- improved employee wellbeing.



The flipside is the cost of inaction. For example, the recent national enquiry into sexual harassment in Australian workplaces, Respect@Work, found that workplace sexual harassment cost the Australian economy approximately \$3.8 billion in 2018, with lost productivity (\$2.6 billion) contributing the most significant economic cost. The report notes this effectively represents an investment that could instead be made into better health and economic outcomes for all employees¹¹.

8 Diversity and Inclusion in the NSW Public Sector: A conversation (March 2018)

9 McKinsey and Company “Why Diversity Matters” January 2015

10 BCEC WGEA Gender Equity Insights 2020

11 Respect@Work: National Inquiry into Sexual Harassment in Australian Workplaces, Australian Human Rights Commission, 2020, p.22

DCJ Inclusion Strategy

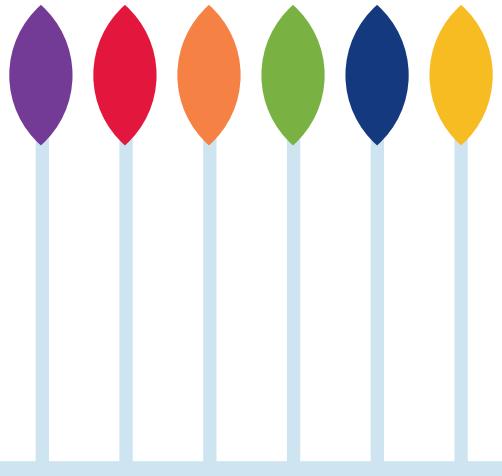
Our people are
empowered to
deliver DCJ priorities
in a **respectful**
and **inclusive**
workplace

- + **Leading an inclusive culture**
- + **Inclusion is everybody's business**
- + **Attract and recruit**
- + **Develop and retain**



DCJ Priorities

DCJ is committed to improving inclusion and employment outcomes for people from diverse backgrounds including women, Aboriginal and Torres Strait Islanders, people with a disability, culturally and linguistically diverse people (CALD), LGBTIQ+, people with carers' responsibilities, mature workers and young people so that we can be a more inclusive employer and deliver improved outcomes to our clients.



DCJ supports safer and stronger communities through:



Safer
communities



Providing
more efficient
and effective
legal systems



Reducing
reoffending



Preparing for
disasters and
emergencies



Active and
inclusive
communities



Ensuring children
and families
thrive



People having
a safe and
affordable place
to live



Enabling
improved service
delivery

Our workforce

As at 30 June 2020, DCJ had 23,450 employees⁶.

The following table shows the representation of some diversity groups in our workforce. DCJ continues to work on broadening the data capture for a wider range of diversity groups.

The actions and initiatives set out in this strategy support inclusion and representation for all diversity groups. These are supported by sector-wide and DCJ targets based on identified areas of historic disadvantage, but this does not mean they are the only areas of focus. We will actively monitor all available workforce and employee data to ensure emerging issues are identified and addressed in our Outcomes Plans. The People Branch will also continue to drive initiatives in support of all diversity groups, including support for employee networks. We will regularly review and evaluate our strategies to ensure the actions remain current and relevant. Additional targets may be set in future to better align with the changing needs of our diverse workforce, clients, communities and priorities.

Targets and measures

Many people put inclusion and diversity together under the same umbrella. Diversity simply refers to the representation of many diverse types of people. However, without inclusion, all employee differences are not fully optimised even if their representation is increased. Having both a more inclusive and diverse workforce is needed to deliver better outcomes for our clients.

DCJ will consider progress, not just by increases in the representation of diverse groups in our workforce, and our performance against the diversity measures in Premier's Priority 14 for women, Aboriginal people and people with disability, but also by what we do and the environment and culture we promote to make inclusion a reality.

Inclusion measures are supported by focus areas and measures to drive progress

Focus Areas:

Increase diversity survey response rate for all diversity groups

**65%
by 2025**

(measured through workforce data)

Benchmark our progress towards inclusive workplaces and processes

For people with disability, use the Access and Inclusion Index key measurement areas, establish benchmarks and achieve annual improvements (using 2020 Index submission as baseline).

