Government of **Western Australia**
Department of **Treasury**

Department of Treasury

WORKFORCE & DIVERSITY PLAN 2020-21

CONTENTS

FOREWORD

I am pleased to present the Department of Treasury's Workforce and Diversity Plan 2020-2021. This plan is our commitment to building the capability and diversity of our workforce through focusing on our attraction, development, achievement, retention and deployment strategies to ensure we have an inclusive and supportive workforce that can thrive in a rapidly changing environment.

This plan has been developed in alignment with the Department of Treasury's Strategic Plan 2018-2021 which focuses on three Strategic Goals. The third Strategic Goal aims to 'Enhance Organisational Capability and Agility' across the Treasury workforce and this plan provides a number of strategies which will be key to enabling a capable, inclusive, diverse and flexible workforce.

Through adopting diversity and inclusion practices throughout the employment cycle we can attract, develop and retain a workforce where we recognise and celebrate individual differences. This will enable us to use the unique blend of knowledge, skills and perspectives people bring to build our organisational capability so we can deliver the best outcomes for the Western Australian community.

Michael Barnes PSM
UNDER TREASURER

Under Treasurer Michael Barnes PSM

ABOUT TREASURY

**Treasury WA is at the centre of government decision making.
We are the principal economic and financial policy advisor that influences outcomes for the benefit of Western Australia.**

The Department is made up of four distinct business units:

Office of the Deputy Under Treasurer

Supports priorities that fall across Treasury and across Government through oversight of State Finances (whole of government financial management and reporting and publications), Infrastructure and Public Sector Reform (monitoring, reporting, advice and planning in relation to government's public sector reform and infrastructure projects), and Corporate Strategy and Performance (finance, human resources, learning and organisational development, information technology, risk and audit).

Economic

Assists the government of the day through expert commercial, economic, financial and policy advice that promotes the public interest including economic conditions and economic and revenue forecasts, tax and royalty changes, distribution of GST grants, best practice regulation, wages policy, microeconomic reforms, and commercial transactions and projects.

Strategic Policy and Evaluation

Provides financial and social policy advice on health, mental health, education and training, communities, justice and transport issues to agencies and also provides data analytics and evaluation to support government decision making.

Infrastructure and Finance

Provides evidence based analysis and advice on service delivery for the State's Government Trading Enterprises (GTEs) and infrastructure agencies, governance oversight of GTEs, manages the whole of Government Treasury operations (including liquidity, investment and debt management), and provides advice in relation to the State's financial management and accountability framework and superannuation policy.

OUR VISION, MISSION AND VALUES

OUR VISION

To be highly valued as the pre-eminent economic and financial policy advisor to Government and steward of the State's Financial management and regulatory frameworks.
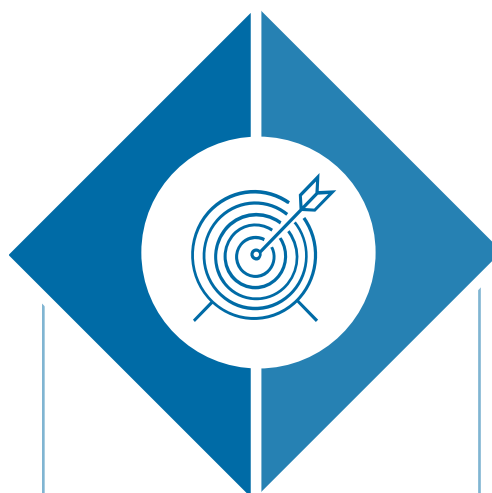
OUR MISSION

Supporting the government of the day through the provision of expert financial management and economic policy advice that promotes the public interest.
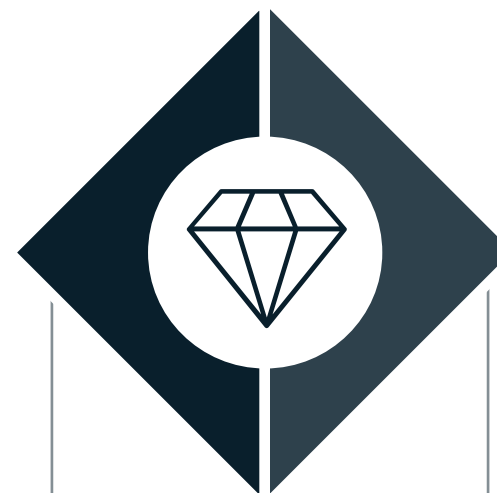
OUR VALUES

