



Government of Western Australia  
Department of Mines and Petroleum



# Equal Employment Opportunity (EEO) and Diversity Plan

2017–2021



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# Introduction

The Department of Mines and Petroleum (DMP) is committed to having a diverse and inclusive workforce with a collection of skills, experiences and perspectives that is reflective of the community we serve.

DMP demonstrates this commitment by promoting diversity, inclusion and equal opportunities in employment and development.

DMP embraces its obligation under the *Equal Opportunity Act 1984* to prepare and implement an Equal Employment Opportunity (EEO) and Diversity Plan.



The tree represents inclusion, growth and an holistic approach to diversity at the Department of Mines and Petroleum.

# Director General's message

The Department of Mines and Petroleum (DMP) is the State's lead agency for attracting private investment in resources exploration and development, and for regulating extractive industries and dangerous goods in Western Australia.

Our Strategic Plan outlines how the department promotes responsible resource development in Western Australia. Key to this plan is the ability to build and support a skilled, diverse and flexible workforce to meet current and future operational needs.

DMP promotes diversity and inclusion within its workforce to ensure we have varied perspectives, skills and experiences that are reflective of the Western Australian community.

While we strive to have equality and diversity built into our day-to-day activities, ensuring we provide equal opportunities to our staff and an inclusive workplace, we recognise some areas do require greater emphasis to ensure equal opportunities and equitable representation for all.

DMP has committed to four Equal Employment Opportunity (EEO) priority areas for the life of the EEO and Diversity Plan 2017–21. EEO priority areas include:

- Women in Leadership
- Aboriginal and Torres Strait Islander People
- Youth
- People with Disability

Through the EEO and Diversity Plan 2014–16, the department worked to improve workforce diversity and create a culture that demonstrates respect, promotes inclusion and leverages diversity.

The 2014–16 EEO and Diversity Plan included a range of initiatives that assisted in improving workforce diversity and ultimately organisational performance. Key initiatives included the award-winning Graduate Program, the Aboriginal Employment Strategy (AES) and the Mentoring Program for women in leadership as well as the integration of our EEO employment targets into both the workforce and operational planning process.

The integration of our EEO initiatives, including employment targets, into our business practices has helped the department build a strong foundation to continue our progress.

The 2017–21 Plan will continue to strengthen and grow our current EEO initiatives while introducing new ones to meet the needs of the business and deliver strong results.



Key future strategies will include:

- The establishment of a Corporate Executive sub-committee to focus on strengthening governance, increased accountability and to provide advice on implementing the diversity initiatives.
- Partnering with Job Access and the National Disability Recruitment Coordinator, a national organisation which will work with DMP to update policies and procedures, ensuring they are inclusive and represent best practice in attracting, developing and retaining people with disability.
- The introduction of development programs for EEO groups such as job shadowing, job rotation and career development which will provide individuals with experience and exposure to progress their career.
- The integration of the theme 'Leveraging Diversity' into the Leadership Development Framework and the implementation of training programs covering topics including EEO legislation, unconscious bias, disability awareness and dealing with mental health.
- The introduction of a DMP Diversity Award which recognises business area's for leveraging diversity to improve organisational performance.

With a diverse workforce and a commitment to consult with our stakeholders we are setting a strong foundation to be inclusive in how we go about our business.

A stylized, handwritten signature in black ink, appearing to read 'Tim Griffin'.

**Tim Griffin**  
*Acting Director General*  
*Department of Mines and Petroleum*

# Our Profile and Priorities

The Corporate Executive has set the targets and made commitments within the EEO and Diversity Plan 2017–21, developed in accordance with the *Equal Opportunity Act 1984* and the Commissioner's Circular 2013–04. The Director of Equal Opportunity in Public Employment, Public Sector Commission has also endorsed the plan.

The department's actuals for 2016 and targets for 2017–2021 are set out below:

EEO and Diversity Group	June 2016 Actual	June 2017 Target	June 2018 Target	June 2019 Target	June 2020 Target	June 2021 Target
% Women in Leadership (Level 7/SCL 4 and above)	25.6%	27.3%	28.8%	30.4%	31.9%	33.5%
% Women at Tiers 2 and 3	27.0%	30.3%	30.3%	33.3%	33.3%	36.3%
% Aboriginal Australians	2.3%	2.6%	2.9%	3.3%	3.6%	4.0%
% Youth (under 25)	2.3%	2.5%	2.8%	3.0%	3.3%	3.5%
% Young Professionals (35 and under)	19.9%	22.1%	24.3%	26.5%	28.6%	30.8%
% People with Disability	2.7%	2.9%	3.2%	3.5%	3.9%	4.2%
% People from culturally diverse backgrounds	14.9%	15.5%	16.1%	16.7%	17.3%	17.9%

DMP's key EEO priorities are:

- Increasing workforce representation of women in leadership positions (Level 7/SCL 4 and above).
- Increasing workforce representation of Aboriginal and Torres Strait Islander people at all levels within the department.
- Increasing workforce representation of youth (under 25).
- Increasing workforce representation of people with disability at all levels within the department.

# Operational and Workforce Planning

To successfully achieve our workforce targets, it is vital that DMP plans ahead and focuses on its EEO priorities in operational and workforce planning. All business areas are required to focus on one or more of the priorities as part of their workforce planning process. These priorities are then incorporated and reflected in each Division's operational plan. Corporate Executive members are accountable for the successful implementation and achievement of items set out in their operational plan, including the EEO targets.

Integrating EEO and diversity into workforce planning and creating strong links with operational planning will greatly assist DMP in achieving a diverse workforce.

Progress will be monitored against the targets and initiatives, reported quarterly to the department's Corporate Executive and published annually on the intranet and website.

A Corporate Executive sub-committee will focus on strengthening governance, accountability and providing advice to ensure workforce diversity remains a strategic priority. The department's progress will also be reported to the Director of Equal Opportunity, Public Employment as well as published in the department's Annual Report.



**Corporate Executives:**  
*Rick Rogerson, Mick Banaszczyk, Simon Ridge, Phil Gorey, Ivor Roberts,  
Michelle Andrews, Tim Griffin, Julie de Jong, Jeff Haworth.*

# Women in Leadership

## Department's Profile

DMP relies on the commitment and effort of its leadership team to deliver on its strategic objectives. The department defines its leadership team as any employee who occupies a Level 7/SCL4 position and above. People in these positions are integral to the department's success, as they lead, manage and make decisions about the business which influences DMP's direction and ensures the delivery of positive outcomes for the Western Australian community.

The department is committed to having a gender-balanced leadership team. Increasing the representation of women in leadership was a priority area in the last EEO and Diversity Plan. During the life of the 2014–16 EEO plan, representation of women in leadership positions increased from 22.61 per cent to 25.65 per cent. The department also saw an increase of women occupying tier 2 and 3 positions from 21 per cent in June 2013 to 27 per cent in June 2016. During 2014–16, women were awarded 43 per cent of all promotions to Level 7/SCL4 and above positions.

The department also continued to see an increase in women occupying Level 5/SCL2 and Level 6/SCL3 positions from 39 per cent in June 2013 to 43 per cent by June 2016. Increasing the representation of women at Level 5/SCL 2 and Level 6/SCL 3 is viewed by the department as crucial to the long-term goal of a gender-balanced leadership team, as these positions are seen as our emerging leaders and ensures the department has a talent pipeline to support workforce planning for the future.

The increase of women in leadership at DMP is a result of a number of key strategies outlined in the EEO and Diversity 2014–16 Plan, which will continue into the future:

- Opportunities are provided for women to participate in internal and external mentoring programs, which pair women up with successful leaders (female and male) from the department and mining industry.
- All staff are provided equal opportunity to explore and grow their careers, vertically and laterally, through secondments, acting, networking and promotional opportunities.
- Promotion of numerous flexible working arrangements available for DMP staff.
- Corporate funding is made available for women to attend programs, conferences and workshops aimed at providing women the leadership skills required to advance their careers in the Public Sector.

