



# **SOUTH GIPPSLAND WATER DIVERSITY AND INCLUSION PLAN**

**2017-2020**

# STATEMENT OF COMMITMENT

South Gippsland Water is an equal opportunity employer which supports the Victorian Public Service principles of respect, equity and diversity.

The organisation is committed to promoting an inclusive work environment where all employees are treated with respect and feel valued and supported.

South Gippsland Water recognises the benefits of diversity, understanding that a diverse workforce brings a diversity of skills, experiences, backgrounds and attitudes together to create and encourage innovation and agility and better decision making.

Through the implementation of this plan, South Gippsland Water aims to better understand and capture the diversity of its current workforce, identify future opportunities to increase workforce diversity and promote actively inclusive workplace practices.

# STAFF PROFILE

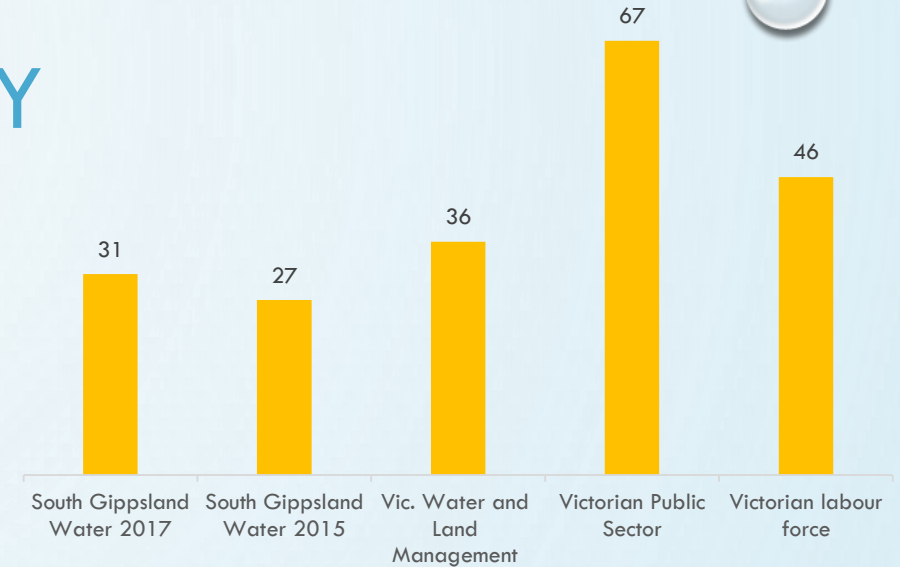
At 30 June 2017 South Gippsland Water employed 111 staff (76 males, 35 females)\*. The following tables and charts demonstrate South Gippsland Water's workforce profile against State-wide water industry and broader Victorian public sector and State benchmarks at 30 June 2015.

Gaps in available internal data highlights opportunities for South Gippsland Water to better capture, understand and report on workforce diversity going forward.

\* Excluding Board Members. Relates to head count paid across both pay periods June 2017 thereby excluding employees on un-paid leave for that period.

# GENDER DIVERSITY

%	South Gippsland Water (30/6/17)	South Gippsland Water (30/6/16)	South Gippsland Water (30/6/15)	Vic. Water and Land Management (30/6/15)	Victorian Public Sector (30/6/15)	Victorian labour force (ABS - 2012)
Women in the workforce	31	29	27	36	67	46
Of the women in the workforce, those in non-traditional roles*	22	16	40^			
Women in executive positions#	19	20	14			
Women paid over executive threshold	0	0	0	21	39	
Part time employees**	10	10	5	14	45	30



% Women in the workforce

Women = 51% of South Gippsland and 51.5% of Bass Coast Shires Population (2016 census, ABS)

\* Subjective estimate # SEO and above \*\* excluding casuals ^counting rules unknown for comparative purposes