Innovative Thinking

Committed People

Working Collaboratively

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OUR STRATEGIC GOALS

GOAL ONE

PROMOTING FISCAL SUSTAINABILITY

GOAL TWO

PROMOTING A STRONG, COMPETITIVE AND DIVERSIFIED ECONOMY

GOAL THREE

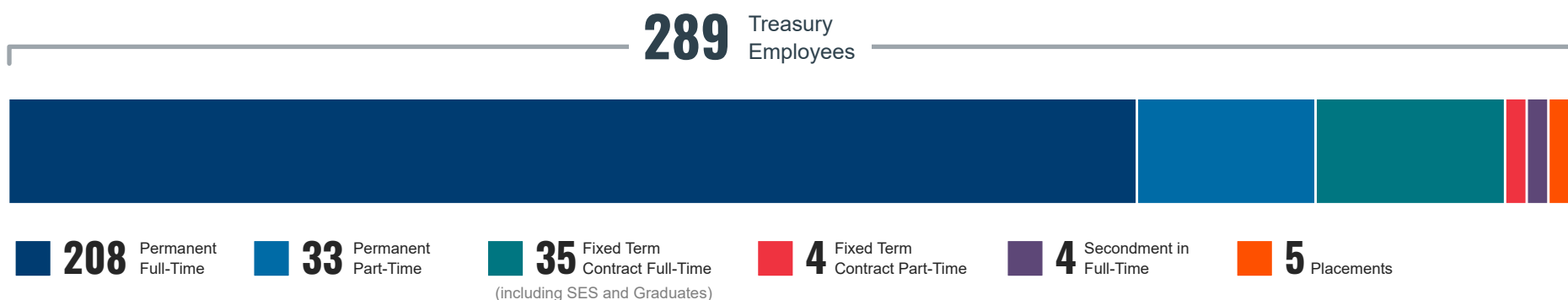**ENHANCING ORGANISATIONAL CAPABILITY AND AGILITY**

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TREASURY'S WORKFORCE

As at 30 June 2020, Treasury had a total workforce of 289 employees which were centrally located in the Perth Central Business District and operating from the one building location.

289 Treasury Employees

208 Permanent Full-Time	**33** Permanent Part-Time	**35** Fixed Term Contract Full-Time (including SES and Graduates)	**4** Fixed Term Contract Part-Time	**4** Secondment in Full-Time	**5** Placements

55% of the workforce occupy policy related roles which support the provision of economic and financial policy advice. 22% of the workforce are in managerial or Executive roles and 23% provide support services through a range of functions such as administrative and executive support, information services, finance, people, risk and communications.

Some supporting statistics of Treasury's workforce as at 30 June 2020 are as follows:

- 50.5% of the workforce are females and 49.5% are male.

- Men outnumber women at Level 8 positions and above.

- Women outnumber men at Level 7 positions and below.

- 58.4% of employees are substantively at Level 6 to 8, with women representing 50.88% of these employees.

- 3.1% of employees identify as having a health impairment or permanent disability.

- 18.7% are from culturally diverse backgrounds.

- 3.1% are aged 24 years and under.

OBJECTIVES OF THE PLAN

Treasury's Workforce and Diversity Plan 2020-2021 will support Treasury's values of Innovative Thinking, Committed People, and Working Collaboratively. It will also support achievements of the Strategic Goals outlined in the Treasury Strategic Plan 2018-2021, Treasury's Workforce Strategy 2020-2021 and Treasury's range of policies, procedures and frameworks that relate to the support and management of its workforce.

Treasury's Strategic Plan sets our priorities and desired outcomes, and how we plan to achieve them. Three Strategic Goals form the basis of our Strategic Plan, with Strategic Goal 3 'Enhancing organisational capability and agility' supporting the agency's objective to build a skilled, flexible and sustainable workforce that reflects inclusion and diversity. This plan specifically supports the achievement of Strategic Goal 3.

This plan has also been developed to align with the intent of Treasury's Disability and Access Inclusion Plan 2018-2022 and will aim to support people with a disability in ensuring they have the same access and inclusion as others when receiving services from Treasury or as part of the Treasury current and future workforce.

The plan also supports other Public Sector foundations and frameworks including the Public Sector Commission's (PSC) Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020-2025, and associated Action Plans, Equal Employment legislation, Workforce Planning requirements, Public Sector Standards, and any other relevant legislation, policies and frameworks.

This plan is aligned to PSC's new Workforce Diversification and Inclusion Strategy aimed at creating a collaborative effort across the public sector to increase the representation of people from different backgrounds at all levels (workforce diversification), and to ensure all staff in the sector experience a sense of belonging and inclusion in the work environment (workforce inclusion).

The PSC Workforce Diversification and Inclusion Strategy is aimed at increasing employment outcomes and experiences for the following six key groups:

- women;

- youth;

- Aboriginal and Torres Strait Islander people (ATSI);

- culturally and linguistically diverse people;

- people with disability; and

- people of diverse sexualities and genders.

