

State Growth Diversity, Equity and Inclusion Action Plan 2022



State Growth is committed to achieving a safe, inclusive, equal, respectful, and representative workplace. Our Diversity, Equity and Inclusion Strategy 2022-25 outlines our plan for achieving this vision, focussing on three action areas.

1. A diverse and inclusive workplace.
2. A safe and respectful workplace.
3. An inclusive workplace culture.

These are grouped by type.

Action type	These actions aim to:
Attract, recruit and retain	increase and retain talent representative of a wide range of diverse backgrounds within our workplace.
Providing guidance and support	support our managers and employees by providing the underlying information, structures, strategies and support mechanisms needed to be inclusive and equitable.
Raising awareness	grow our understanding of, communicate, promote and celebrate diversity, equity and inclusion.
Building partnerships and engagement	connect with our people, experts and our clients to learn and support, as well as shape our approach and actions.
Building skills and capabilities	provide the underlying tools for our managers and employees to develop their knowledge, skills and practice so that diversity, equity and inclusion becomes second nature.
Ensuring good governance and building evidence and accountability	build a strong foundation of leadership, resources and evidence to support and inform our work in this area.

ACTION I: A diverse and inclusive workforce

We reflect the diversity of the clients we serve. We are supported to deliver inclusive services and programs to the Tasmanian community.

Attract, recruit, and retain	By when/how often	We will measure progress using/against...
Promote State Growth as an inclusive, values based, and flexible employer through our external website, recruitment advertisements and employment policies.	Update website: end March 2022 Other: quarterly	<ul style="list-style-type: none"> Recruitment and employee data Employee and applicant feedback Project plan milestones Participation in pilots and programs Evaluation of pilots and programs
Ensure diversity, equity and inclusion are central to our recruitment framework and practices by: <ul style="list-style-type: none"> Advertising jobs widely on different platforms to reach diverse communities. Raising awareness of unconscious bias and how to prevent it in recruitment, through information on iconnect and online training modules. 	Quarterly	
Participate in and promote targeted employment initiatives, such as the Tasmanian State Service Aboriginal Employment portal, youth employment programs, and the People with Disability Employment Register.	Twice yearly and/or on key program dates	
Continue to provide and promote flexible working arrangements, workplace adjustments and inclusive employment policies for our employees, particularly in identified groups that are under-represented.	Twice yearly	
Explore developing a pilot program in the Road User Services Division to increase cultural diversity within the workforce to better reflect the community it serves.	End June 2022	
Analysing data trends collated through exit interview and other mechanisms to inform and explore ways to increase employee retention, particularly for identified groups that are under-represented.	End December 2022.	

Building skills and capability	By when/how often	We will measure progress using/against...
Use case studies from our disability, multicultural, gender equality and other relevant action plans to showcase and learn how to improve our services for the Tasmanian community.	Twice yearly	<ul style="list-style-type: none"> • Communication of case study information, including learnings • Project plan milestones • Participation data
Scope, deliver and promote unconscious bias training, including for selection panel members.	End June 2022	
Educate, train, and support our employees to deliver programs, services and interactions with clients and the Tasmanian community that are inclusive to all.	July – December 2022	

Building partnerships and engagement	By when/how often	We will measure progress using/against...
Identify key organisations to build partnerships with to ensure we provide respectful and inclusive recruitment, workplace practices and inclusive language for all diversity areas.	End June 2022	<ul style="list-style-type: none"> • Established and new partnership data and information • Case studies • Reports on State Growth contribution to TSS action plans
Develop case studies that show how client and community expertise and perspectives have been brought into our work through industry or community partnerships.	End December 2022	
Commence a partnership with JobAccess to increase employment opportunities for people with disability and support for our employees.	From late January 2022	
Contribute and identify new actions for the following Tasmanian State Service action plans – Accessible Island; Multicultural Island; Active Ageing Plan; and Gender Equality Action Plan.	On key program dates	

Ensuring good governance, building evidence and accountability	By when/how often	We will measure progress using/against...
Review our workforce profile and identify gaps.	End March 2022	<ul style="list-style-type: none"> • Workforce, recruitment and diversity data • Membership feedback • Project/program evaluation • Customer/client satisfaction data • Progress reports on gender data reform project
Review recruitment statistics to identify areas for improvement and undertake actions to increase the diversity of applicant pools.	End December 2022	
Reinvigorate the Diversity, Equity and Inclusion Working Group, including seeking new members to capture the diversity of the workforce.	End March 2022	
Examine how to improve diversity data collection through our systems.	End September 2022	
Monitor external client feedback regarding accessibility and inclusion to provide support, resources and training to employees to facilitate improvement to our programs and services.	Annually	
Review programs, forms and practices to ensure gender other than male or female can be selected and reported on to comply with the amended <i>Births, Deaths and Marriages Act 1999</i>	Annually	

ACTION 2: A safe and respectful workplace

We feel safe to speak up, knowing that we will be heard, respected, and supported.