While the progress the department has made to date is a step in the right direction, there is still further work to be done to achieve a gender-balanced leadership team. Achievable targets have been set for the life of this EEO and Diversity Plan 2017–2021 to further increase the representation of women in leadership positions.

To meet these targets there is a need for continued support of our current strategies as well as the recommended future strategies outlined in this plan.

## Women in Leadership



*Julie de Jong, Roxane Shadbolt and Kathlene Oliver.*

DMP is consistently working towards placing more women in leadership positions.

A number of women joined the department in senior positions between 2015 and 2016, attracted by our tailored recruitment campaign.

The values our business stands for and the work we do for the people of Western Australia made the department their employer of choice, presenting varied opportunities for growth and the ability to influence change and reform.



## Future Strategies

- Design and implement a formalised job shadowing and job rotation program. Both programs will provide women the opportunity to develop skills, gain experience and grow their networks for future career development opportunities in positions of leadership.
- Design and implement a Career Development Masterclass program for women Level 6 and above. Continue to roll out Striking Gold – Career Development Program for women Level 1 to 5. Through the respective career development programs women at DMP are provided with the knowledge and tools to plan, manage and develop their careers.
- Draft and publish the Return to Work After Parental Leave Tool Kit to assist managers ensure a smooth return to work for employees coming back after parental leave.
- Job Description Forms (JDFs) and job advertisements are reviewed and updated to ensure barriers are removed, language is gender neutral and inclusive and flexible working arrangements are promoted.
- Investigate the feasibility of a one-off mentoring program for women in leadership positions with the Director General.

## Future Targets

EEO and Diversity Group	June 2016 Actual	June 2017 Target	June 2018 Target	June 2019 Target	June 2020 Target	June 2021 Target
% Women in Leadership (Level 7/SCL 4 and above)	25.6%	27.3%	28.8%	30.4%	31.9%	33.5%
% Women at Tiers 2 and 3	27.0%	30.3%	30.3%	33.3%	33.3%	36.3%

### In their own words:

#### Kathlene Oliver – General Manager Mineral Titles

Prior to joining DMP I completed a Master of Business Administration specialising in economic and environmental sustainability. This degree sparked an interest for me to get involved in policy formation and regulation for the resource sector, hence my application to DMP. I wanted to be able to actively contribute to the management of our economic resources and precious environment, with the aspiration that I could help ensure that all Western Australian's benefited from the economic prosperity generated from the State's ample mineral and petroleum resources. I also felt that I had a lot to offer DMP, bringing extensive experience in private sector senior and executive leadership positions which enables me to provide a fresh perspective, and allows me to deliver change programs and strategic business transformation.

#### Roxane Shadbolt – General Manager Strategic Programs

From my perspective, the big draw card was working for an inspiring, ethical leadership team.

For me it's more about job satisfaction and alignment to leadership values, strategic direction and contributing to commonly agreed challenges.

#### Julie de Jong – Executive Director Strategic Projects

DMP's Director General had a strong reputation and the department is held in high regard.

I enjoy working at DMP as my work is very diverse and I am afforded opportunities to work closely with the executive in business reform and cultural change. DMP offers the flexibility and security that I need and I want as a senior public servant.

# Aboriginal Australians

## Department's Profile

The department is committed to increasing workforce representation of Aboriginal and Torres Strait Islander employees (Aboriginal Australians). In 2011, only 0.4 per cent of our workforce was represented by Aboriginal Australians. Since then the department has been working to attract, recruit and retain Aboriginal employees.

To assist with increasing workforce representation, the department introduced its Aboriginal Employment Strategy (AES) in 2011 and launched its inaugural Reconciliation Action Plan (RAP) in 2012. The AES and the RAP have both assisted the department in creating a workplace that has respect for Aboriginal histories and cultures, is focused on building relationships with Aboriginal communities and provides employment opportunities for Aboriginal Australians.

During the life of the EEO and Diversity Plan 2014–16, the AES has been focused on recruiting four Level 2 and above officers each year. The AES is promoted widely to the community through networks with Aboriginal organisations, community events and the department's AES Open Day. Through the AES, the department has attracted high calibre candidates and been able to recruit talented and experienced Aboriginal employees. Through the AES the department has been able to recruit its first Aboriginal Inspector of Mines and its first Aboriginal Dangerous Goods Officer.

As of June 2016, the department has increased its workforce representation of Aboriginal Australians to 2.3 per cent. The increase is a result of a number of key strategies outlined in the EEO and

Diversity 2014–16 Plan, which will continue into the future:

- Each year DMP offers four 12 month fixed-term contracts for Level 2 positions with the options of permanency through the AES.
- Provide funding for training and development for Aboriginal employees.
- Provide relevant mentoring opportunities for Aboriginal employees.
- Increase employee understanding of Aboriginal histories and cultures through Cultural Awareness Training.
- Encourage workplace involvement in Aboriginal cultural events including Reconciliation Week and NAIDOC Week to create a greater understanding of histories and cultures.

While progress has been made in increasing workforce representation of Aboriginal Australians, work is still required to ensure DMP is attracting and recruiting Aboriginal candidates to all vacant positions at DMP, especially higher level positions. Further work is also required on retaining and developing our Aboriginal employees to meet current and future workforce planning needs.

Achievable employment targets have been set for the life of this new EEO and Diversity Plan 2017–2021. To meet these targets there is a need for continued support of our current strategies and programs as well as the recommended future strategies outlined in this plan.

## AES Profile



*Alex Blackman*

As the first Aboriginal Dangerous Goods Officer at the department, Alex Blackman said he loves his job because he is able to provide essential information to the community and help keep the public safe.

Alex joined the department under the Aboriginal Employment Strategy as a trainee in 2015. After receiving extensive on-the-job training and mentoring from other Dangerous Goods Officers, he was able to qualify and become a permanent employee with the department.

“Dangerous goods safety education is extremely important and it’s great to know that I am helping to make a difference, particularly in regional communities,” Alex said.

“One of my number one projects was to create a program that was age appropriate and relevant to students in the regions, especially those interested in VET courses and pursuing a career in the mining industry.”

## Future Strategies

- Utilise the Aboriginal Employment Strategy to recruit and retain Aboriginal employees at all levels within the department.
- A structured learning and development program is designed and implemented to support Aboriginal employees develop and progress their career.
- Attract Aboriginal applicants through relationships with Aboriginal employment agencies and publications.
- Provide Aboriginal people workplace experience through school work experience programs.
- Utilise the temporary employment register and recruitment process to identify high potential Aboriginal applicants for employment opportunities at the department.
- Provide Aboriginal employees the opportunity to participate in a formalised job shadowing and job rotation program to gain experience and grow their networks for future career development opportunities.

## Future Targets

EEO and Diversity Group	June 2016 Actual	June 2017 Target	June 2018 Target	June 2019 Target	June 2020 Target	June 2021 Target
% Aboriginal and Torres Strait Islander Employees	2.3%	2.6%	2.9%	3.3%	3.6%	4.0%

“The first few sessions were very successful and we’re hoping this is a model we can deliver to communities across the State, starting with a suite of safety pamphlets and posters.”

Alex said the department’s reputation was what attracted him to the public sector.

“I chose DMP because I have a lot of family history in the resources industry and thought I’d like to be the one to make sure it’s all done correctly. I also knew a couple of people who work for or had worked for the department and after their positive feedback I knew I had to apply for the position.”



*Dangerous Goods Officer Alex Blackman speaking to students at the Yandeyarra Remote Community School in the Pilbara.*

# Youth and Young Professionals

## Department's Profile

The department is focused on employing a diverse and skilled workforce to meet the current and future business needs. It is for that reason that DMP is committed to attracting, recruiting, developing and retaining youth (under 25) and young professionals (35 and under).

This commitment ensures the department has a talent pipeline for the future which will enable effective succession and workforce planning. It also means the department has individuals with fresh ideas, new experiences and diverse perspectives. The recruitment and retention of youth and young professionals is especially important with the department's current aging workforce.

To recruit and retain youth, DMP utilises its award-winning Interagency Graduate Program and the Public Sector Commission's School-Based Traineeship Program. Each year the department looks to recruit five graduates and one school-based trainee. These two programs are the department's main mechanism for recruiting youth.