The strategy was developed to provide a roadmap to achieving goals as well as for achieving specific and aspirational targets for some of the diversity groups over the next five years and includes four key improvement areas:

1. Educate and empower

2. Attract and develop

3. Lead and build

4. Account and celebrate

Treasury has aligned its key objectives from Goal 3 of the Strategic Plan to PSC's four key improvement areas. Strategies and SMART goals (specific, measurable, achievable, realistic and time-bound) have been developed in line with this and the Workforce Strategy 2020-2021.

GOAL THREE

ENHANCING ORGANISATIONAL CAPABILITY AND AGILITY

KEY OBJECTIVES	PSC KEY IMPROVEMENT AREAS
Develop big picture thinking	Educate and empower
Attract and enable a skilled and diverse workforce	Attract and develop
Strengthen our teams' capabilities	Lead and build
Clear ownership and accountability mechanisms	Account and celebrate

The PSC aspirational targets for the WA Public Sector are as follows:

Diversity Group	Current Treasury representation % (as at 30 June 2020)	Current Public Sector representation % (based on March 2020 quarterly data)	Aspirational Public Sector target % (five year window to the end of 2025)
Women in SES	27.7	42.5	50.0
Youth (24 years and under)	3.1	4.1	5.8
Aboriginal and Torres Strait Islander people	0	2.7	3.7
Culturally and linguistically diverse people	18.7	13.9	15.5
People with disability	3.1	1.5	5.0

PSC's targets are intended to drive change, monitor the effectiveness of actions and measure achievements and reflect a longer term ambition to increase the representation of diversity groups in public sector employment.

PSC does not have any aspirational targets for people of diverse sexualities and genders and does not intend to measure representation of this group. Treasury will ensure its workplace remains inclusive and our workforce strategies support people from all diversity groups.

CURRENT PROGRAMS AND PAST ACHIEVEMENTS

Treasury's last Workforce and Diversity Plan for 2012-2016 focused on five key areas including:

1. Attracting a skilled and diverse workforce

2. Retaining valued employees

3. Building the capacity of our workforce

4. Building our leading capacity

5. Ensuring an efficient and flexible workforce

A number of initiatives and strategies in this plan were developed and successfully implemented across Treasury throughout this period.

Since this plan, further refinement of these programs has occurred, and a number of other substantial initiatives and strategies have been introduced which now form part of our ongoing workforce strategies.

Our significant milestones and achievements over the past few years include:

• **Revitalisation of the Treasury Graduate Program** – including re-entry of Treasury back into the Graduate recruitment market after a lengthy break, stronger engagement with universities, and active promotion of the program at Career Expos and Graduate networking events.

• **Development of the Treasury Talent Community** – a communications channel which gives opportunities for future Graduate talent to connect with the agency and remain connected on what's happening, events, and future entry level employment opportunities.

• **Development of the Treasury Alumni Registry** – opportunities for Treasury employees to work with the universities by driving awareness and promoting Treasury programs and work to students. This may be through participation in social media channels, industry discussion panels or sharing information to students as part of class activities.

• **Introduction of a Vacation Employment Program** – advertising of summer and winter work opportunities for students looking for short term career pathways during their study breaks and to gain practical experience of the Treasury work environment (generally 4-6 weeks duration).

• **Graduate and Intern Development Channel** – fortnightly online networking session for Graduates and Interns to share their knowledge and experiences with each other. It is also an opportunity for internal guest speakers from Treasury to share their experiences with the group.

- **Diversity reporting and analysis of data and statistics** — incorporated into bi-annual workforce planning sessions with business areas and executive and also included in annual strategic and operational planning sessions ensuring we maintain diversity and build on areas that need greater support or inclusion.

- **Treasury Leadership Program** – This program is now in its fourth year and has been designed to promote leadership at all levels and to build the skills of our leaders in line with our capability framework. Treasury has run two emerging leaders programs targeting level 5-7, an Executive and Director leadership program and in 2020 will be focusing on a manager leadership development program.

- **Treasury Succession Management Strategy** – Treasury has been continuing to actively manage and embed succession planning practices across the organisation. Over the past several years, all Executive and Directors have been required to regularly review their succession plans ensuring there are at least 2 females and 2 males (including one external person) as future successors for their role.

Treasury Graduate Program

- **Treasury Shadowing program** – annual opportunity for employees to apply through an expression of interest to shadow an Executive member or a Director to get insight into the role and the breadth of exposure of the roles.

- **Knowledge Sharing forums** – development of an annual calendar of coffee shop forums and events that align to the Strategic Goals and diversity outcomes, and showcases the variety of work occurring across Treasury as well as hosting external speakers to build environmental awareness on topical issues.

- **Inter-agency Mentoring program –** opportunity for employees to be a part of an inter-agency mentoring program across different agencies where employees are matched with a mentor who can support, guide and share knowledge and information.