We will also explore other industry benchmark participation over the life of the survey (e.g. Australian Workplace Equality Index).

People Matters Employee Survey (PMES) Diversity and Inclusion Index

Increase DCJ overall PMES diversity and inclusion score (2020 = 64%) and monitor by different diversity groups.

PMES Employee Engagement scores

Maintain 2020 PMES employee engagement scores for diversity groups at or above DCJ overall level. Where a score differs from DCJ's 2020 baseline, track and report to divisions to seek a year-on-year improvement over the life of the strategy.

Women

67

Aboriginal

63

Disability

60

CALD

68

LGBTIQ+

65

Younger people

70

Mature workers

64

All DCJ

64

Sector

67

Diversity measures – Premier’s and Public Service Commission (PSC) Priorities by 2025

Aboriginal people in senior leadership roles*

2020 workforce representation:

6

Our goals, targets and measures:

Premier’s Priority 14:

Increase number of Aboriginal people in senior leadership roles by 2025.

Aboriginal employment

2020 workforce representation (%):

Tracking at all levels currently except salary grades:

- 0-\$49,321
- \$49,322-\$64,778

See DCJ’s Aboriginal Employment Strategy for details

Our goals, targets and measures:

PSC AES benchmark:

Aboriginal employees represent

3% of all staff

in non-executive salary bands by 2025.

Disability employment

2020 workforce representation (%):

3.3%

Our goals, targets and measures:

Premier’s Priority 14:

Increase representation of employees with disability to

5.6% by 2025

Women in senior leadership roles*

2020 workforce representation (%):

47.6%

Our goals, targets and measures:

Premier’s Priority 14:

50% of women

in senior leadership roles by 2025.

Note: *2020 PSC salary bands >\$148,134 includes SES and non-SES roles.



DCJ Priorities

Aboriginal employment

2020 workforce representation (%):
4.5%

Our goals, targets and measures:
7.5% by 2025

Increase percentage of Aboriginal people progressing to interview and hire for senior leadership roles (commencing 2020).

Aboriginal people in succession pipeline* for senior leadership roles

2020 workforce representation (%):
5.5%

Our goals, targets and measures:
Increase percentage of Aboriginal employees in talent pipeline for senior leadership roles by 2025.

Women

2020 workforce representation (%):
61.8%

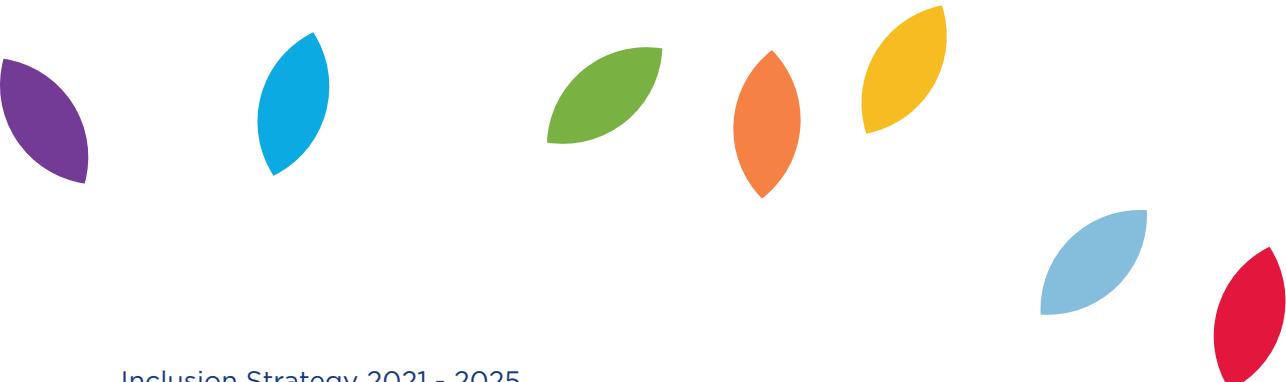
Our goals, targets and measures:
Maintain attraction and recruitment success rates for women across salary bands, and monitor turnover trends.

Women in succession pipeline* for senior leadership roles

2020 workforce representation (%):
70.9%

Our goals, targets and measures:
At least one woman on every senior leadership role shortlist.
Increase percentage of women in pipeline for senior leadership roles by 2025.

