

Diversity, Equity and Inclusion Strategy 2022-25



Acknowledgement of Country:

As we build our skills and capabilities in creating a safe, respectful, and inclusive workplace at State Growth, we acknowledge the cultural practices embedded for all time within Tasmanian Aboriginal ownership of Country. We humbly pay our respects to Elders, past and present, for they hold the memories, the knowledge, the culture, and hopes of Aboriginal Tasmania.

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Message from the Secretary



I am pleased to present the Department of State Growth's Diversity, Equity and Inclusion Strategy 2022-25. Diversity, equity and inclusion are at the heart of our values and culture and have been since our department was formed in 2014.

This strategy builds on the work we have done to date and outlines the areas we will act on over the next three years to achieve a safe, inclusive, equal, respectful and representative workforce. The aim is to create a greater sense of belonging at work for everyone, so that we can all bring our best selves to work. Many of you have had a hand in shaping this strategy and are passionate about us delivering, so I want to ensure we make these goals a reality over the next three years.

While the strategy sets the direction for how we intend to make State Growth a more diverse, inclusive and equitable workplace, I want to reinforce why this is so important in 2022 and beyond:

- First and foremost, **it strengthens our connection with the Tasmanian community**. As a government department, it's vital that we keep pace with societal change and demonstrate leadership. A more diverse range of views and voices within State Growth helps us gain valuable insights into our clients, so that we are more in tune with the needs of the Tasmanian community at large. This in turn makes it easier to design and deliver effective and inclusive strategies, policies, programs and services that meet community needs. It also gives a voice to traditionally excluded groups, encouraging greater collaboration and participation in our initiatives and stronger access to decision-making.
- A more diverse and inclusive workforce **enhances personal engagement, organisational performance and culture**. The inclusion of different nationalities, cultures, perspectives, age groups, genders identities, religious and ethnic backgrounds and abilities, creates a richer, more well-rounded and more representative workplace. It boosts employee engagement, reduces turnover, and enables us to tap into a wider talent pool which also leads to greater innovation, creativity and problem solving.
- Through diversity, equity and inclusion, we are better placed strategically to **embrace new opportunities** that deliver on our purpose. A broader range of skills, talents and lived experiences means we are **more agile** enabling us to grow our services and anticipate issues and operational difficulties before they arise.

I know that along the way we will face challenges and the changes we seek will take time, but the rewards are well worth it. For us to succeed, everyone's buy-in and support is vital.

Thank you to everyone who has contributed to this strategy. As always, the Executive and I along with the People and Culture team are open to any new ideas or feedback, to continue to shape our journey.