- **Family and Domestic Violence Policy and Guidelines** – new Treasury policy and confidential application process providing support for employees experiencing family and domestic violence.

- **Treasury Treasures** – ongoing reward and recognition program where employees are nominated and rewarded for working in alignment with Treasury's values.

FUTURE KEY FOCUS AND TARGET AREAS

Over the next few years, a number of factors and internal and external influences are likely to impact on Treasury's workforce and its capacity to deliver. This includes the financial and economic environment, public and social policy shifts, public sector reform initiatives across the public sector, and the make up of our internal workforce.

As previously outlined, this plan focuses on three diversity groups where Treasury currently falls below public sector representation, specifically Women in SES, Youth, and ATSI. It also recognises that the implementation of many of the current and future strategies identified in this plan will also have a positive impact across all diversity groups.

As at 30 June 2020, women account for 50.5% of the Treasury workforce, however, men outnumber women at Treasury for positions at Level 9 and above – with 72.3% men in comparison to 27.7% women substantively at these levels.

These trends are consistent across the public sector with women remaining under-represented in senior leadership positions. With females currently representing around 73% of the Western Australian Public Sector, a key focus is to ensure that there are no barriers to women's career progression and women are encouraged and enabled to develop their careers with realistic and supportive strategies. This will include strategies which will provide support in the attraction, development and retention of women and supporting them in their career pathways to senior management. One of Treasury's gaps is women in leadership, and this will be a priority focus area going forward. Ensuring there are at least two females identified in all Executive, Director and Management succession plans is a way of helping to ensure we have a diverse talent pool that is being developed for when these positions become available.

As at 30 June 2020, Treasury's diversity statistics highlight zero employees identifying as ATSI, noting that these statistics rely on employees voluntarily disclosing their diversity status. Treasury is committed to increasing the representation of ATSI people in the workforce and will continue to explore opportunities for targeted recruitment to increase participation and employment across the organisation. The inclusion of ATSI people in the Treasury workforce is critical in supporting key government policy initiatives for the ATSI community by way of housing, health, mental health, justice, and social policy issues. In addition, the Plan focuses on initiatives to support employees identifying as ATSI in the workplace and is committed to promoting cultural awareness and capability across the organisation. This will be achieved through educational initiatives and by connecting with other areas within government that support and mentor people identifying as ATSI.

Young people aged 24 years and under have decreased in representation in the public sector over the past seven years with 'young people' representing only 4.2% of the public sector workforce in 2019 and PSC recently releasing an aspirational target of 5.8% by 2025. As at 30 June 2020, Treasury youth statistics stand at 3.1% and whilst Treasury has implemented a number of new programs over the last two years to support entry level employment and pathways, more work is required to target those in the youth group. A number of further strategies have been incorporated into this Plan which endeavours to attract, support and retain the youth workforce. However it must be noted that there are limited entry level employment positions within Treasury and the majority of Treasury roles require a good level of economic and/or accounting experience and knowledge to be successful, therefore improvement in this group may be challenging.

Treasury's mature age workforce (55 years and over) is currently at 14.2% and will be a key focus area in future plans. It is critical to focus on succession planning and knowledge management to retain the knowledge of our mature employees, manage business continuity as well as to develop a talent pipeline for our future leaders to progress to roles. Treasury is continuing to manage these risks through active succession management strategies to ensure a diverse succession and talent pool is developed for senior Executive Directors, management and business critical roles. It also recognises the need to ensure flexible transitional arrangements are available to support employees wishing to phase into retirement whilst actively implementing succession planning strategies to ensure service delivery continuity exists.

Elizabeth Quay from across the Swan River

2020-21 WORKFORCE STRATEGY

PUBLIC SECTOR FOUNDATIONS

- Sector-wide workforce planning (including mobility programs), monitoring, and reporting.

- Public sector standards, legislation, policy, strategies and frameworks (Expectations Framework).

TREASURY FOUNDATIONS

- Strategic business partnership HR service delivery model.

- Data driven workforce planning and decision making.

- Policies, processes, frameworks and tools aligned to Treasury's Workforce Strategy, values and goals.

- Harnessing systems and technology to digitise and automate for improved efficiency and effectiveness.

ACQUIRE

TALENT ACQUISITION AND ONBOARDING

Inclusive, innovative, streamlined and outcomes-focused employment, recruitment, and onboarding strategies, practices and processes that are fit for purpose, and support Treasury's current and future workforce needs.

- Strategic recruitment practices including planning, attraction, advertising, screening and selection.
- Recruitment capability building through education and training.
- Building partnerships to support diversity and employment initiatives.
- Pre-onboarding engagement, effective onboarding and induction processes.
- Employment programs.
- Job design.

