Equity and Diversity Management Plan 2015-2018

WATER
CORPORATION

Message from the CEO

It is with great pleasure that I present to you the Water Corporation Equal Employment Opportunity Management Plan 2015-2018. This Equity and Diversity Management Plan ('the Plan') has been developed to meet our requirements accordance with Part IX of the *Equal Opportunity Act 1984,* and meets the requirements of section 145(2)(a)-(h) as outlined in Appendix 3 and is aligned with the Office of Equal Employment Opportunity's outcome standards framework:

- *Outcome 1:* *The organisation values EEO/diversity, and the work environment is free from racial and sexual harassment;*
- *Outcome 2:* *Workplaces are free from employment practices that are biased or discriminate unlawfully against employees or potential employees;*
- *Outcome 3:* *Employment programs and practices recognise and include strategies for EEO groups to achieve workforce diversity;   and*
- *Outcome 4:* *Maintain a relevant and achievable EEO Management Plan through Communication, Review amendment and evaluation.*

One of our corporate values refers to the Water Corporation being Customer Focused. Our Plan not only compliments this value, but takes active steps in ensuring that diversity in our employees is valued. In addition to meeting statutory requirements, it is my belief that the good work we are doing, and plan to do, in the diversity space goes hand in hand with our shift to an achievement culture.

Workforce diversity is not just a part of good human resource management practice. It is a business imperative. An inclusive and accepting workplace has benefits for all employees and our customers. A diverse workforce attracts and retains quality employees, and enables us to recognize the diversity in our customers, which translates into effective business decisions and effective service delivery. This is particularly important in the context of a labour market which is decreasing as the population ages, where we will need to increasingly utilise talent from the five diversity groups (youth, people with disabilities, women in management, Indigenous Australians, and people from culturally diverse backgrounds).

The Water Corporation has aligned the strategies in this EEO Management Plan with our strategies and business plans. This ensures that EEO and diversity is central to our business and relates to other key initiatives. I strongly encourage all staff to embrace equity and diversity and take responsibility for delivery of this Plan. The Plan is our foundation for a working environment free from harassment and discrimination. Through the implementation of this Plan we will strive to build a workforce and supporting organisational culture that reflects the diversity of the greater community. Our Plan is a live document that we will continue to develop and build on for our future success. I look forward to ongoing commitment and involvement from all staff in implementing the Plan over the next four years.

Sue Murphy
Chief Executive Officer
December 2014

Introduction

This is the 2nd Equity & Diversity Management Plan of Water Corporation, as required under Part IX of The Equal Opportunity Act 1984 (EO Act). The EO Act identifies provisions that public authorities should include in the Plan.

The reporting period covers 1 January 2015 to 30 December 2018.

Water Corporation aims to embed equity, diversity and inclusion principles in its work practices and organisational environment. To ensure that these practices remain appropriate, Water Corporation annually reviews its workforce diversity profile, the take-up of its existing policies and programs, as well as any relevant external developments. This analysis also underpins the initiatives set out in the Corporation's newly developed Plan.

The priorities of the Plan are to:
- facilitate the participation of Aboriginal and Torres Strait Islander people into the Water Corporation's workforce
- raise awareness of unconscious bias within the workplace to promote the quality of employment-related decision-making
- facilitate access to quality flexible work arrangements
- understand the factors influencing the employment of people from diverse groups

The priorities reflect the expanded coverage of diversity over time due to legislative, societal changes and social responsibility placing a greater emphasis on workplace culture and values. The Water Corporation's Equity and Diversity Management Plan 2015-2018 is a strategic document that will link directly to and support our core value: "Customer Focussed".

Past achievements

It is important to acknowledge our achievements from the previous Plan (2010-2014) so that we can build on the good work already done. These achievements have seen us grow significantly in the equity and diversity space.

Most recently, the Water Corporation increased our representation leading up to 2015 of women in management (Tiers 2 and 3), Indigenous Australians and people from culturally diverse backgrounds. Whilst representation declined in the same year for youth and people with disabilities, these represented only slight decreases.
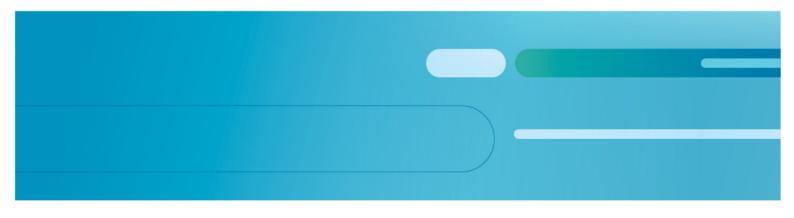
We believe that a continued commitment to each of the five groups will enable us to maintain our momentum.