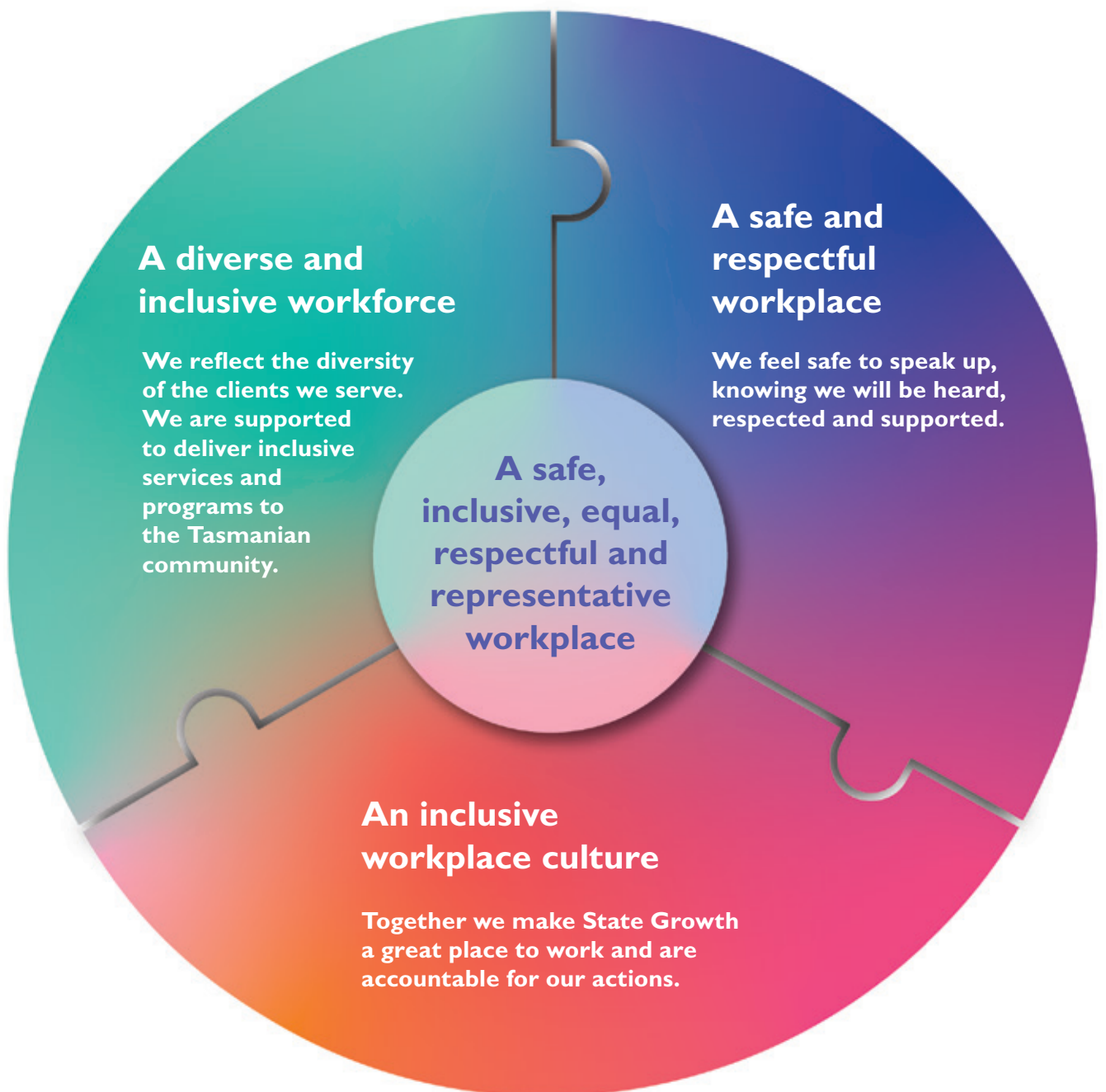
Kim Evans
Secretary

Our strategy

Our vision is a safe, inclusive, equal, respectful, and representative workplace.

In delivering our vision, we will work with employees who identify as LGBTIQ+ (Lesbian, Gay, Bisexual, Trans, Intersex and Queer + other), Aboriginal and Torres Strait Islander, with disability, from culturally diverse backgrounds, women, youth, and mature aged workers to remove barriers to success.

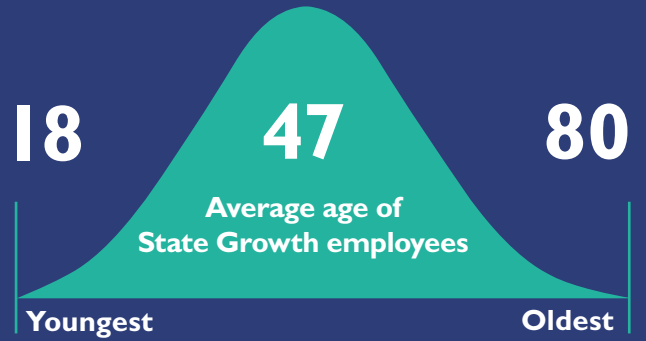
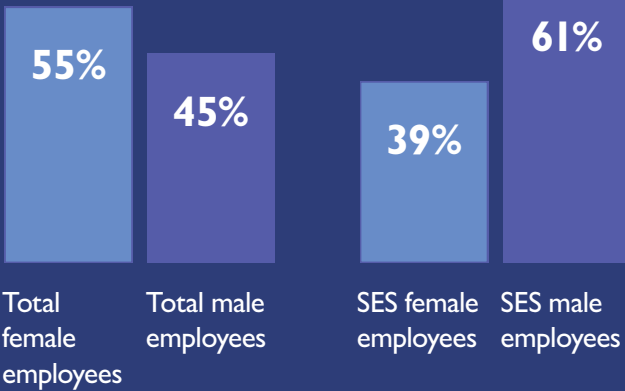
Three action areas support our vision.



Who are we?

State Growth is committed to building an inclusive workplace that reflects the diversity of the community we serve. We will continue to build on our workforce data, using it to monitor and identify areas which would benefit.

As at September 2021



29% of employees are 51-60 years of age, with 28% 41-50 years of age

73%

of employees during 2020 agreed with the following statement:

“My agency fosters an inclusive work environment”

As at September 2021



6% Casual

Of our casual employees 42% are female and 58% are male

28% Part time

Of our part time employees 74% are female and 26% male

66% Full time

Of our full time employees 48% are female and 52% male

State Growth does not currently have a system to record the full range of employee diversity data, however from our 2020 Employee Survey:

- 5% of respondents identified that they have a disability
- 4% of respondents identified as Aboriginal and/or Torres Strait Islander
- 4% of respondents identified as ‘other/prefer not to say’ in relation to gender.



Our Action Plan

Our separate Action Plan will be reviewed annually with initiatives 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. |

Our approach

State Growth values drive the way we do business.