## CULTURAL DIVERSITY

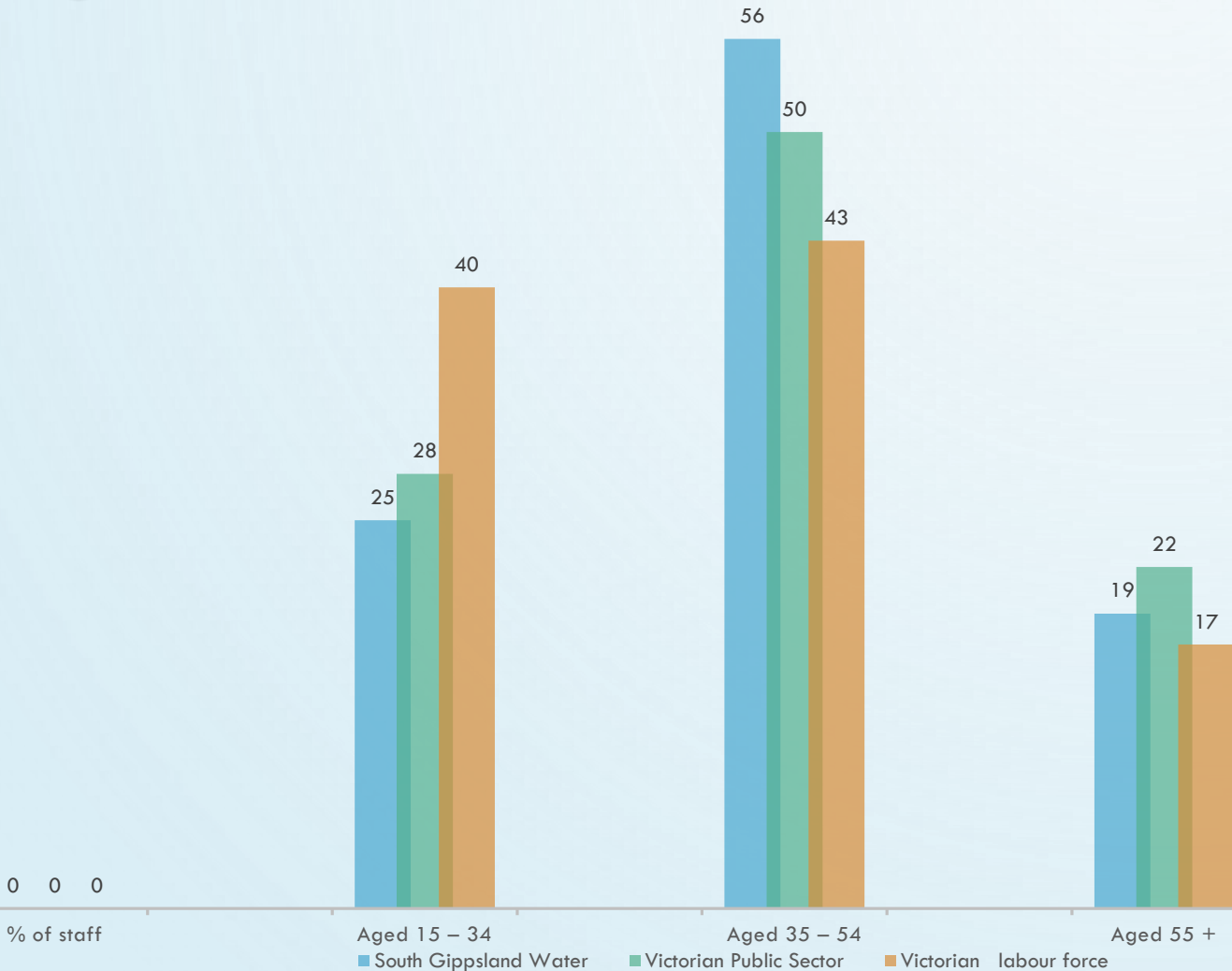
%	SGW (May 17) People Matter Survey 69% response	SGW (Sep 16) Internal Survey 62% response	Victorian Public Sector (30/6/15)	Victorian labour force (ABS - 2012)	Victorian populati on (ABS – 2016)	South Gippsland Shire (ABS – 2016)	Bass Coast Shire (ABS – 2016)
People /staff who identify as aboriginal or Torres Strait Islander	0	0	1		0.8	1	0.9
People /staff born overseas	Indicatively 20	indicatively 19	21		35.1	19.9	23.3
People / staff who speak a language other than English at home	Indicatively 15	Indicatively 7	18		27.8	5	6.6

## DISABILITY

Staff who identify as having a long-term disability	Indicatively 8	Indicatively 13	3	5.8			
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# AGE DIVERSITY



% of staff	South Gippsland Water (30/6/17)	South Gippsland Water (30/6/15)	Victorian Public Sector (30/6/15)	Victorian labour force (ABS - 2012)
Aged 15 – 34	22	25	28	40
Aged 35 – 54	58	56	50	43
Aged 55 +	20	19	22	17

# BOARD DIVERSITY

%	South Gippsland Water (30/6/17)	South Gippsland Water (30/6/15)	Victorian Public Sector (30/6/15)
Female Board members*	50	33	34
Aboriginal Board members	0		1.3
Culturally and linguistically diverse Board members	TBC		23

# KEY OBJECTIVES

The key objectives of South Gippsland Waters Workforce Diversity and Inclusion Plan 2017-2020 are to ensure we:

1. Increase workforce diversity, with a focus on the areas of gender, leadership, age, culture and disability
2. Increase awareness and understanding and instil the value of diversity within the workplace
3. Encourage an inclusive workplace culture that proactively recognises, respects and utilises the diversity of its workforce
4. Build capacity to capture, analyse and report on workforce diversity data



## **OBJECTIVE 1: Increase workforce diversity, with a focus on the areas of gender, leadership, age, culture and disability**

Conduct research and analysis of the diversity characteristics of our local community to ensure workplace strategies are reflective of the communities in which we live and work

Review current advertising and attraction strategies to ensure recruitment campaigns are inclusive and reach highest quality candidates

Maintain a current data profile of gender and location balance from relevant industry associations, to assist with attraction and advertising strategies

Research the ability for professional associations to provide membership details or other channels to target attraction to future SEO vacancies

Formally consider and advertise, as part of recruitment processes, more flexible work models to attract remotely located candidates for example three days on location, two days remote. This arrangement is more likely to suit female candidates at this level.