DEVELOP

CONTINUOUS LEARNING AND DEVELOPMENT

Create and foster a culture of continuous learning.

Learning and development strategies, programs and initiatives that build a capable and future ready workforce.

Leadership program with a focus on mindsets and capabilities.

- Implementation of the learning and development strategy.
- Leveraging technology for increased reach and participation.
- Well targeted technical skills training.
- Mentoring.
- Shadowing.
- Talent management.
- Succession planning.

ACHIEVE

CLEAR ACCOUNTABILITIES AND EXPECTATIONS

Streamlined and effective performance management systems and processes. Tools and programs that build people management capability.

- Frameworks that support and enable flexible work practices.
- Strategic workforce, and operational planning practices.
- Clearly defined expectations and accountabilities.
- Consultative goal-setting.
- Performance feedback and leaders as role models.
- Strategic and operational planning processes that are well aligned to DaPs.

RETAIN

EMPLOYEE EXPERIENCE AND SUPPORT

Employee support, recognition and cultural development programs and initiatives that promote and foster an inclusive, safe, outcomes-based performance culture.

People focused change management practices that build the required organisational capability to achieve our strategic goals.

- Reward and recognition program.
- Safety and well-being support.
- Cultural competence development initiatives.
- Social networking opportunities.
- Flexible working arrangements.
- Change management capability building.

DEPLOY

WORKFORCE SOLUTIONS THROUGH TALENT MOBILITY

Contemporary and fit for purpose strategies, programs, and processes that promote and enable flexibility and mobility of the workforce whilst managing knowledge and skills transfer in transitions.

- Inter-agency and cross-agency pools and secondments.
- Inter-agency job rotations.
- Optimal exit program.

CURRENT TREASURY STRATEGIES

(this includes strategies introduced since the last Workforce and Diversity plan and ongoing strategies)

ACQUIRE	DEVELOP	ACHIEVE	RETAIN	DEPLOY
Talent acquisition and onboarding	Continuous learning and development	Clear accountabilities and expectations	Employee experience and support	Workforce solutions through talent mobility
Diversity reporting and analysis – incorporation of data into bi-annual workforce planning	**Treasury Leadership Program -** targeted leadership development program focused on developing leadership at all levels in line with capability framework. Has included an emerging leaders program, Executive and Director leadership program	**Flexible Working Arrangements Framework** – new policy, procedures and tools to support flexible work	**Cultural training for Executive group** – Strong Spirit, Strong Mind, Ways of Working with Aboriginal People	**External Secondments** and opportunities with other public sector agencies
Treasury Graduate Program – improved attraction strategies with greater engagement with universities and ongoing promotion of program	**Treasury Succession Management Strategy** – four successors including two females and two males, with one external candidate	**Streamlined Development and Performance (DaP) process** – education sessions on performance management process	**Family and Domestic Violence Policy and Guidelines** – new Treasury policy and confidential application process providing support for employees experiencing family and domestic violence	**Internal rotation and Transfer program** – provides staff with the opportunity to rotate to different areas of the business to build skills and knowledge and aid retention of staff
Vacation Employment Program and Internships – short term employment pathways providing practical experience for students in university breaks	**Knowledge Sharing Forums** – coffee shop forums for Treasury staff with topics aligned to Strategic Goals and external speakers that share knowledge on topical issues to expand environmental awareness	**Operational and workforce planning –** annual operational and workforce planning sessions with management teams to ensure clarity about key work deliverables and resources required to achieve results and deliver on the strategic plan	**Mental Health Strategy –** new strategy and policy, promotion and awareness, appointment of new trained Workplace Support Officers	

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CURRENT TREASURY STRATEGIES (CONT)

(this includes strategies introduced since the last Workforce and Diversity plan and ongoing strategies)

ACQUIRE	DEVELOP	ACHIEVE	RETAIN	DEPLOY
Talent acquisition and onboarding	Continuous learning and development	Clear accountabilities and expectations	Employee experience and support	Workforce solutions through talent mobility
Treasury Talent Community – communications channel to keep connected with future entry level talent	**Shadowing Program –** opportunities for employees to shadow Directors or Executive	**Disability Access and Inclusion Plan 2018-2022** – development and implementation of initiatives across Treasury business and operations	**Treasury Treasures** – ongoing reward and recognition program linked to Treasury's values	
Treasury Alumni Registry – opportunity for Treasury employees to present to universities and promote Treasury brand	**Inter-agency Mentoring Program –** opportunity for employees to be a part of an inter-agency mentoring program across different agencies where employees are matched with a mentor who can support, guide and share knowledge and information		**Under Treasurer's Educational Development Program (UTEDP)** – a sponsored learning pathway which encourages and supports employees willing to develop their capabilities. Employees can apply annually to seek funding towards their study.	
	Development of a fortnightly online **Graduate and Intern Development Channel** – to communicate and share knowledge and experiences			