Courage to make a difference through:

Teamwork

Our teams are diverse, caring and productive

Excellence

We take pride in our work and encourage new ideas to deliver public value

Integrity

We are ethical and accountable in all we do

Respect

We are fair, trusting and appreciative

Building on these values, to be inclusive and equitable we want our people to be courageous and make a difference by:

- creating diverse teams that are connected, where people feel they belong, are valued and respected.
- being open to new and different perspectives, actively engaging with our diverse employees and stakeholders to learn from experiences and encourage new ideas.
- valuing diverse thinking, resulting in ethical and accountable decision making that supports excellence and integrity in the work we deliver.
- making space for people and being open and curious, where we trust and appreciate different perspectives without judgement.

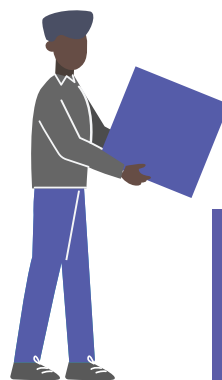
Our journey to achieving our vision

At State Growth, we are well on our way to achieving a safe, inclusive, equal, respectful and representative workplace, as shown in the diagram below. We are proud of the inroads we have already achieved and have established a strong foundation for our future efforts, by:

- establishing the Diversity, Equity and Inclusion (DE&I) Leadership Group, comprised of senior leaders, who lead and promote our aspirations and role model inclusive behaviours
- reinvigorating our Diversity, Equity and Inclusion Working Group, comprised of employees from across our organisation, who bring diverse voices and take action
- listening to our people through extensive consultations on diversity, inclusion, respect and gender equality, including through the formation of this Strategy and Action Plan
- continuing to review and promote our employment policies and structures that support all employees to work flexibly and have equitable access and opportunity
- achieving White Ribbon Workplace Accreditation to the highest standard, and
- commencing the implementation of the Our Watch Workplace Equality and Respect Standards.



**State Growth
is here in 2022**



Foundation – establishing what we know

Getting started and building awareness

Initial focus is on compliance rather than the benefits

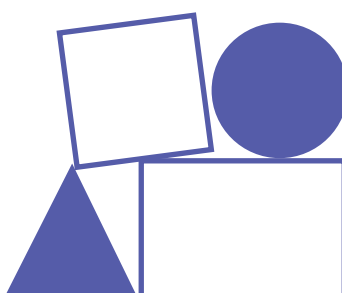
Difference is ignored or tolerated

Establishing our purpose

Determining our vision and planning how to achieve it

Creating conditions for change

Difference is accepted



We know that working towards diversity, equity and inclusion being part of the way we do business will take time and is an ongoing journey. However, through this Strategy and Action Plan we have a clear path ahead of us.

As we progress, we move from the expectation that diversity, equity and inclusion are an organisational responsibility to the recognition that we are all responsible. This next stage requires a collective effort.

We will review our actions annually and measure cultural change impact every two to three years to guide and adjust our priorities where needed.



Making D,E&I part of the way we do business

Changing our mindset

Taking action to increase diversity, equity and inclusion

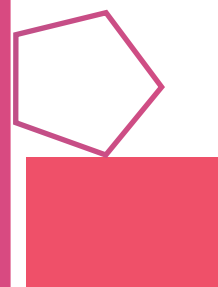
Building an inclusive culture

Difference in thought is valued

Diversity, equity and inclusion is a part of our everyday practice

We reap the benefits of diversity and inclusion – greater talent, high performing teams and an inclusive workplace culture

Difference is actively embraced



References

State Growth's membership of the following organisations further strengthens our workplace diversity and inclusion policies and strategies:

- Australian Network on Disability (organisational member) (and.org.au)
- Diversity Council Australia (organisational member) (dca.org.au)
- JobAccess (jobaccess.gov.au)

We work together to affect change for all Tasmanians through the following Tasmanian Government initiatives.

- **Department of Communities Tasmania**
 - » Accessible Island: Tasmania's Disability Framework for Action 2018-2021 (DFA) (communities.tas.gov.au/csr/policy)
 - » Lesbian, Gay, Bisexual, Transgender, Intersex, Queer + (LGBTIQ+) Tasmanians (communities.tas.gov.au/csr/for_and_about/lgbti_community)
 - » Resetting the Relationship with the Tasmanian Aboriginal Community (communities.tas.gov.au/csr/oa/oa/resetting_the_relationship)
- **Department of Premier and Cabinet**
 - » Gender Diversity in the State Service (dpac.tas.gov.au/divisions/ssmo/workforce_diversity_and_inclusion)
 - » Tasmanian State Service Aboriginal Employment Strategy (dpac.tas.gov.au/divisions/ssmo/aboriginal_employment_strategy)
 - » The State Service Diversity and Inclusion Framework (dpac.tas.gov.au/divisions/ssmo/workforce_diversity_and_inclusion)



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