Note: *2020 PSC salary band range for the succession pipeline is \$91,641 - \$148,134.



PMES employee perceptions of inclusion, learning and development, and bullying

Current representation:

We will benchmark and monitor through PMES these scores to ensure they are consistent with DCJ averages and on par or better than sector averages. Where improvements are required, we will monitor these for year-on-year improvements.

We will also track these scores for all Premier's Priority 14 diversity goals.

See Appendix 1 for 2020 baseline scores.

Culturally and Linguistically Diverse (CALD):

21%
of 2020 PMES respondents

LGBTIQ+:

6%
of 2020 PMES respondents

Younger people:

3%
of 2020 PMES respondents (15-24 years)

Mature workers:

14%
of 2020 PMES respondents (55-64 years)

Carers:

18%
of 2020 PMES respondents

Note: Engagement is calculated as a weighted average score, and the inclusion percentage is an average of all diversity and inclusion-related questions in the PMES. Workforce data is derived from the PSC Workforce Profile, a workforce census conducted annually.

Our focus areas

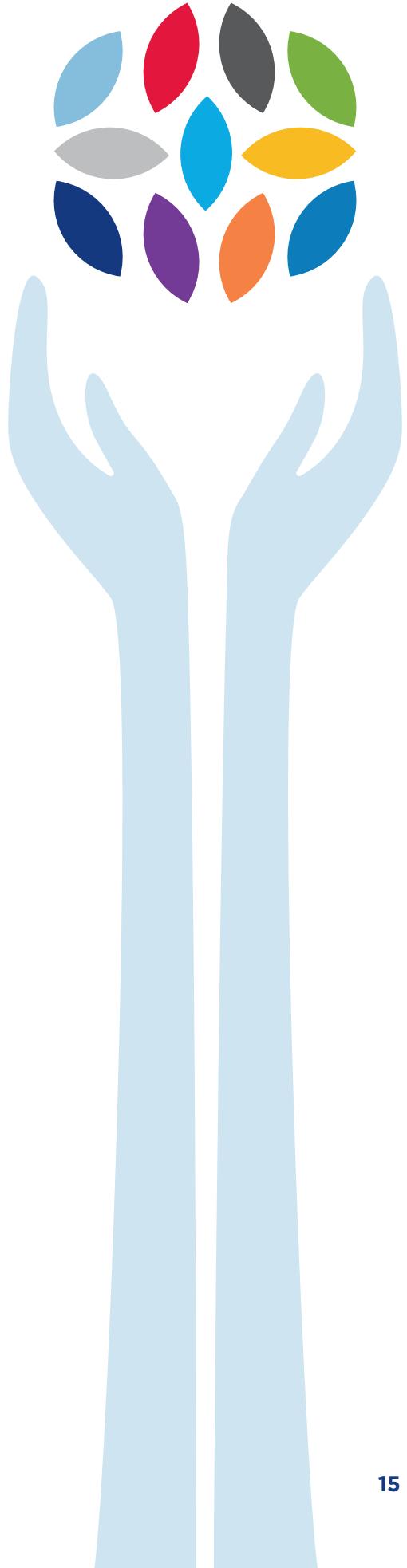
Our Inclusion

Strategy sets out how we will work to remove barriers for people from diverse backgrounds so that we can achieve a more inclusive workplace. We have four focus areas that will contribute to the success of the Inclusion Strategy:

- + **Leading an inclusive culture**
- + **Inclusion is everybody's business**
- + **Attract and recruit**
- + **Develop and retain**

Leading an Inclusive Culture

We will focus on engaging and developing all leaders to role model values of service, trust, accountability, integrity and respect.



We will do this by:

- embedding inclusive leadership across all levels of management to achieve improved long-term outcomes
- promoting an inclusive, safe and harassment-free organisational culture where our people feel valued, respected and empowered to contribute, and there are safe, inclusive practices where complaints arise
- developing a sustainable pipeline of diverse talent for senior leadership roles.