As of June 2016, youth represented 2.3 per cent of DMP's workforce indicating there is a need for continued effort in this area. However it's important to remember that this statistic is influenced each year by an individual's birthday. Therefore the department believes it is not only important to focus on recruitment of youth but also on the retention rates of individuals recruited through youth employment programs.

The department's Graduate Program has retained approximately 80 per cent of its participants over the last five years and 83 per cent of graduate officers who commenced the program in 2012 have remained working with the department for more than four years. The Graduate Program has also been beneficial in recruiting young women to technical roles at DMP, with 60 per cent of all graduates recruited between 2014 and 2016 being female.

Young professionals currently represent 19.9 per cent of the department's workforce. From 2014–16, DMP employed 71 young professionals, accounting for 38.8 per cent of all staff recruited during this time period. The average length of service for a young professional with the department is 4.25 years.

The progress made in recruiting and retaining both youth and young professionals is due to a number of current strategies implemented from the EEO and Diversity 2014–16 Plan, which will continue into the future:

- Coordinating the Interagency Graduate Program.
- Recruiting five DMP graduates each year and providing graduates with permanent positions upon successful completion of the program.
- Providing graduates with a structured learning and development program as well as a sponsor and mentor to assist the graduate develop their capabilities and progress their career at DMP.

## Graduate program



*Bronte Dwyer*

Bronte Dwyer was a participant in the interagency graduate program. She joined the program in January 2016 with a bachelor degree in Accident Forensics.

Bronte said her experience in the interagency graduate program with DMP far exceeded her expectations.

"I was exposed to an array of divisions and branches within the department, completed projects that I wouldn't have been able to if I wasn't in the graduate program and met so many wonderful people," Bronte said.

"The department's graduate program provided me with the opportunity to continue learning while putting my tertiary education into practice, as well learn other skills such as legal work."

- Participating in the Public Sector Commission’s School-based Traineeship Program.
- Providing corporate funding for young professionals to attend relevant professional development seminars and conferences.

While DMP has made progress in recruiting and retaining both youth and young professionals, the department needs to continue its effort. Achievable employment targets have been set for the life of this new EEO and Diversity Plan 2017–2021. To meet these targets there is a need for continued support of our current strategies and programs as well as the recommended future strategies.

## Future Strategies

- Investigate the feasibility of growing the Interagency Graduate Program to include more public sector departments.
- Continually evaluate and improve the Interagency Graduate Program to ensure it is recognised as best practice by external graduate associations.
- Provide youth and young professionals with the opportunities to participate in the DMP Foundations Program to develop professional capabilities in order to progress their careers with public service.
- Young professionals are provided with opportunities to participate in the formal job shadowing and job rotation programs.
- DMP participates in the Public Sector Commission’s Internship, Cadetship and School-based Trainee Programs and explores long-term employment opportunities for trainees (where possible).

## Future Targets

EEO and Diversity Group	June 2016 Actual	June 2017 Target	June 2018 Target	June 2019 Target	June 2020 Target	June 2021 Target
% Youth (under 25)	2.3%	2.5%	2.8%	3.0%	3.3%	3.5%
% Young Professionals (35 and under)	19.9%	22.1%	24.3%	26.5%	28.6%	30.8%

Bronte’s experience included rotations at Investigations Services, Legal Services – Prosecutions, Mines Safety and Safety Communications as well as an external secondment with the Chamber of Minerals and Energy.

“Being able to experience working at other departments has given me a holistic understanding of how government and the mining and resources industry operates.”

On the completion of the graduate program, Bronte returned to a permanent position, something which is unique to the DMP program.

She now works in the Investigation Services Branch, using the diverse experience gained from the graduate program to assist in investigation work.

“The value of having permanency at the end of the program is great, as you are able to focus on learning, developing your knowledge and enjoying your time in the program, instead of worrying about if you’ll have a job at the end.”

Her advice to anyone thinking about applying for the graduate program is “don’t be afraid of not having enough knowledge or skills to join the graduate program at DMP.”

“They offer endless support and guidance and each graduate role is unique to each individual and is designed to employ a range of graduates with different skills and expertise.

“During the graduate program you are going to be offered numerous wonderful experiences and I would highly recommend any future applicants make the most of every opportunity they are given during the program.”

# People with Disability

## Department's Profile

DMP is committed to having an inclusive workplace where people with disability have equal access to employment and development opportunities. Attracting, recruiting, developing and retaining people with disability is a priority area for the department and is a key focus area for the EEO and Diversity Plan 2017–2021.

The EEO and Diversity Plan 2017–2021 is aligned to the department's Disability Access and Inclusion Plan (DAIP) 2015–2020. This EEO and Diversity Plan outlines a number of new initiatives which work towards creating an inclusive workplace and increasing workforce representation of people with disability at DMP. The EEO and Diversity Plan 2017–2021 looks to:

- Increase staff awareness of topics such as disability, reasonable adjustment and unconscious bias.
- Examine policies, procedures and processes to ensure barriers are removed and inclusion is promoted.
- Form key partnerships with disability employment and support organisations in Western Australia.
- Provide employment and development opportunities for people with disability.

The department has already commenced work on a number of these new initiatives:

- Review and revise the Filling a Vacancy procedure to remove barriers in the recruitment and selection process.

- Sign a partnership agreement with Job Access for a 12 month period working towards aligning DMP recruitment and selection policies and procedures to best practice.
- Form relationships with disability employment providers to advertise vacancies.
- Pilot disability awareness training for staff.

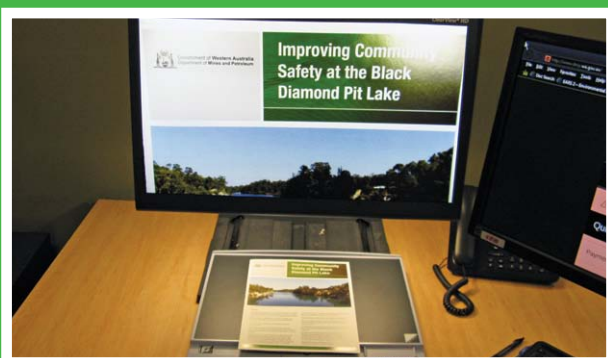
People with disability currently represent 2.6 per cent of DMP's workforce. Achievable employment targets have been set for this plan which looks to increase workforce representation across all levels at DMP.

## Future Strategies

- Work with Job Access to update the department's recruitment and selection policies and procedures to ensure DMP is attracting, recruiting and developing people with disability.
- Participate in the Public Sector Commission's Disability Employment Programs for trainees and cadets.
- Provide work experience opportunities for people with disability.
- Managers and teams have the opportunity to attend Disability Awareness Training.
- Managers are educated through the Leadership Development Framework on support options available for people with disability.
- Draft a reasonable adjustment procedure and work closely with Job Access to set up a work environment that supports people with disability.

## Future Targets

EEO and Diversity Group	June 2016 Actual	June 2017 Target	June 2018 Target	June 2019 Target	June 2020 Target	June 2021 Target
% People with Disability	2.7%	2.9%	3.2%	3.5%	3.9%	4.2%



Disability aides for sight impaired.

# Equal Employment Opportunity



*DMP employees from Mineral Titles.*

## **Outcomes**

The strategies and initiatives within this plan work towards achieving four broad outcomes as defined by the Director of Equal Opportunity in Public Employment. Our strategies and initiatives have been developed in consultation with relevant stakeholders within the department and are detailed further in the following pages.

### **OUTCOME 1**

The organisational culture values 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 include strategies for EEO groups to achieve workforce diversity.

### **OUTCOME 4**

Review, amendment, evaluation.