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FUTURE TREASURY STRATEGIES

(Also refer to the Implementation Plan at Appendix A for further information on these strategies and how they will be measured)

ACQUIRE	DEVELOP	ACHIEVE	RETAIN	DEPLOY
Talent acquisition and onboarding	Continuous learning and development	Clear accountabilities and expectations	Employee experience and support	Workforce solutions through talent mobility
Streamlined Recruitment – greater focus on contemporary assessment methodology/tools to assess candidates, flexibilities in shortlisting, one referee report for internals	**Leadership Program** – to be targeted at the manager level. This program is an immersive program including 360 feedback, leadership development sessions and coaching to increase leadership capabilities of managers in line with capability framework. Extension of current leadership program is to extend to Level 8 managers, ensuring increased focus with female participation	**Review and update of diversity related policies and education** – ensure policies are inclusive, reinforce zero tolerance to discrimination and harassment and provide education on complaints mechanism	**Young Professional Program –** support program for Treasury employees under 35 years of age aimed at offering involvement in agency initiatives, activities and networking opportunities	**Aboriginal Secondment Program** – partnership with Department of Communities for 3-6 month secondment opportunities
New attraction strategy and job design – amendments to existing role statements with removal of essential requirement	**Treasury Learning and Development strategy –** implement a targeted technical training and capability development annual learning and development calendar of events incorporating an online learning strategy curating content through LinkedIn Learning and Click2Learn	**Mental health awareness for leaders** – participation of all managers in mental health training to increase awareness of their roles and responsibilities in supporting staff suffering from mental health issues	Incorporate targeted events into Training and Development Calendar and **celebrate dates of significance** (e.g. International Women's Day)	Explore opportunities for **inter-agency job rotations**, including focus on targeting women for mobility programs

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FUTURE TREASURY STRATEGIES (CONT)

ACQUIRE Talent acquisition and onboarding	DEVELOP Continuous learning and development	ACHIEVE Clear accountabilities and expectations	RETAIN Employee experience and support	DEPLOY Workforce solutions through talent mobility
Recruitment training – education sessions for managers and panel members including unconscious bias	**Diversity Knowledge sharing opportunities** – highlight positive stories and achievements through annual report, T-Net articles, Corporate Newsletter	**Evaluation of Flexible Working Arrangements** – review to ensure fair and equitable access for all staff during pilot including access rate and success factors	Further participation in the **Mental Health Commission's Strong Spirit, Strong Minds, Ways of Working with Aboriginal people training** for targeted areas	Explore opportunities for **inter-agency and cross agency pools**
Analysis and review of job applicant statistics – identify any barriers to progression of diversity groups through recruitment stages	**Raise awareness of diversity** – dedicated page on T-Net for diversity initiatives and information and curation of LinkedIn learning for diversity development	Incorporation of **inclusion and diversity in Strategic and operational planning** practices with inclusion of Executive sponsor for each diversity group	**Introduce Acknowledgement of Country** for all official meetings and events	Review exit program to analyse data and **develop strategies to support retention**
Establish links with schools to promote careers within Treasury	**Targeted mentoring program for women** – women supporting other women returning to the workplace	**Monitor and report against diversity employment targets** in CEO Performance Agreement	**Cultural Awareness training** for all employees – online module in Click2Learn	**Review of existing Treasury redeployment and deployment policies** and procedures to ensure fit for purpose and support inter-agency mobility programs
Develop external relationships (e.g. Job Access, Aboriginal Support Networks) – broaden advertising mechanisms for attraction of diversity groups	**Agency Perception Survey** – undertake an annual survey to determine trends and information in relation to our workforce and diversity and implement strategies based on the results	**Manager Induction Modules** – a suite of eight online e-learn modules developed to equip managers with the key skills and knowledge they need to be effective managers at Treasury	**Develop a lead agency Reflect Reconciliation Action Plan** (RAP), as part of the Lead Agencies RAP Working Group	
Participate in the **Public Sector Commission's Aboriginal Traineeship Program**	**Treasury Succession Management Strategy** – ongoing program extended to focus on level 8 managers and the development of a talent pool of future leaders to maintain knowledge, manage business continuity and retain talent	**Continue to provide information sessions for managers** on how to undertake effective performance management, coaching and guiding	**Develop a Keeping in Touch program** – ensure connections with staff away on parental leave, training to reskill and prepare them for return to the workplace	

FUTURE TREASURY STRATEGIES (CONT)