Our success measures:

- Inclusion Strategy priorities and targets are incorporated into business planning processes
- leaders and managers are culturally capable and model inclusive behaviour, as measured by PMES
- inclusion performance objectives are included in senior executive performance plans
- our workplaces are increasingly bullying and harassment-free, as measured by PMES
- our leadership pipeline is diverse and reflects our community, as measured by tracking workforce data for consistent representation rates across the areas listed in Appendix 1.

Inclusion is everybody's business

Our employees will contribute to building an inclusive culture where our clients, communities and colleagues feel respected and valued.

We will do this by:

- leveraging the diversity of our workforce to improve engagement with clients, communities and our partner organisations
- building the knowledge and skills of our workforce to recognise and celebrate difference
- benchmarking our inclusion progress against best-practice indices
- using workforce diversity information to make evidence-based decisions about our people and initiatives
- actively participating in the 'Racism It Stops with Me' Campaign and work to eliminate racism in the workplace
- recognising and celebrating our differences.

Our success measures:

- our people feel safe to share diversity information
- develop and implement a recognition program to recognise innovative inclusion and diversity initiatives
- monitor for improved PMES engagement, learning and development, bullying and inclusion scores for employee diversity groups
- monitoring the intersectionality⁷ of our age and salary bands through workforce data for our different diversity cohorts
- action taken from Access and Inclusion Index results from 2021 (baseline) and participation in other indices.

⁷ We say 'intersectional' to recognise that we can be diverse in many ways; for example, a woman with a culturally diverse background and/or with a disability. This strategy acknowledges the intersection or overlap of someone's identity can sometimes introduce greater barriers or different complexities when it comes to inclusion and career progression.



Attract and recruit

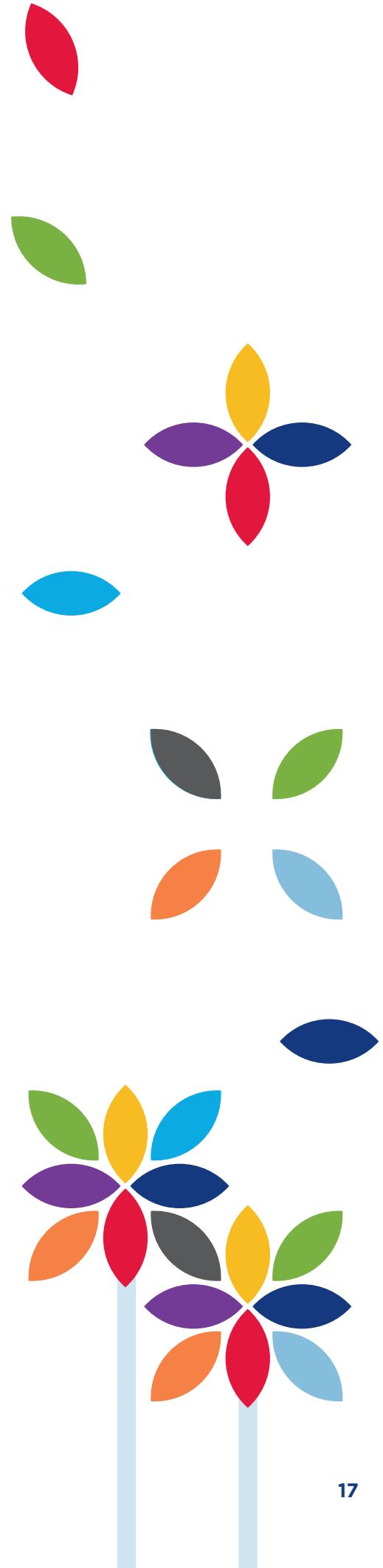
We will build an inclusive and diverse workforce that better meets the needs of the diverse communities we serve.

We will do this by:

- using innovative and targeted strategies to attract candidates from all diversity groups
- providing targeted employment initiatives and career pathways
- ensuring our recruitment and selection processes are accessible and inclusive to optimise candidate experience
- building on workforce diversity targets
- improving representation at all levels of the organisation.

Our success measures:

- 7.5% representation target for Aboriginal employees achieved by 2025
- annual disability employment targets contributing towards 2025 sector-wide disability employment target achieved
- implementation of culturally fair attraction strategies, measured through PMES scores for perceptions of recruitment by diversity
- increased applications from diversity groups progressing to interview and through to employment, as measured by Talent Acquisition metrics
- a range of targeted employment programs/strategies/pathways offered where data reveals the necessity
- Australian Network on Disability - Disability Confident Recruiter status maintained
- candidates from diverse backgrounds report positive recruitment experience
- improving representation of Aboriginal employees and people with disability at all levels of the organisation.