# EEO and Diversity Plan Initiatives

## OUTCOME 1

**The organisational culture values diversity and the work environment is free from racial and sexual harassment.**

*Strategy 1.1 – The principles of equal employment opportunity (EEO), diversity and accessibility are integrated into DMP corporate strategies and business practices to ensure the department is inclusive and has a diverse workforce.*

INITIATIVES	TIMEFRAME	RESPONSIBLE	MEASURES OF SUCCESS
1.1.1 DMP's commitment to EEO and diversity is reflected in DMP's Strategic Plan.	Ongoing	Corporate Executive	<ul style="list-style-type: none"> <li>Diversity is included as a priority activity in the department's Strategic Plan.</li> </ul>
1.1.2 EEO and diversity performance outcomes are integrated into divisional and operational plans and linked to the Corporate Executives' Work and Development Plans (WDP).	Annually	Corporate Executive Human Resources Strategic Projects General Managers	<ul style="list-style-type: none"> <li>Commitment to participate in diversity initiatives and EEO employment specific targets are reflected in all operational plans by the end of June each year.</li> <li>All Corporate Executive and managers WDP's include employment targets for EEO and diversity groups.</li> </ul>
1.1.3 Workforce plans look to increase diversity in the workforce and ensure business areas participate in a range of EEO and diversity initiatives.	Annually	Corporate Executive Human Resources General Managers	<ul style="list-style-type: none"> <li>Business areas integrate a number of EEO and diversity initiatives into their workforce plans.</li> <li>All workforce plans commit a division to participating in an EEO employment program by offering placements or rotational opportunities.</li> <li>Workforce plans assist business areas work towards their EEO targets for the division.</li> <li>Results are reported on annual basis to Director General in DMP Workforce Plan Progress Report.</li> </ul>
1.1.4 Review the presentation of EEO data within the HR Snap Shot Data Report to ensure it is providing an accurate picture of the diversity of our workforce to allow for sound decision making.	June 2017	Corporate Executive sub-committee Human Resources General Managers	<ul style="list-style-type: none"> <li>The HR Snap Shot Data template is reviewed to make sure it is reporting relevant diversity data for DMP.</li> <li>Diversity data is presented quarterly and reported to Corporate Executive. The Corporate Executive sub-committee to determine longer-term reporting requirements once established.</li> <li>HR Snap Shot Data Report for the Corporate Executive is produced every 12 months for discussion.</li> </ul>



## OUTCOME 1

Strategy 1.1 – continued			
INITIATIVES	TIMEFRAME	RESPONSIBLE	MEASURES OF SUCCESS
1.1.5 Trial a workplace cultural diversity tool to measure DMP workplace diversity against best practice standards of the Diversity Council of Australia.	December 2017	Corporate Executive Human Resources	<ul style="list-style-type: none"> <li>Investigate the Workplace Cultural Diversity Tool by the Diversity Council of Australia by September 2017, and if found suitable utilise the tool by December 2017.</li> <li>If suitable the Workplace Cultural Diversity Tool is used annually to measure DMP's progress on creating a diverse workplace.</li> <li>Findings from the tool are reported to Corporate Executive each year as part of the EEO Annual Corporate Executive Paper.</li> </ul>
1.1.6 Pilot an internal Diversity Award program which recognises business areas that value and leverage diversity to improve organisational performance.	December 2020	Corporate Executive Human Resources General Managers	<ul style="list-style-type: none"> <li>Research is undertaken by June 2019 on the format, criteria and design of the DMP Diversity Award.</li> <li>The DMP Diversity Award is endorsed by Corporate Executive by December 2019.</li> <li>DMP Diversity Award Program is launched in March 2020 with one award given before December 2020.</li> </ul>
1.1.7 The department's Disability Access and Inclusion Plan (DAIP) and Reconciliation Action Plan (RAP) are current and represent best practice.	Ongoing	Corporate Executive Human Resources Facilities Services	<ul style="list-style-type: none"> <li>Strategies included in the DAIP are implemented as scheduled and meet the measures of success as outlined in the plan.</li> <li>Initiatives included in the RAP are implemented as scheduled and meet the measures of success as outlined in the plan.</li> </ul>

## OUTCOME 1

**Strategy 1.2 – Promote the EEO and Diversity Plan to all employees to increase employee awareness and to ensure the EEO and Diversity Plan remains relevant and topical at DMP.**

INITIATIVES	TIMEFRAME	RESPONSIBLE	MEASURES OF SUCCESS
<p>1.2.1 A variety of mediums are used to promote and communicate the EEO and Diversity Plan including:</p> <ul style="list-style-type: none"> <li>• Newsflashes are published on the EEO and Diversity Plan.</li> <li>• EEO and Diversity posters and pamphlets are displayed around DMP's metro and regional offices.</li> </ul>	<p>Monthly</p> <p>Quarterly</p>	<p>Human Resources</p> <p>Communications and Marketing</p>	<ul style="list-style-type: none"> <li>• Approximately six newsflashes are published each year related to the EEO and Diversity Plan.</li> <li>• Posters and pamphlets are displayed in all DMP office locations.</li> </ul>
<p>1.2.2 Review and update the Diversity at DMP intranet page.</p>	<p>April 2017</p>	<p>Human Resources</p> <p>Communications and Marketing</p>	<ul style="list-style-type: none"> <li>• The new Diversity at DMP intranet page is published by March 2017 and accessible to all employees.</li> <li>• Promote Diversity at DMP intranet page to staff in all EEO and Diversity communications.</li> </ul>
<p>1.2.3 Regular reports on the progress and success of the EEO and Diversity Plan are provided to Corporate Executive and published for all employees.</p>	<p>Annually</p>	<p>Corporate Executive sub-committee</p> <p>Human Resources</p>	<ul style="list-style-type: none"> <li>• HR Snap Shot data is delivered to Corporate Executive and the Director General on a regular basis.</li> <li>• EEO and Diversity Progress Report is tabled and discussed at a Corporate Executive meeting annually and published on the intranet and website.</li> <li>• Progress on the EEO and Diversity Plan is highlighted as part of the Director General's presentation to the department every six months.</li> <li>• The department's Annual Report features specific reporting on progress of diversity targets.</li> </ul>
<p>1.2.4 EEO and Diversity Plan is explained and highlighted as part of the induction process.</p>	<p>Ongoing</p>	<p>Human Resources</p>	<ul style="list-style-type: none"> <li>• EEO and Diversity Plan content is included in the induction and reviewed regularly.</li> <li>• All new employees have completed HR Induction within six weeks of commencing.</li> </ul>

## OUTCOME 1

**Strategy 1.3 – Promote the department’s EEO and Diversity Plan, initiatives and programs to the community to demonstrate DMP values diversity and work towards having a workforce as diverse as the community we serve.**

INITIATIVES	TIMEFRAME	RESPONSIBLE	MEASURES OF SUCCESS
1.3.1 Publish <i>EEO and Diversity Plan Summary</i> pamphlet on department’s website. Ensure accessibility and readability of the pamphlet.	Ongoing	Human Resources	<ul style="list-style-type: none"> <li>EEO and Diversity summary pamphlet is published on website and is accessible to the wider community.</li> <li>EEO Diversity summary pamphlet is reviewed annually to ensure it is up-to-date and relevant.</li> </ul>
1.3.2 Review and amend the department’s Statement of Commitment to EEO and Diversity on the DMP website.	Ongoing	Corporate Executive Human Resources Communications and Marketing	<ul style="list-style-type: none"> <li>Statement of commitment is reviewed annually to ensure it is relevant and aligned to DMP’s commitment.</li> </ul>
1.3.3 Promote the EEO and Diversity Plan at public events (Career fairs, DMP Open Days and community events) when appropriate through banners, flyers and booklets.	June 2017	Corporate Executives Human Resources Communications and Marketing General Managers	<ul style="list-style-type: none"> <li>Banners and pamphlets are created by June 2017.</li> <li>Business areas are aware of the banners and pamphlets and use them at relevant events.</li> <li>Promote the EEO and Diversity Plan at four significant public events each year.</li> </ul>
1.3.4 Publish employee profiles on DMP website to showcase DMP’s workplace culture and our diverse and skilled workforce.	November 2017	Human Resources Communications and Marketing	<ul style="list-style-type: none"> <li>New profiles on DMP employees are published annually on DMP’s website.</li> </ul>
1.3.5 LinkedIn and Twitter are used to promote DMP’s commitment to inclusion and promote our diverse workforce.	Quarterly	Human Resources Communications and Marketing	<ul style="list-style-type: none"> <li>LinkedIn banners are updated to demonstrate the diversity of our staff annually.</li> <li>LinkedIn is utilised to promote our EEO Employment Programs every six months.</li> <li>Twitter is used quarterly to promote diversity events and EEO Employment Programs.</li> </ul>
1.3.6 Showcase the department’s EEO and diversity initiatives and programs by publishing web pages and stories on programs or events.	Quarterly	Human Resources Communications and Marketing	<ul style="list-style-type: none"> <li>Web pages are created for successful employment program and updated annually.</li> <li>Web stories are published on a regular basis highlighting DMP’s success with diversity initiatives and employment programs.</li> </ul>