ACQUIRE	DEVELOP	ACHIEVE	RETAIN	DEPLOY
Talent acquisition and onboarding	Continuous learning and development	Clear accountabilities and expectations	Employee experience and support	Workforce solutions through talent mobility
Identify opportunities for **attracting diverse groups to 2021 Graduate Recruitment campaign**	**Manager Development –** strategies to target manager development including the manager induction program, the Manager Leadership development program and the development of a network for managers to share knowledge and experiences	Undertake contract management process for **new Development and Performance** tool that will support the business in good performance management	Development of **Treasury health and wellbeing program** including events, speakers, education and awareness training as a part of Mental Health Strategy	
Review induction processes from candidate experience to pre start to commencement to **ensure consistent and appropriate for all diversity** groups	**Knowledge Buildin**g – learn from experiences with the Department of Communities in setting up a support network for ATSI employees			
	Women development needs analysis – Undertake an annual survey to determine trends and information on specific development needs for women			
	Conduct mandatory **targeted bullying and harassment training** every three years to re-educate the workforce and ensure our workplace is free from bullying and discriminatory behaviour			

COMPLIANCE, MONITORING AND EVALUATION

As part of the implementation and management of this, Treasury will comply with the legislative requirements for public sector agencies under the *Equal Opportunity Act 1984* and the human resource management principles and standards for public sector agencies under the *Public Sector Management Act 1994.*

Monitoring and review of the strategies identified in this plan is essential to the success in achieving diversity and inclusion in the workplace, and our workforce strategies being effective for the organisation as a whole. The People and Culture team will provide quarterly reporting on the diversity profile and evaluation of the workforce strategies, with oversight and input from the Treasury Diversity Committee. The Department, as part of its compliance reporting requirements, will report on its progress and achievements in the Annual Report. The Plan will be reviewed on an annual basis in consultation with the Diversity Committee and Executive. Where required, adjustments will be made in response to internal and external factors that impact on the ability of the Department to achieve its planned initiatives.

Department of Treasury employees

ACKNOWLEDGEMENTS

The 2019-2021 Workforce and Diversity Committee are to be acknowledged for their contribution to the development of this document.

Committee Membership	
Audrey Formentin, Director Financial Policy and Operations	Committee Chair
Angela Kyme, Manager Deputy Under Treasurer Support	Committee Secretariat
Adriana Arantes, Senior Analyst, Revenue and Intergovernmental Relations	Committee Member
Michael Court, Deputy Under Treasurer	Committee Member
Andrew Cowie, Senior Analyst, Commercial Advisory	Committee Member
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Jasmin Vose, Senior Financial Analyst, Financial Policy and Operations	Committee Member
Kim Watson, Senior Human Resource Officer	Committee Member

APPENDIX A - IMPLEMENTATION PLAN

No.	Strategy	Action Description	Target Group	Timeframe	Achievement Indicators	Responsibility
ACQUIRE – Talent Acquisition and onboarding						
1.	Reporting	**Diversity reporting and analysis** and incorporation of data into bi-annual workforce planning and annual strategic and operational planning sessions with Executive and Directors	All	Ongoing	• Increase in diversity statistics • Proactive action on strategies for target groups	People and Culture (HR Consultants)
2.	Graduate Program	**Treasury Graduate Program** refresh with improved attraction strategies, greater engagement with universities, promotion of program at career fairs/expos	Youth	Ongoing	• No. applicants that applied for Graduate program • No. applicants who were found suitable in process	People and Culture (Senior Talent Partner)
3.	Vacation Employment Program	**Vacation Employment Program and Internships** – short term employment pathways providing practical experience for students in summer and winter university breaks	Youth	Ongoing	• No. applicants that applied for Vacation Employment program • No. applicants who were found suitable in process	People and Culture (Senior Talent Partner)
4.	Talent Community	**Treasury Talent Community** is a communications channel for students to keep connected with Treasury and Treasury to keep connected with future entry level talent	Youth	Ongoing	• No. participants in register • Feedback from incoming Graduates	People and Culture (Senior Talent Partner)
5.	Alumni Registry	**Treasury Alumni Registry** – opportunity for Treasury employees to present to universities and promote Treasury brand	Youth	Ongoing	• No. events where Registry has been utilised • Feedback from external parties (universities)	People and Culture (Senior Talent Partner)
DEVELOP – Continuous Learning and Development						
6.	Leadership program	**Treasury Leadership Program** currently being targeted at the manager level. This program is designed to be an immersive program including 360 feedback, leadership development sessions and coaching to increase the leadership capabilities of our managers in line with our capability framework	All	Dec 2021	• No. participants in program • Feedback from participants • No. participants identified in talent pool/ succession plan • Pulse check feedback	People and Culture (L&OD Consultants)
7.	Succession Management	**Treasury Succession Management Strategy** - this ongoing program will be extended to focus on level 8 managers and the development of a talent pool of future leaders to maintain knowledge, manage business continuity and retain our talent	All	Ongoing	• No. of successors rated as 'ready now' >50% • Pulse check feedback • Workforce planning feedback	People and Culture (L&OD Consultants)