Develop and retain

We are committed to our people and demonstrate this by providing opportunities for professional growth and development.

We will do this by:

- delivering an improved Performance Development Program (PDP) to enhance capability and growth of our diverse workforce and recognise the value of different cultures
- developing a gender pay equity strategy
- promoting flexible work practices to better support the needs of our diverse employees, including in regional and rostered areas
- providing capability development opportunities to support career pathways for employees from diverse backgrounds.

Our success measures:

- 50% representation of women in our senior leadership roles
- increase the number of Aboriginal people in senior leadership roles by 2025
- improved retention rates for Aboriginal employees and employees with disability to average DCJ level
- increased PDP completion rate for diversity groups to support career development
- improved perceptions of learning and development scores, as measured in PMES
- flexible work practices are used, supported by managers and employees are consistently satisfied with access, as measured in PMES
- perceptions of learning and opportunities improve for regional areas, as measured in PMES.

Public Sector Initiatives

As a significant cluster in the NSW Public Sector, DCJ contributes to the achievement of Government-wide inclusion goals and objectives.

The Public Service Commission and the Secretaries' Board have a leadership role in developing and implementing sector-wide approaches to drive achievement of the Premier's Priority 14 listed above.

To facilitate this goal achievement, as well as its own workforce priorities, DCJ is participating in sector-wide inclusion and diversity initiatives to promote a more inclusive public sector. These include:

- including a minimum of one woman on all executive recruitment shortlists, measured and monitored by Talent Acquisition
- ensure Aboriginal people participate on interview panels for identified recruitment and targeted roles, measured and monitored by Talent Acquisition
- implementation of Gender Pay Equity Strategy and parental leave initiatives, as articulated in the Gender Pay Equity Strategy
- professional executive coaching provided to Aboriginal Career and Leadership Development Program alumni (led by the PSC), measured through annual participation
- KPIs in senior executive performance plans on diversity and inclusion
- flexible working initiatives implemented across the sector, through the development of a flexible working framework
- using manager guidelines on providing constructive feedback to unsuccessful applicants (women and Aboriginal and Torres Strait Islander people) for senior roles
- ongoing reporting to the Department of Communities and Justice Inclusion Council (in DCJ our People and Engagement Sub-Committee is our Inclusion Council).



Inclusion Strategy Outcomes Business Plan

The DCJ Inclusion Strategy outlines key activities and deliverables that will help us achieve our targets, including our commitments to sector-wide initiatives. The strategy sets out our direction for the next five years. Our strategy will have clear annual outcomes plans developed in consultation with People teams and employee networks, which will detail the work we will do each financial year to achieve agreed targets and outcomes.

These plans include specific actions to promote inclusion and diversity year by year, and clear accountabilities and responsibilities so that we can monitor and report on our progress.

Current strategies and plans

The following DCJ strategies contain linked objectives and initiatives that will both influence and amplify the impact of this strategy:

- DCJ Strategic Direction 2020-2024
- NSW Carer's Strategy 2020-2030
- NSW Multicultural Plan (under development)
- NSW Equity, Diversity and Inclusion Framework (under development)
- NSW Women's Strategy 2018-2022
- DCJ People Strategy
- DCJ Disability Inclusion Action Plan
- DCJ Gender Pay Equity Strategy
- DCJ Aboriginal Employment Strategy 2021-2025
- DCJ Mature Workers Strategy (under development)
- DCJ Regional Employment Strategy
- DCJ Engagement Strategy

Some of these existing strategies detail specific initiatives for different diversity groups, whether in the community or in our workforce. Where they refer to workforce initiatives, these will be integrated into the Inclusion Strategy Outcomes Business Plan for the relevant group. These Outcomes Plans will also align and support any specific frontline service delivery plans referencing workforce initiatives for diversity groups.



Governance, reporting and responsibilities

This section outlines the governance, reporting model and responsibilities for our Inclusion Strategy.