## OUTCOME 1

**Strategy 1.4 – Promote, celebrate and raise awareness on diversity and inclusion within the workplace. Look to increase employees understanding of the histories, cultures and significance of the different diversity groups.**

INITIATIVES	TIMEFRAME	RESPONSIBLE	MEASURES OF SUCCESS
1.4.1 Coordinate departmental celebration for significant days such as International Women’s Day, Harmony Week, Reconciliation Week, NAIDOC, International Day of People with Disability and Mental Health Week.	Annually	Human Resources	<ul style="list-style-type: none"> <li>• Four diversity events are celebrated annually.</li> <li>• Increased representation each year of staff participating in diversity events. Positive feedback received from staff.</li> </ul>
1.4.2 Each year a diversity calendar is designed and published to promote diversity days and events that are happening in the department and community.	Annually	Human Resources Communications and Marketing	<ul style="list-style-type: none"> <li>• Diversity calendar is published on the intranet and promoted monthly.</li> <li>• Newsflash articles are published to advertise every diversity day/event on the calendar.</li> </ul>
1.4.3 Welcome to Country is performed by an Aboriginal Elder and/ or Acknowledgement of Country is delivered by a DMP staff member at significant events.	Ongoing	Corporate Executive Human Resources Communications and Marketing General Managers	<ul style="list-style-type: none"> <li>• Review Welcome to Country Guideline each year by February. Specific wording for the Welcome and Acknowledgement to Country is published within the Guideline.</li> <li>• Promote and communicate Welcome to Country Guideline through newsflashes.</li> <li>• Welcome to and/ or Acknowledgement to Country is used at all significant internal and external events.</li> </ul>
1.4.4 Display Aboriginal artwork and other culturally significant materials. Exhibit artwork in areas prominent to visitors.	Ongoing	Corporate Executive Human Resources Facilities Services	<ul style="list-style-type: none"> <li>• Explore options to display artwork in the metropolitan and regional offices including the Core Library.</li> </ul>

## Reconciliation Action Plan

Respect and diversity are always at the forefront of all activities within the department.

The 2016–18 Reconciliation Action Plan (RAP) works hand-in-hand with the Equal Employment Opportunities (EEO) Plan to achieve greater diversity within the department, working to create a workforce with a deep seeded respect and understanding of the Aboriginal and Torres Strait Islander culture and history.

Endorsed by Reconciliation Australia, DMP's RAP incorporates innovative approaches and activities each year to celebrate and respectfully promote the indigenous culture that is integral to our business.

At the RAP launch in 2016, the department formally announced the Aboriginal Noongar names of the 1 Adelaide Terrace premise conference rooms with a celebration which included traditional dances by the Aboriginal Guildford Grammar students.

The names of the conference rooms are:  
Wandju – Welcome  
Kaartidijin – Knowledge  
Koorling Dandjoo – Coming together

By giving traditional names to the rooms, staff are reminded that we are an inclusive business working for the people of Western Australia.



*RAP Committee members Amanda Kickett, Clinton Woosnam, Simon Ridge and Alex Blackman, unveiling the rooms.*



*Guildford Grammar students performing tradition Aboriginal dances.*

# EEO and Diversity Plan Initiatives

## OUTCOME 2

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

*Strategy 2.1 – Through education and promotion increase employees' understanding of their EEO obligations and grow their understanding and competence of diversity and inclusion by exploring a range of topics.*

INITIATIVES	TIMEFRAME	RESPONSIBLE	MEASURES OF SUCCESS
2.1.1 Provide all staff the opportunity to attend Equal Employment Opportunity (EEO) training as part of the Leadership Development Framework.	June 2020	Corporate Executive Human Resources General Managers	<ul style="list-style-type: none"> <li>EEO training is piloted by June 2017.</li> <li>Each year 300 employees receive training. 95 per cent of all staff are trained by 2020.</li> <li>Employees have an increased awareness of EEO legislation which is evaluated through assessment.</li> </ul>
2.1.2 Include the topic 'leveraging diversity in teams' and 'unconscious bias' in all relevant internal programs in the Leadership Development Framework.	December 2017	Human Resources	<ul style="list-style-type: none"> <li>Diversity themes are integrated into relevant internal programs including the Management Excellence Development Program (MEDP) and Recruitment and Selection Training and EEO Training.</li> </ul>
2.1.3 Sponsor employees from across the department to attend external diversity and inclusion events.	Annually	Corporate Executive Human Resources	<ul style="list-style-type: none"> <li>One employee from each division is sponsored to attend one diversity event each year.</li> <li>After each event all employees participate in an internal focus group on how to transfer the learnings to DMP.</li> </ul>
2.1.4 Provide all staff the opportunity to attend face-to-face Aboriginal Cultural Awareness Training as a part of the Leadership Development Framework.	Ongoing	Corporate Executive Human Resources General Managers	<ul style="list-style-type: none"> <li>Staff completion of Aboriginal Cultural Awareness Training is greater than 95 per cent.</li> <li>Increased understanding of Aboriginal cultures and histories which is evaluated through assessment.</li> </ul>
2.1.5 Provide all staff the opportunity to participate in refresher online Aboriginal Cultural Awareness Training.	December 2019	Corporate Executive Human Resources General Managers	<ul style="list-style-type: none"> <li>Public Sector Commission's (PSC) online course is piloted by June 2018.</li> <li>Staff completion of Aboriginal Cultural Awareness Training is greater than 80 per cent by December 2019.</li> <li>Increased employee understanding of Aboriginal cultures and histories which is evaluated through assessment.</li> </ul>

## OUTCOME 2

Strategy 2.1 – continued			
INITIATIVES	TIMEFRAME	RESPONSIBLE	MEASURES OF SUCCESS
2.1.6 Provide employees the opportunity to attend Disability Awareness Training.	June 2017	Human Resources Corporate Executive General Managers	<ul style="list-style-type: none"> <li>• Course is piloted and run annually.</li> <li>• Increased employee awareness of disability and inclusion which is evaluated through assessment.</li> </ul>
2.1.7 Provide employees the opportunity to participate in the Diverse WA Cultural Competency Training to improve employees' ability to provide services to people from cultural or linguistic backgrounds.	December 2018	Human Resources Corporate Executive General Managers	<ul style="list-style-type: none"> <li>• Diverse WA online course is piloted by December 2018.</li> <li>• Course is made available to all employees through the intranet.</li> </ul>
2.1.8 Provide managers the opportunity to attend Managing Mental Health Training.	June 2020	Human Resources Corporate Executive	<ul style="list-style-type: none"> <li>• Four 1-day courses are offered annually for both employees and managers.</li> <li>• 90 per cent of managers trained by June 2020.</li> <li>• Increased manager understanding in how to manage mental health in the workplace.</li> <li>• Participants' understanding is evaluated through assessment.</li> </ul>

## OUTCOME 2

### Strategy 2.2 – Review and amend policies and procedures to ensure they are inclusive and promote diversity while representing best practice.