The Plan will be reviewed and evaluated in June each year.

Data will be collected in accordance with the Water Corporation's Annual reporting Framework in order to obtain an accurate and detailed assessment of progress against the strategies articulated in the Plan. Achievements and updates with respect to Equity and Diversity targets will be reported annually to the Executive.

Some of the key equity and diversity achievements made from the previous plan are provided in Appendix 1.

Workforce Profile and Targets

% Representation

Please note: these figures are estimates designed to bring Water Corporation's figures to the level of the overall public sector. Therefore the figures will be reviewed and revised yearly as new statistics are released for the public sector. The target of 3.2 % for Indigenous Australians has been set by the Water Corporation's Reconciliation Action Plan Working Group and is reflected in our Aboriginal Employment Strategy. This is also the target set by the PSC.

Diversity Group ***	2013 Actual (%)	2014 Actual (%)	2015 Targets (T) & Actual (A) (%)	2016 Targets (T) & Actual (A) (%)	2017 Targets (T) & Actuals (A) (%)	2018 Targets (T) & Actuals (A) (%)	Public Sector Current Actual (%)
Women in Management Tier 1	T 100 A 100	T 100 A 100	T 100 A	T 100 A	T 100 A	T 100 A	29.3
Women in Management Tier 2 and 3 combined	T 22.2 A 15.69	T 25 A 20	T 20.0 A	T 20.0 A	T 25.0 A	T 25.0 A	40.7
People from Culturally Diverse Backgrounds	T 12.1 A 13.55	T 12.8 A 13.85	T 14.0 A	T 14.5 A	T 14.75 A	T 15.0 A	12.5
Indigenous Australians	T 2.87 A 1.38	T 3.2 A 1.84	T 2.25 A	T 2.50 A	T 2.85 A	T 3.2 A	2.9
People with Disabilities	T 2.42 A 1.25	T 2.8 A 1.23	T 1.65 A	T 2.05 A	T 2.4 A	T 2.8 A	2.3
Youth	T 6.7 A 4.24	T 6.7 A 3.62	T 4.0 A	T 4.35 A	T 4.7 A	T 5.0 A	4.6

***Refer Definitions Appendix 2.

Distribution (Equity Index)

Definition of Equity Index:

The equity index is a measure of distribution. It compares the distribution of women or a diversity group in the workforce to the distribution of the workforce as a whole. If the group has a similar distribution across all ranges as the total workforce the equity index is 100. An equity index of less than 100 indicates compression of the group at the lower salary ranges. An equity index of more than 100 indicates compression of the group at the higher salary ranges.

Equity Group	2013 Targets (T) & Actual(A)	2014 Target(T)	2015 Target (T)	2016 Target (T)	2017 Target(T)	2018 Target(T)	Public Sector Current Actual (%)
Women	T 93.85 A 65	T 100 A 81	T 82.0	T 83.0	T 84.0	T 85.0	A 72
People from Culturally Diverse Backgrounds	T 106 A 133	T 100 A 137	T 135.0	T 133.0	T 131.0	T 129.0	A 95
Indigenous Australians	T 85.5 A 41	100 A 42.5	T 44.0	T 46.0	T 48.0	T 50.0	41
People with Disabilities	T 102.1 A 93	100 A 102	T 103.0	T 104.0	T 105.0	T 106.0	99

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

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Outcome 1: The organisation values EEO and Diversity and the work environment is free from racial and sexual harassment.

Strategy 1.1	EEO and diversity management issues are incorporated into organisational Planning and are an inherent part of managerial responsibilities.		
INITIATIVE	**ACCOUNTABILITY**	**TIMEFRAME**	**PERFORMANCE INDICATOR**
1.1.1 Regular reporting of progress of the plan to Executive including update to Equity and Diversity Management Plan on a yearly basis.	Equity and Diversity Manager	Annually (June and November)	Plan is updated on an annual basis following consideration by Executive.
1.1.2 Include reference of Equity and Diversity Management Plan into group Plans.	Business relationship Managers	Annually	Reference is incorporated into all Group plans.

Strategy 1.2	Induction programs incorporate EEO and diversity principles, including awareness of the Equity and Diversity Management Plan.		
INITIATIVE	**ACCOUNTABILITY**	**TIMEFRAME**	**PERFORMANCE INDICATOR**
1.2.1 Ensure equity and diversity on-line training is completed by all new starters during induction. Includes new starters being aware of the Equity and Diversity Management Plan and diversity section of HR on the Waternet.	Hiring Managers Manager Equity and Diversity	Ongoing	100% of new starters complete equity and diversity on-line training within 1 month of commencement of employment. Induction records kept electronically
1.2.2 Ensure existing employees are made aware of Equity and Diversity Plan and yearly updates (at least) through internal newsletter updates (which may include Refresh, Flowing Forward, and/or CEO's blog, as well as HR Consultants informing lead teams).	HR Communications Manager Equity and Diversity	Ongoing	100% of employees receive an update on the plan at least yearly through internal newsletters/HR Consultancy Team.