Providing guidance and support	By when/how often	We will measure progress using/against...
Review our employment structures, policies and processes and our support for people experiencing family violence to ensure they are visibly inclusive to all employees.	Annually	<ul style="list-style-type: none"> Employee feedback and survey data Progress report against identified plans Availability of information on iconnect
Revise our incidence reporting and grievance resolution processes to increase employee confidence in reporting inappropriate behaviours.	End September 2022	
Implement actions on building a safe, respectful and gender equal workplace as part of the State Growth Our Watch Workplace Equality and Respect Standards Action Plan.	End December 2022	
Monitor progress of actions relating to supporting our employees with disability as outlined in our Disability Action Plan.	Twice yearly	
Promote and implement the Tasmanian State Service <i>Acknowledgement of Aboriginal People and Country and Welcome to Country Guide</i> .	End March 2022	
Scope a Reconciliation Action Plan, or similar, to support the employment, retention, and advancement of Aboriginal employees.	End December 2022	

Raising awareness	By when/how often	We will measure progress using/against...
Use a variety of communication channels to raise awareness of our inclusive employment policies and practices and through managers, increase visibility, consistency, and employee engagement.	Quarterly	<ul style="list-style-type: none"> • Employee feedback and survey data • Availability of information on iconnect
Promote safe, appropriate, and easily accessible avenues for employees to seek support, such as our Employee Assistance Program, or report grievances, such as our Spot tool.	Quarterly	
Continue to provide regular mental health awareness and training through information on iconnect.	Quarterly	

Building partnerships and engagement	By when/how often	We will measure progress using/against...
Engage with our diverse employees, including through our existing Diversity, Equity and Inclusion Working Group.	Bi-monthly meetings	<ul style="list-style-type: none"> • Participation data and feedback from members and employees • Availability of information through communication channels
Share information and learnings from Inter-Agency groups, such as the Whole of Government LGBTIQ+ Reference Group and Gender Reform Steering Committee, to increase our understanding of key issues and shape our approach and actions.	As they occur	
Incorporate feedback from our Aboriginal employees from attendance at the annual gathering into our policies and practices.	Annually	

Building skills and capability	By when/how often	We will measure progress using/against...
Develop and promote the use of Plain English and other online tools to enhance accessibility.	End June 2022	<ul style="list-style-type: none"> • Project plan milestones • Participation data • Employee feedback and survey data • Availability of information on iconnect
Recognise the importance of different cultures and provide access to cultural awareness training.	End December 2022	
Provide training, support and resources for: <ul style="list-style-type: none"> • managers with an increased focus on inclusive leadership and creating safe spaces. • employees and managers in respectful behaviours, having difficult conversations, calling out inappropriate behaviours, understanding unconscious bias and inclusive language. 	<ul style="list-style-type: none"> • July – December 2022 • Now – December 2022 	
Identify diversity, equity and inclusion specific online training and resources and create a resource library on myGrowth.	End September 2022	

Ensuring good governance, building evidence and accountability	By when/how often	We will measure progress using/against...
Explore the use of employee resource groups and affinity groups to listen and take advice, and to take undertake specific projects and actions that support under-represented employees.	End June 2022	<ul style="list-style-type: none"> • Survey data and information • Availability of information through communication channels • Continual improvement in policies and practices
Continue to collect diversity data through the TSS Employee Survey and other relevant employee surveys. Communicate results to employees and build actions into action/workplans.	Collect at least bi-annually	
Use information and data including related to grievances or reports of inappropriate behaviours, to help shape future policies and practices.	Annually	

ACTION 3: An inclusive workplace culture

Together we make State Growth a great place to work and are accountable for our actions.

Providing guidance and support	By when/how often	We will measure progress using/against...
Develop a shared understanding of diversity, equity and inclusion with all employees through information sessions, workshops, guest speakers, webinars and accessible information, including the roles individuals play in contributing to an inclusive culture.	January – December 2022	<ul style="list-style-type: none"> • Participation data • Employee feedback and survey data • Progress report against identified plans • Project plan milestones • Availability of information through communication channels and on iconnect
Implement actions on building an inclusive workplace culture as part of the State Growth Our Watch Workplace Equality and Respect Standards Action Plan.	End December 2022	
Regularly update the Diversity, Equity and Inclusion pages on iconnect, including key messages and minutes from the D,E&I Leadership and Working Group meetings.	Bi-monthly	
Review and improve our Workplace Adjustment Passports.	End September 2022	
Attain breast-feeding friendly workplace accreditation.	End September 2022	
Explore support for a menopause ready workplace.	End December 2022	

Raising awareness	By when/how often	We will measure progress using/against...
Visibly promote, internally and externally, our Agency's and leaders' commitment to: our values; building a diverse workforce and inclusive work environment; and implementation of the Our Watch Workplace Equality and Respect Standards.	Quarterly	<ul style="list-style-type: none"> • Client and employee feedback and survey data • Engagement in celebratory and other D,E&I activities
Celebrate diversity and best practice through storytelling, case studies and calendar events.	Twice yearly and on key dates	

Building partnerships and engagement	By when/how often	We will measure progress using/against...
Promote Diversity Council Australia membership benefits which are available to all employees.	Twice yearly	<ul style="list-style-type: none"> • Information/stories available on iconnect
Look for opportunities to learn from each other, considering how different business areas promote diversity and inclusion.	Twice yearly	<ul style="list-style-type: none"> • Employee feedback and survey data

Building skills and capability	By when/how often	We will measure progress using/against...
Explore a program of volunteering opportunities for employees that support our diversity, equity and inclusion priorities.	End June 2022	<ul style="list-style-type: none"> • Availability of resources • Identify opportunities and/or participation data • Employee feedback and survey data
Develop practical day to day resources for managers, teams and employees on how to visibly model respectful and inclusive behaviours, practices and decision making and other aspects of diversity, equity and inclusion.	End September 2022	

Ensuring good governance, building evidence and accountability	By when/how often	We will measure progress using/against...
Finalise governance arrangements through the establishment of Employee Resource Groups and Affinity Groups.	End June 2022	<ul style="list-style-type: none"> • Establishment of new groups • PPLA process adapted to include D,E&I • Survey data and information
Integrate diversity, equity, inclusion, and respectful behaviours into performance management, with agreed actions reviewed every six months.	End December 2022	



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