INITIATIVES	TIMEFRAME	RESPONSIBLE	MEASURES OF SUCCESS
2.2.1 Review policies and procedures on EEO and Diversity, Substantive Equality, Grievance Resolution, Flexible Working Arrangements and Health and Wellbeing.	Ongoing	Human Resources Coordinator Business Improvements	<ul style="list-style-type: none"> <li>• Policies and procedures are reviewed and updated in line with DMP's policy review cycle.</li> <li>• Policies and procedures represent best practice and are aligned to the PSC Guidelines and Commissioner Instructions.</li> <li>• Policies and procedures are communicated to staff via newsflashes and inductions.</li> </ul>
2.2.2 Continual review of job design and job description forms (JDF) focusing on fundamental requirements of positions and removing any barriers or biases while ensuring inclusive language.	Ongoing	Executive Directors Human Resources General Managers	<ul style="list-style-type: none"> <li>• A JDF review checklist is implemented by January 2018 to assist managers' review and update the JDFs.</li> <li>• Each JDF is reviewed before a position is advertised to ensure it focuses on fundamental requirements of the job.</li> </ul>
2.2.3 Review Filling a Vacancy policy and procedure to remove barriers to employment for EEO groups, ensure document utilises inclusive language and represents best practice for attracting and recruiting a diverse workforce.	December 2017	Human Resources	<ul style="list-style-type: none"> <li>• Filling a Vacancy policy is reviewed and updated.</li> <li>• Amendments to the policy are communicated via newsflash and recruitment and selection training.</li> </ul>
2.2.4 Provide recruitment and selection training to all panel members.	Ongoing	Human Resources	<ul style="list-style-type: none"> <li>• Review and update recruitment and selection training by June 2017.</li> <li>• Recruitment and selection training is offered to all panel members eight times a year. Panel members must complete refresher training every two years.</li> <li>• Panel members have an increased understanding of unconscious bias and reasonable adjustments, and are aware of DMP partnerships with Job Access, Aboriginal Workforce Development Centre and employment providers.</li> </ul>



## OUTCOME 2

Strategy 2.2 – continued			
INITIATIVES	TIMEFRAME	RESPONSIBLE	MEASURES OF SUCCESS
2.2.5 The DMP job application form is updated to be inclusive and encourage people to disclose information relating to the various EEO groups.	June 2017	Human Resources	<ul style="list-style-type: none"> <li>• Job application form is updated to be inclusive for all gender identities.</li> <li>• Job application form is updated to include a statement encouraging people to disclose disability so DMP can support through reasonable adjustment.</li> <li>• Increase in applicants disclosing EEO information through the application process.</li> <li>• The delegate is provided with the diversity information of all applicants.</li> </ul>

Strategy 2.3 – Collect and analyse EEO data and identify trends to determine DMP's progress and ensure employees feel they work in an environment that promotes diversity.			
INITIATIVES	TIMEFRAME	RESPONSIBLE	MEASURES OF SUCCESS
2.3.1 Collect EEO data from all employees. Regularly publish newsflash articles reminding staff to update EEO and Diversity data through ESKI.	Quarterly	Human Resources	<ul style="list-style-type: none"> <li>• Newsflashes are published on a quarterly basis.</li> <li>• 90 per cent of all staff have submitted EEO data.</li> <li>• EEO data completion rates are monitored.</li> </ul>
2.3.2 Review responses to questions in the exit interview on the culture of DMP, EEO and diversity. Identify emerging patterns and trends.	Bi-annually	Human Resources	<ul style="list-style-type: none"> <li>• Exit Interviews are undertaken by 80 per cent of all departing employees.</li> <li>• EEO trends are identified, monitored and reported to the Director General on bi-annual basis.</li> <li>• The trends identified inform future EEO programs and initiatives.</li> </ul>
2.3.3 Climate surveys and employee perception surveys will include questions on diversity in relation to workforce, culture and work environment.	Ongoing	Corporate Executive Human Resources	<ul style="list-style-type: none"> <li>• Surveys include questions on diversity to evaluate DMP's workforce, culture and work environment.</li> <li>• Trends from the survey will be communicated and inform future EEO programs and initiatives.</li> </ul>

## International Women's Day

DMP celebrates many diversity initiatives annually, supporting a range of groups across the community.

One important date is International Women's Day – which is an opportunity to not just celebrate women who are doing great things, but also those who champion them.

In 2016 each Corporate Executive member made a pledge to support and accelerate gender parity. Staff heard from both Simon Ridge and Julie de Jong about how they will commit to improve gender balance.

Simon Ridge, Executive Director Resources Safety Division, pledged to call for gender-balanced leadership.

"I believe we must illuminate the path to leadership by showing women the career and advancement opportunities that match their skills and professional objectives and provide the experiences necessary to fulfil their potential," he said.

Simon is committed to providing women exposure to strategic operations and functions so they can gain the experience needed for senior positions.

Julie de Jong, Executive Director, Strategic Projects has pledged to help women and girls achieve their ambitions.



**Ananda Leblond, Coordinator Records Governance and Sonja Macmath, Coordinator Learning and Development making their pledge for parity at the 2016 International Women's Day presentation.**

Since joining DMP, Julie mentors women in the department to help them expand their skills so they can progress their careers. She is committed to providing women with the necessary professional development opportunities to build their self-confidence and skillset.

A group of Corporate Executive members, including Julie and Simon, participate in the Corporate Mentor Program to provide mentoring and development opportunities to females and males within the department.



**Julie de Jong, Executive Director, Strategic Projects and Simon Ridge, Executive Director Resources Safety Division speaking at the 2016 International Women's Day lunch presentation.**

# EEO and Diversity Plan Initiatives

## OUTCOME 3

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

*Strategy 3.1 – DMP looks to provide a number of learning and development programs to employees within the EEO groups to assist individuals develop the professional knowledge and skills required to progress their careers.*

INITIATIVES	TIMEFRAME	RESPONSIBLE	MEASURES OF SUCCESS
3.1.1 EEO group employees have access to relevant and targeted learning and development within the Leadership Development Framework.	December 2017	Corporate Executive Human Resources General Managers	<ul style="list-style-type: none"> <li>• Work Development Plan (WDP) data is used to identify trends for learning and development for EEO group employees.</li> <li>• Targeted learning and development courses and programs are run as part of the Leadership Development Framework.</li> <li>• Monitor participation rates of EEO group employees in learning and development courses and programs.</li> <li>• Positive feedback is received on courses and programs from both employees and managers.</li> </ul>
3.1.2 Design and implement a job shadowing program as part of the Leadership Development Framework.	December 2017	Corporate Executive Human Resources General Managers	<ul style="list-style-type: none"> <li>• Job shadowing program is piloted by June 2017 and officially implemented by December 2017.</li> <li>• Individuals from across the EEO groups have the opportunity to participate as part of their development.</li> <li>• Positive feedback is received on the job shadowing program from both employees and managers.</li> </ul>
3.1.3 Design and implement a formal job rotation program within the Leadership Development Framework.	February 2019	Corporate Executive Human Resources General Managers	<ul style="list-style-type: none"> <li>• Feasibility of the program is confirmed by June 2018 with implementation scheduled for February 2019.</li> <li>• Individuals from across the EEO groups are encouraged to participate as part of their development.</li> <li>• Positive feedback is received on the job rotation program from both employees and managers.</li> </ul>

## OUTCOME 3

Strategy 3.1 – continued			
INITIATIVES	TIMEFRAME	RESPONSIBLE	MEASURES OF SUCCESS
3.1.4 Design and implement a DMP Professional Foundations Program for Levels 1-5 within the Leadership Development Framework.	December 2018	Corporate Executive Human Resources	<ul style="list-style-type: none"> <li>The feasibility and the design of the program is confirmed by December 2017 with implementation of pilot scheduled for 2018.</li> <li>Individuals within the EEO groups are encouraged to participate in the program as part of their development.</li> <li>Positive feedback is received on the job shadowing program from both employees and managers.</li> </ul>
3.1.5 Create inter-agency relationships to share knowledge and ideas on different EEO employment programs.	Annually	Corporate Executive Human Resources	<ul style="list-style-type: none"> <li>Establish one new partnership each year aligned to an EEO employment program.</li> </ul>