Work with MoU partners to subscribe to a professional LinkedIn recruitment capability so that female professionals can be targeted

Use a professional recruitment search for future SEO positions that includes parameters such as 50% gender balanced shortlist

Apply the strategies above to 'feeder' roles to SEO positions to ensure a good base of more junior staff from which to intentionally provide internal progression pathways

Upon recruitment being planned, review positions descriptions and advertisements to ensure language doesn't unintentionally lead to gender bias . Develop tool for such for use by internal hiring managers and People and Culture.

Combine recruitment against like positions, or develop agreement to share candidate and order of merit information, with MoU partners, to enable more targeted conversations with potential female candidates. Refer to water industry commentary on this issue

Establish a number of entry level positions such as traineeships or equivalent training roles in traditional male job families and offer only to females. Special Measure under EEO law may be required.

Commit to gender balanced shortlists in senior leadership and other identified positions

Increase short term and long employment opportunities for people with a disability or special needs

Develop and implement formal mentoring and secondment programs

## **OBJECTIVE 1: Increase workforce diversity, with a focus on the areas of gender, leadership, age, culture and disability**

### **Aboriginal Employment**

Develop an internal guide for engagement with aboriginal groups relevant to South Gippsland Water's catchment including contact information and protocols

Develop an internally focussed Aboriginal Cultural Safety Plan to enable an inclusive, culturally safe workplace for aboriginal employees. Outcomes to relate to any shifts in staff behaviour needed, management practice and support, alignment of organisational policies and procedures associated with cultural requirements (for example flexibility to attend kinship funerals), overt visualisation of partnership between the corporation and First Peoples across South Gippsland, including art work, and cultural awareness programs operated and reflected in policy and practice across the workforce.

Invest in engaging Bass Coast and South Gippsland Shire Councils, the West Gippsland Catchment Management Authority, Westernport Water and Gippsland Water, to develop shared aboriginal cultural awareness and / or recruitment programs as well as from each other.

Develop an Aboriginal Reconciliation Action Plan for South Gippsland Water

Develop a formal traineeship and student placement program including indigenous traineeships

## **OBJECTIVE 2: Increase awareness and understanding and instil the value of diversity within the workplace**

Influence WIDISC to implement campaigns normalising the inclusion of LGBTI employees across the sector. Promote within South Gippsland Water and across the MoU group.

Promote regular staff communication around SGW's commitment to and value of diversity and inclusion.

Deliver annual or bi-annual People Matters Survey staff and management workshops to continuously improve culture through dialogue and identification of work-group level actions

Promote workplace participation in diversity and inclusiveness events such as Harmony Day

## **OBJECTIVE 3: Encourage an inclusive workplace culture that proactively recognises, respects and utilises the diversity of its workforce**

Review and promulgate HR Policies and Procedures to promote inclusive, accessible and flexible work environments and practices, including part time, job share, transition to retirement

Ensure SGW's future leadership, succession and retention strategies actively address workplace diversity

Leverage on sector and community initiatives and events that promote diversity and inclusion to reinforce diversity and inclusion principles

Identify and address where possible, barriers affecting diversity including special needs and technology, in the workplace

Develop a formal 'Stay in touch' program for women on maternity leave

Develop Reasonable Adjustment Guidelines

## **OBJECTIVE 4: Build capacity to capture, analyse and report on workforce diversity data**

Participate in industry wide development of a consistent set of diversity metrics

Review target for age composition of workforce

Review target for proportion of workforce with caring responsibilities

Review target for identification of, and support for employees with disability

Ensure future recruitment processes enable and encourage self-identification of diversity characteristics

Ensure new HRIS supports improved diversity analytics and reporting

# SOUTH GIPPSLAND WATER DIVERSITY TARGETS

Note: Text in **Blue** denotes water industry targets from the Victorian Water Industry Diversity Strategy 2016

- 40% senior managers are female by 2020
- 33% female employees by Dec 2018
- 1 x Aboriginal / youth traineeship by Dec 2018
- 2.5% of the workforce will identify at Aboriginal or Torres Strait Islander by 2020
- 10% of the workforce will have an identified disability by 2020
- 7% of the workforce will be under the age of 25 by Dec 2018
- 20% of the workforce will speak a language other than English by 2020
- 35% of the workforce will have caring responsibilities outside of the workplace by 2020
- 7% of the workforce will identify as belonging to LGBTI communities by 2020
- 25% of the workforce will work flexibly by 2020

# REFERENCES

- The State of the Public Sector in Victoria 2014-2015 Report, Victorian Public Sector Commission
- South Gippsland Region Water Corporation People Matter Survey Benchmark Report, July 2015, Victorian Public Sector Commission
- South Gippsland Region Water Corporation People Matter Survey Organisational Results Report, June 2016, Victorian Public Sector Commission
- 2016 Census data [[www.abs.gov.au/census](http://www.abs.gov.au/census), 10 August 2017]
- South Gippsland Shire Council Community Profile [<http://profile.id.com.au/south-Gippsland>, 1 April 2016]