Strategy 1.3	Training provision for new and existing employees.		
INITIATIVE	**ACCOUNTABILITY**	**TIMEFRAME**	**PERFORMANCE INDICATOR**
1.3.1 Ensure ongoing Equity and diversity training and awareness for all staff including: Online induction, Cultural Awareness, Unconscious Bias, Career resilience, Disability awareness, 3 year Equity and Diversity refresher training.	Learning and Development Manager	June 2015 and ongoing (annually June)	All training packages are updated in accordance with current EEO practice and requirements, and reviewed yearly
1.3.2 Embed reference to Equity and Diversity Management plan into existing and relevant development and training opportunities.	Learning and Development Manager; Manager Consultancy Services	June 2016 (then delivered ongoing).	E&D reference embedded

Outcome 2: Workplaces are free from employment practices that are biased or discriminate unlawfully against employees or potential employees.

Strategy 2.1	Equity and Diversity principles are included in all recruitment and selection processes.		
INITIATIVE	**ACCOUNTABILITY**	**TIMEFRAME**	**PERFORMANCE INDICATOR**
2.1.1 All job advertisements to include Equity and Diversity Statement and selection panels to reflect diversity of candidates.	Recruitment Manager	June 2015	Recruitment processes reflect E&D requirements
2.1.2 Ongoing implementation and review of Aboriginal and Disability recruitment standards.	Recruitment Manager	June 2015 ongoing	Recruitment Standards reviewd and updated
Strategy 2.2	**Human resource management policies and procedures are reviewed for both direct and indirect bias and potential barriers.**		
INITIATIVE	**ACCOUNTABILITY**	**TIMEFRAME**	**PERFORMANCE INDICATOR**
2.2.2 Equity and Diversity section of Waternet revised and updated.	Manager Equity and Diversity	June 2015	Waternet updated
2.2.3 Ensure Grievance processes and exit interviews are conducted. All forms are to be in plain English and easily accessible to employees. Grievance register maintained by HR Consultancy.	Manager HR Servcies	June 2015	Grievance register maintained

Outcome 3: Employment programs and practices recognise and include strategies for EEO groups to achieve workforce diversity.

Strategy 3.1	Demographic data is systematically collected to monitor and report on the progress of all diversity groups.		
INITIATIVE	**ACCOUNTABILITY**	**TIMEFRAME**	**PERFORMANCE INDICATOR**
3.1.1 Collect Diversity data during induction process for new employees. Remind employees to update HR Self Service (Voluntary basis) with changes to diversity profiles.	Manager HR Services Manager equity and Diversity	Feb 2015 ongoing	100% employees data collected
3.1.2 Complete annual diversity survey	HR Systems Manager		100% of reports delivered twice yearly.
Strategy 3.2	**Build Equity and Diversity considerations into all workforce plans and strategies.**		
INITIATIVE	**ACCOUNTABILITY**	**TIMEFRAME**	**PERFORMANCE INDICATOR**

3.2.1 Develop and maintain:
  -Aboriginal Employment Strategy -Aboriginal Recruitment Standard
  -Disability Access Inclusion Plan   -Disability recruitment Standard
  -Parental Leave initiatives   - Career Entry program
  - School based Traineeship project-CALD work experience project
	Manager Equity and Diversity Manager Recruitment	Feb 2015	Programs reviewed and continued

Outcome 4: Maintain a relevant and achievable EEO Management Plan through Communication, Review and Amendment and Evaluation

Strategy 4.1 The Plan and its work are communicated to all employees. Events are organized to celebrate diversity, and successes are promoted.			
INITIATIVE	**ACCOUNTABILITY**	**TIMEFRAME**	**PERFORMANCE INDICATOR**
4.1.1 Communicate Plan and any events via: • Induction • Branch/team meetings • Waternet, Refresh/Flowing Forward/Sue's Blog	Communications Branch	Feb 2015	Regular publication timetables delivered upon; communication of Plan to 100% of employees at induction,
Strategy 4.2 The Plan is monitored; reviewed and evaluated and recommendations made to ensure strategies remain relevant.			
INITIATIVE	**ACCOUNTABILITY**	**TIMEFRAME**	**PERFORMANCE INDICATOR**
4.2.1 Executive review progress of plan	Manager HR, Executive	Nov annually	Executive report presented and endorsed