Strategy 3.2 – Increase workforce representation, at all levels in DMP, of people with disability through attraction, recruitment, development and retention. DMP aims to have 4.2 per cent of its workforce represented by people with disability at all levels within the department by 2021.			
INITIATIVES	TIMEFRAME	RESPONSIBLE	MEASURES OF SUCCESS
3.2.1 A partnership is created with Job Access and National Disability Recruitment Coordinator (NDRC) to assist the department with reviewing policies and procedures to attract, develop and retain people with disability.	December 2017	Human Resources	<ul style="list-style-type: none"> <li>A formal partnership is created with Job Access, NDRC and DMP to build the department's expertise in employing people with disability.</li> <li>DMP has updated relevant business practices based on Job Access and NDRC recommendations by December 2017.</li> <li>Job Access is used by the DMP to support employees with disability in the workplace.</li> </ul>
3.2.2 Create a Reasonable Adjustment Procedure to provide guidance to managers on how to set up a workplace to support an employee with disability.	June 2018	Human Resources	<ul style="list-style-type: none"> <li>Reasonable Adjustment Procedure is published by June 2018.</li> <li>The Reasonable Adjustment Procedure is included in relevant Manager Induction and COSH Induction programs.</li> <li>Increased understanding of managers on how to make reasonable adjustment to support employees.</li> </ul>

## OUTCOME 3

Strategy 3.2 – continued			
INITIATIVES	TIMEFRAME	RESPONSIBLE	MEASURES OF SUCCESS
3.2.3 Managers are educated through Essential Manager Training, within Leadership Development Framework, on the available support options for people with disability.	June 2017	Human Resources	<ul style="list-style-type: none"> <li>Information on how to support an employee with disability is integrated into Manager Induction, COSH and Facilities Induction and the Recruitment and Selection Training.</li> <li>Increased understanding and usage of support options by managers to support employees with disability.</li> </ul>
3.2.4 Managers and teams have the opportunity to attend disability awareness training to better understand and support fellow colleagues with disability.	December 2017	Human Resources General Managers	<ul style="list-style-type: none"> <li>A minimum of two programs are offered in 2017.</li> <li>Increase in managers and team members' understanding on equitable access and inclusion for people with disability.</li> </ul>
3.2.5 DMP participates in the PSC Disability Employment Programs including traineeships and cadetships.	Annually	Corporate Executive Human Resources General Managers	<ul style="list-style-type: none"> <li>DMP submits an application every August to the PSC to host one trainee with disability.</li> <li>DMP submits an application every August to the PSC to participate in the Disability Employment Cadetship Program.</li> </ul>
3.2.6 Partnerships are set up with disability employment agencies to promote vacancies at DMP.	June 2017	Human Resources	<ul style="list-style-type: none"> <li>A minimum of two partnerships are created with disability employment agencies.</li> <li>Every relevant vacancy is sent to the disability employment agencies for circulation.</li> <li>Increase in the number of people with disability applying for positions at DMP.</li> </ul>
3.2.7 DMP provides people with disability opportunities to gain experience through work experience programs.	December 2017	Corporate Executive Human Resources General Managers	<ul style="list-style-type: none"> <li>A minimum of two work experience opportunities are set up each year within DMP.</li> </ul>
3.2.8 Learning and Development opportunities are designed to be inclusive. Reasonable adjustments are made to programs to ensure they are all accessible and inclusive.	June 2017	Human Resources	<ul style="list-style-type: none"> <li>All learning and development programs are designed to be inclusive taking into consideration the accessibility of all training content and materials.</li> <li>All attendees are asked if they require any reasonable adjustments to the learning program or environment prior to attendance.</li> <li>Feedback from participants on the learning and development programs are positive.</li> </ul>

## OUTCOME 3

**Strategy 3.3 – DMP looks to increase the representation of youth (under 25) in the department to 3.5 per cent by 2021 through attraction, recruitment, development and retention.**

INITIATIVES	TIMEFRAME	RESPONSIBLE	MEASURES OF SUCCESS
3.3.1 Continuation of the interagency graduate program.	Ongoing	Corporate Executive Human Resources General Managers	<ul style="list-style-type: none"> <li>Recruit five new graduates each year to the graduate program.</li> <li>Maintain an 80 per cent retention rate upon completion of the program.</li> <li>Graduate program is externally recognised for best practice.</li> <li>Investigate the feasibility of having other agencies join the program.</li> </ul>
3.3.2 Provide a tailored learning and development program for graduates.	Ongoing	Human Resources	<ul style="list-style-type: none"> <li>18-month training program is designed at the start of each graduate program intake in January.</li> <li>Training program is aligned to the DMP's Capability Framework.</li> <li>Positive feedback is received from graduates and managers on the quality of the program and the increase of knowledge and skill.</li> </ul>
3.3.3 Young professionals are provided with the opportunity to attend leadership conferences and seminars.	Annually	Corporate Executive Human Resources General Managers	<ul style="list-style-type: none"> <li>A corporate scholarship is offered for a young professional to attend a conference each year.</li> <li>Ten young professionals from across DMP participate in a young professional seminar or networking event each year.</li> <li>Positive feedback is received from young professionals on both the conference and seminar.</li> <li>Young professionals participate in the Bring It Home Policy. After each event all employees participate in an internal focus group on how to transfer the learnings to their careers and DMP.</li> </ul>
3.3.4 DMP participates in the PSC's School-Based Traineeship Programs.	Annually	Corporate Executive Human Resources General Managers	<ul style="list-style-type: none"> <li>DMP recruits one school-based trainee each year.</li> <li>School-based trainee completes their certificate.</li> <li>DMP investigates the feasibility of providing long-term opportunities for the trainees once they have completed their certificate.</li> </ul>
3.3.5 DMP participates in PSC's internship program and investigates the opportunities for work experience placements for students.	Annually	Corporate Executive Human Resources General Managers	<ul style="list-style-type: none"> <li>DMP submits at least one application each year for the PSC internship program.</li> <li>DMP investigates work experience requests for high school and university students.</li> </ul>

## OUTCOME 3

Strategy 3.4 – DMP looks to increase the representation of women in leadership positions through attraction, recruitment, development and retention. DMP aims to have 33.5 per cent of its leadership positions occupied by women, with women occupying 36.3 per cent of all tier 2 and 3 positions by 2021.

INITIATIVES	TIMEFRAME	RESPONSIBLE	MEASURES OF SUCCESS
3.4.1 Review JDFs and job advertisements to attract and recruit women to leadership positions.	December 2017	Corporate Executive Human Resources General Managers	<ul style="list-style-type: none"> <li>JDFs and job advertisements are reviewed and updated regularly to remove barriers and ensure language is gender neutral and inclusive.</li> <li>Increase in the number of women applying for leadership positions with the DMP.</li> <li>Increase in the number of women being appointed to leadership positions, receiving internal promotions or higher duties (acting) opportunities within DMP.</li> </ul>
3.4.2 Provide opportunities for current and future women leaders to participate in the Management Excellence Development Program (MEDP) and attend external/internal leadership development programs.	Annually	Corporate Executive Human Resources General Managers	<ul style="list-style-type: none"> <li>50 per cent of MEDP participants are women.</li> <li>Positive feedback is received from the participants and their managers on the quality of the program and the increase in leadership capability.</li> <li>Two 'Women in Leadership' conferences/programs are advertised across DMP each year.</li> <li>One corporate scholarship is offered annually for a woman to attend an external Women in Leadership Program.</li> </ul>
3.4.3 Provide mentoring opportunities for women in leadership positions through the DMP Mentor Program, Women in Mining Western Australia (WIMWA) and the Corporate Executive Mentor Program.	Annually	Corporate Executive Human Resources	<ul style="list-style-type: none"> <li>Corporately sponsor two WIMWA places each year.</li> <li>Four women mentees (Level 7 and above) are matched with members of Corporate Executive each year.</li> <li>At least 50 per cent of participants in DMP Mentoring Program are women.</li> <li>Positive feedback received from participants and managers across the various mentoring programs.</li> </ul>
3.4.4 Investigate the design and implementation of a one-off mentoring program for women in leadership positions with the Director General.	July 2018	Corporate Executive Human Resources General Managers	<ul style="list-style-type: none"> <li>If feasibility is confirmed, program is designed by July 2018 and rolled out in November 2018 as part of the wider corporate mentoring program.</li> <li>Four women participate in a once-off, one-on-one mentoring session with the DG each year.</li> <li>One-on-one mentoring session occurs each quarter.</li> </ul>