Our Board will:

- endorse and support implementation of the Inclusion Strategy
- fund initiatives set out in divisional/branch inclusion plans
- include a range of diversity and inclusion targets and initiatives in performance agreements of all Deputy Secretaries
- oversee strategy implementation
- drive cultural change at the leadership level to promote a more inclusive workplace environment so that we can drive better outcomes for our clients.

Our DCJ Inclusion Champion will:

- promote the DCJ Inclusion Strategy to managers and employees across DCJ
- champion and promote inclusion to and with the DCJ Board
- influence colleagues at the leadership level
- engage with employee diversity networks and network champions on inclusion and diversity
- communicate and promote inclusion programs to employees across DCJ.

Our Corporate Services division will:

- procure accessible and inclusive information technology and resources, and champion this across the organisation
- develop and champion accessible and inclusive workspaces (including systems and processes), aligned with our Disability Inclusion Action Plan and inclusive workspace commitments
- ensure our data and systems can tell us who we are and benchmark our progress
- apply social-based procurement practices (e.g. buying from NSW Aboriginal businesses and NSW disability enterprises).

Our People and Engagement Sub Committee (PESUB) will:

- drive strategy implementation and oversee and support work of our employee networks
- act as our Inclusion Council
- emphasise inclusive leadership as a core capability in the structure and content of DCJ leadership and management strategies
- provide leadership for engagement with staff and networks as the Inclusion Council for DCJ
- monitor progress on annual Outcomes Business Plan deliverables and report back to the Board.

Our People Branch will:

- consult, collaborate and partner with key stakeholders to promote strategy across DCJ
- track and report on diversity targets through Diversity Dashboards and the Human Capital Management System
- monitor progress, and undertake six-monthly DCJ-wide reporting on progress against agreed targets and delivery of annual Outcomes Business Plan actions
- drive progress in achieving the People projects of the DCJ Disability Inclusion Action Plan
- report annually to the DCJ Board
- promote the strategy at divisional/branch level
- promote and drive a culture that fosters access and inclusion, including developing safe and inclusive workforce management processes
- provide six-monthly progress reports to the Executive Director, People Branch to enable progress monitoring.



Our senior leaders will:

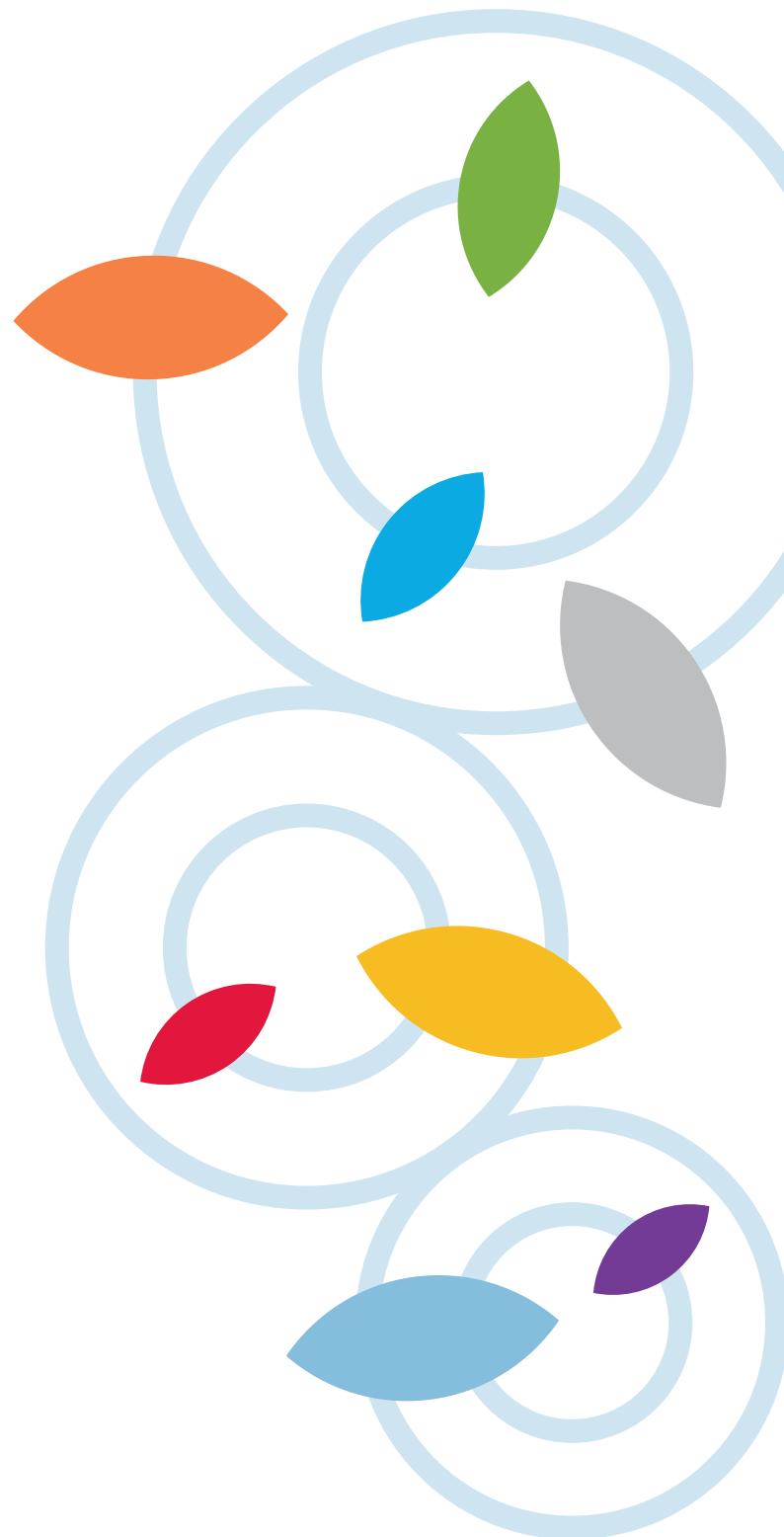
- lead the implementation of this strategy within their business unit, setting performance goals and plans
- hold themselves and each other accountable for progress against those goals and initiatives
- build their own knowledge and skills in workplace cultural capability, inclusion and diversity, and role model it to their teams
- recognise the structural challenges faced by many in our workforce they can help to resolve and engage with employee networks to address it
- lead the development of supportive and safe workplaces where everyone is valued, free from discrimination and treated with fairness, respect and dignity
- support employees through the workplace adjustment process and ensuring requested adjustments are provided in a timely and consistent manner
- encourage and support access to development opportunities for all employees.

Our employees, including senior leaders will:

- respect and value cultural and social differences of colleagues and clients from diverse backgrounds
- treat all colleagues and clients with fairness, respect and dignity
- actively participate in workplace initiatives and activities that support inclusion in DCJ and build their own knowledge and understanding.

Our employee diversity networks will:

- develop strategies that align with and amplify broader DCJ Inclusion and Diversity team goals, collaborating with the Inclusion team where appropriate
- advocate for constructive change on behalf of their members and allies
- work with Corporate Services to promote the recognition of days of significance to raise awareness and build knowledge.



Appendix 1

PMES baseline scores for engagement, bullying, learning and development and inclusion

PMES key topics scores – 2020 baseline

Employee engagement (score)	67 Women	68 CALD	63 Aboriginal and Torres Strait Islander	60 Disability
64 All DCJ	65 LGBTIQ+	70 Younger people (15-24)	64 Mature workers (55-64)	64 Carers
Inclusion (%)	74 Women	72 CALD	65 Aboriginal and Torres Strait Islander	64 Disability
70 All DCJ	72 LGBTIQ+	76 Younger people (15-24)	71 Mature workers (55-64)	69 Carers
Learning and development (%)	56 Women	57 CALD	50 Aboriginal and Torres Strait Islander	45 Disability
52 All DCJ	52 LGBTIQ+	66 Younger people (15-24)	52 Mature workers (55-64)	48 Carers
13c: In the last 12 months, have you been bullied at work (%)	18 Women	16 CALD	27 Aboriginal and Torres Strait Islander	28 Disability
19 All DCJ	22 LGBTIQ+	N/A (Sample size too small) Younger people (15-24)	18 Mature workers (55-64)	23 Carers