Participants from Deadly Sista Girl Program, Kwinana
Photo Courtesy Wirrpanda Foundation

Appendix 1

Progress against the previous Water Corporation Equity and Diversity Plan includes the following achievements:

- The delivery of training with the implementation of on-line equity and diversity packages for new starters, and some face to face training, complimented by compulsory 3 year refresher training.
- Training on the *Fair Work Act 2009* educated employees about Flexible Work Guidelines and Parental Leave.
- We have developed and implemented an Aboriginal Employment Strategy which includes an Aboriginal Recruitment Standard and Dashboard to increase the participation of Aboriginal and Torres Strait Islander people in our workforce.
- For People with Disability, we have also embedded a Disability Recruitment Standard into our recruitment practices and developed our 2015-2018 Disability Access Inclusion Plan.
- For the youth group, we embedded our Career Entry program, which focusses on Traineeships, Apprenticeships, Graduates and Vacation programs. We have also commenced planning around registering Certificate II Water Operations as a School Based Traineeship to attract more young people into our workforce.
- We have also created an area valuing diversity under the HR section of the Waternet, and re-worked our grievance procedures and Code of Conduct policy to ensure they utilise 'plain English' as much as possible.
- The appointment of the Equity and Diversity Manager has ensured that the Plan is monitored on a regular basis and provides coordination and accountability for activities under the Plan.
- At an internal level, we have worked on identifying corporate documentation where diversity messages and images can reflect our diversity.
- We have embedded rigorous entry and exit interviews to try and best capture any diversity issues, and provided support to managers in managing flexible working arrangement for employees.
- Our partnership with Central Institute of TAFE has seen the implementation of a work experience program for our Culturally And Linguistically Diverse group through the Settlement Language Pathways to Employment and Training (SLPET) program.
- Our data collection methodologies have been improved.
- Overall, we have embedded and educated employees about our value of being a *"great place to work"* where we encourage and support employees of all backgrounds as we strive to meet this goal.
- Supporting the strategies of the previous Plan was the overall shift to an achievement culture.
- The roll-out of our Unconscious Bias workshops, Cultural Awareness and Career Resilience programs have enhanced all of the work done in the Equity and Diversity space.

Appendix 2

Definitions

'Women in management' refers to the representation of women in the top three management tiers, which includes the senior executive service (SES), senior and middle management. The management tiers link to decision making responsibility rather than salary.

Tier 1
- Directs and is responsible for the public authority, as well as its development as a whole.
- Has ultimate control of, and responsibility for, the upper layers of management.
- Typical titles include director general, chief executive officer, general manager, executive director and commissioner.

Tier 2
- Reports to tier 1.
- Assists tier 1 by implementing organisational plans.
- Is directly responsible for leading and directing the work of other managers of functional departments.
- May be responsible for managing professional and specialist employees.
- Does not include professional and graduate staff, such as engineers, medical practitioners and accountants, unless they have a primary management function.

Tier 3
- Reports to tier 2.
- Formulates policies and plans for areas of control.
- Manages a budget and employees.
- Does not include professional and graduate staff, such as engineers, medical practitioners and accountants, unless they have a primary management function.

'People from Culturally Diverse Backgrounds' refers to the level of cultural diversity in public authorities is measured by the number of people born in countries other than those categorised by the Australian Bureau of Statistics as 'main English speaking' (MES) countries (i.e. Australia, United Kingdom, Ireland, New Zealand, South Africa, Canada and United States of America).

'Indigenous Australians' are people of Aboriginal and Torres Strait Islander descent who identify as such and are accepted as such by the community in which they live.

'People with Disabilities' refers to people with an ongoing disability who have an employment restriction due to their disability
that requires any of the following; modified hours of work or time schedules; adaptations to the workplace or work area; specialised equipment; extra time for mobility or for some tasks; and/or ongoing assistance or supervision to carry out their duties.

'Youth' refers to people aged under 25 years.

Appendix 3

EQUAL OPPORTUNITY ACT 1984

EEO initiatives within integrated plans must meet the requirements of section 145(2)(a)-(h), outlined below:

Section 145(2) (a)-(h)

a) a process for the development of policies and programs to ensure a discrimination and harassment-free workplace, and to promote equal opportunity for all persons;

b) strategies to communicate the policies and programs referred to in point (a);

c) methods for the collection and recording of diversity data, including a current workforce diversity profile;

d) processes for the review of personnel practices to identify possible discriminatory practices;

e) the inclusion of goals and targets to determine the success of the Plan;

f) strategies to evaluate the policies and programs referred to in point 9a0;

g) a process to review and amend the Plan; and

h) the assignment of implementation and monitoring responsibilities.