## OUTCOME 3

Strategy 3.4 – continued			
INITIATIVES	TIMEFRAME	RESPONSIBLE	MEASURES OF SUCCESS
3.4.5 Provide networking opportunities for women at DMP.	December 2017	Corporate Executive Human Resources General Managers	<ul style="list-style-type: none"> <li>Two structured networking events per year held for DMP women with high participation rate and positive feedback.</li> </ul>
3.4.6 Career development programs are held for women (Level 1 to 5) to assist them plan and develop their careers in the Public Sector.	Annually	Corporate Executive Human Resources General Managers	<ul style="list-style-type: none"> <li>One career development program is held each year.</li> <li>Each participant creates their own career plan which is integrated into their WDP.</li> <li>Positive feedback is received from participants and managers.</li> </ul>
3.4.7 Design and develop Career Development Masterclass Program for Women (Level 6 and above).	June 2017	Corporate Executive Human Resources General Managers	<ul style="list-style-type: none"> <li>Program is designed and implemented by June 2017.</li> <li>Each participant has a chance to review and revise their career plan which is integrated into their WDP.</li> <li>Positive feedback is received from participants and managers.</li> </ul>
3.4.8 Return to Work after Parental Leave Booklet is designed and implemented. Booklet will assist managers to ensure a smooth return to work for employees returning from parental leave.	June 2017	Human Resources	<ul style="list-style-type: none"> <li>Booklet is published and rolled out across the department by June 2017.</li> <li>Evaluation of the booklet and process is undertaken with both the employee returning and their manager. Positive feedback is received.</li> </ul>

**Strategy 3.5 – Increase workforce representation at all levels in DMP of Aboriginal people through attraction, recruitment, development and retention. DMP aims to have 4 per cent of its workforce represented by Aboriginal employees by 2021.**

INITIATIVES	TIMEFRAME	RESPONSIBLE	MEASURES OF SUCCESS
3.5.1 Aboriginal Employment Strategy (AES) is used to recruit Aboriginal employees at all levels.  Investigate whether AES employees on fixed-term contracts can be transferred into permanent positions.	Annually	Corporate Executive Human Resources General Managers	<ul style="list-style-type: none"> <li>A minimum of four Aboriginal employees are recruited each year through the strategy.</li> <li>Increase in the number of Aboriginal employees transferred to permanent positions on successful completion of their contract.</li> </ul>



## OUTCOME 3

Strategy 3.5 – continued			
INITIATIVES	TIMEFRAME	RESPONSIBLE	MEASURES OF SUCCESS
3.5.2 A structured learning and development program is designed and implemented to support Aboriginal employees develop and progress their career.	June 2017	Human Resources	<ul style="list-style-type: none"> <li>• Program is designed by June 2017.</li> <li>• Fully implemented by December 2017 with strong participation from Aboriginal employees.</li> <li>• Positive feedback received from both employees and managers.</li> <li>• Increase in the development of skill and knowledge.</li> </ul>
3.5.3 Promote use of the temporary employment register at community events to attract and recruit Aboriginal people.	Ongoing	Human Resources	<ul style="list-style-type: none"> <li>• Temporary employment register is promoted at all community events.</li> <li>• Temporary employment register is checked fortnightly. All Aboriginal applications are considered for relevant positions.</li> <li>• Increase in the use of Aboriginal applicants from the temporary register for short-term contracts.</li> </ul>
3.5.4 Attract Aboriginal applicants through relationships with Aboriginal employment agencies and publications.	June 2017	Human Resources	<ul style="list-style-type: none"> <li>• Two partnerships are identified and initiated by June 2017.</li> <li>• All vacant positions are promoted through publications and key contacts at Aboriginal employment agencies.</li> </ul>
3.5.5 Provide Aboriginal students workplace experience through work experience program.	June 2018	Corporate Executive Human Resources General Managers	<ul style="list-style-type: none"> <li>• Partnerships are created with key schools by December 2017.</li> <li>• A minimum of two work experience opportunities are offered to Aboriginal students each year.</li> </ul>
3.5.6 DMP participates in the Public Sector Commissions School-Based / Full-time Traineeship Programs.	December 2018	Corporate Executive Human Resources General Managers	<ul style="list-style-type: none"> <li>• DMP submits an application for a PSC Aboriginal trainee by December 2018. DMP continues to submit an application on an annual basis.</li> <li>• DMP supports the Aboriginal trainee to complete their certificate.</li> <li>• DMP investigates the feasibility of providing long-term opportunities for the trainees once they have completed their certificate.</li> </ul>
3.5.7 DMP participates in the PSC's Aboriginal Cadetship Program.	December 2017	Corporate Executive Human Resources General Managers	<ul style="list-style-type: none"> <li>• DMP endorses a minimum of two projects for consideration for the PSC Cadetship Program annually.</li> <li>• DMP looks to place one cadet each year.</li> </ul>

# EEO and Diversity Plan Initiatives

## OUTCOME 4

### Review, amendment, evaluation.

Strategy 4.1 – DMP progresses, reviews, evaluates and amends the EEO and Diversity Plan to ensure it remains a relevant and achievable plan.

INITIATIVES	TIMEFRAME	RESPONSIBLE	MEASURES OF SUCCESS
4.1.1 Establish a Corporate Executive sub-committee focusing on diversity, made up of key stakeholders who progress, review and evaluate the plan.	April 2017	Corporate Executive Human Resources	<ul style="list-style-type: none"> <li>• Sub-committee is created by April 2017 and is made up of Corporate Executive members and other individuals from across the department who have a role in the implementation plan.</li> <li>• Diversity Committee Terms of Reference are drafted and published by April 2017.</li> </ul>
4.1.2 Diversity Committee meets quarterly to review and evaluate the EEO and Diversity Plan. The committee identifies gaps, discusses changing priorities and recommends changes to the plan when necessary, for Corporate Executive endorsement.	Annually	Corporate Executive Human Resources Diversity Committee	<ul style="list-style-type: none"> <li>• Diversity Committee meets quarterly each year to discuss the EEO and Diversity Plan. First meeting occurs before June 2017.</li> <li>• Corporate Executive Progress Report is tabled and published annually. Report is submitted by February each year reporting on the previous year.</li> </ul>
4.1.3 Through the Diversity Committee DMP creates new partnerships aligned to the priorities of the plan.	Annually	Diversity Committee	<ul style="list-style-type: none"> <li>• One new partnership or relationship is initiated each year aligned to the priorities of the plan.</li> </ul>

## Top Graduate Employer

The Department of Mines and Petroleum's (DMP) interagency graduate program was named as the second top ranking graduate employer in Australia for 2017.

DMP jumped from 14th place in 2016, and was also rated the top ranking graduate employer in the nation-wide survey for State Government departments for the third year in a row.

One of the reasons for the success of the program, which is coordinated by DMP, is the inter-agency collaboration between our agency and the departments of State Development (DSD) and Regional Development (DSD).

The program offers a number of three month rotational placements across the three departments as well as the possibility to work in other State Government departments.

The rotations are individualised and designed to provide exposure to each department's diverse operations, while also providing an opportunity to develop valuable skills and experience.

Graduates are engaged by one of the three departments on a fixed term contract. The program runs for 18 months with a provision for permanent appointment following successful completion of the first 12 months.




The Australian Association of Graduate Employers (AAGE) survey is completed anonymously and graduates are asked to rate their employer across 25 categories.

This includes training and development, quality of work, career progression and company culture.

An overall average rating is calculated for each employer and the 75 employers with the highest overall rating are promoted by the AAGE, the peak industry body representing organisations that recruit and develop Australian graduates.



*Participants of the 2016 Interagency Graduate Program offered by the departments of Mines and Petroleum, State Development and Regional Development.*



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