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No.	Strategy	Action Description	Target Group	Timeframe	Achievement Indicators	Responsibility
8.	**Knowledge Sharing**	**Diversity knowledge sharing opportunities** – include a variety of diversity events in our annual knowledge sharing calendar including women in leadership events, Reconciliation week and highlight positive stories and achievements through annual report,T-Net articles, Corporate Newsletter	All	Ongoing	• No. events conducted and no. participants for each session • No. of diversity events held in a calendar year • Feedback from attendees • Pulse check results	Diversity Committee in partnership with L&OD Officer
9.	**Shadowing Program**	Annual expressions of interest for employees wishing to participate in **Treasury Shadowing Program** where they get opportunity to shadow an Executive or Director of their choice to learn and observe	All	Ongoing	• No. applications received for Shadowing program • Feedback from participants on value of program	People and Culture (L&OD Consultants)
10.	**Inter-agency Mentoring Program**	Annual expressions of interest for employees wishing to participate in **Inter-agency Mentoring Program** or be mentors in program. Partnership with other public sector agencies where employees are matched with appropriate mentors	All	Jan 2021	• No. employees participating as mentees in program • No. employees participating as mentors in program • Feedback from mentees and mentors on value of program	People and Culture (L&OD Consultants)
11.	**Graduate and Intern Development Channel**	Development of fortnightly **online information and communication sessions** for Graduate and Intern groups to share and receive information on others knowledge and experiences	Youth	Ongoing	• Annual survey and feedback from group	People and Culture (Senior Talent Partner)
ACHIEVE – Clear accountabilities and expectations						
12.	**Flexible Work Practices**	Implementation of **Flexible Working Arrangements Framework** including new policy, procedures and tools to support flexible work options	All	Aug 2020	• No. employees participating in flexible work options • Evaluation and feedback from all employees and management (including those who have been declined opportunity to work flexibly)	People and Culture (HR Consultants)
13.	**Development and Performance**	Implementation and refinement of a **streamlined Development and Performance (DaP)** process which includes education sessions on performance management process and additional support tools	All	Ongoing	• No. participants in information sessions • No. enquiries received • No. case management hours related to performance management	People and Culture (Team)
14.	**Operational and Workforce Planning**	**Annual Operational and Workforce Planning** workshops to ensure clarity around key work deliverables and accountabilities and alignment with Operational plans	All	Annually – June/July	• Feedback from managers on outcomes from workshop • Outcomes from workshop	People and Culture (Team)

No.	Strategy	Action Description	Target Group	Timeframe	Achievement Indicators	Responsibility
15.	**Disability Access and Inclusion Plan**	Development and yearly progress reporting of **Disability Access and Inclusion Plan 2018-2022** including implementation of initiatives across Treasury business and operations	Disability	Jun 2021	• No. strategies implemented • No. Complaints received	People and Culture (Talent Partner)
RETAIN – Employee experience and support						
16.	**Cultural Training**	**Cultural training** for Executive group through attendance at the Strong Spirit, Strong Mind, Ways of Working with Aboriginal People training session by the Mental Health Commission	ATSI	2019	• No. attendees who participated in training • Feedback from participants on training value	Diversity Committee
17.	**Family and Domestic Violence process**	Development of new **Family and Domestic Violence Policy and Guidelines** which included development of Treasury policy and confidential application process providing support for employees experiencing family and domestic violence	Women	2019	• No. applications from employees on use of leave	People and Culture (HR Consultants)
18.	**Mental Health Strategy**	Development of new **Mental Health Strategy** including new policy, promotion and awareness to employees, EAP promotion, appointment of new trained Workplace Support Officers, mandatory Mental Health training for manager group	All	Jun 2020	• No. managers who have completed mandatory Mental Health training • No. participants at EAP information sessions and feedback	People and Culture (Team)
19.	**Recognition program**	Development and refinement of **Treasury Treasures** – ongoing annual reward and recognition program linked to Treasury's values	All	Aug 2020	• No. recipients for Awards • Breakdown of participants by gender and diversity group • Pulse Check Survey results	People and Culture (L&OD Consultants)
20.	**UTEDP**	**UTEDP** – a sponsored learning pathway which encourages and supports employees willing to develop their capabilities through additional studies relevant to the workplace	All	Ongoing	• No. recipients successful in program • Feedback from participants • Success of studies	People and Culture (L&OD Consultants)
DEPLOY – Workforce solutions through talent and mobility						
21.	**Deployment**	Support for **internal and external secondments** and opportunities of employees across other public sector agencies	All	Ongoing	• No. employees participating in internal and external secondments and placements in other public sector agencies • Success rates for permanent transfer in/out of employees	People and Culture (Talent Partner)

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No.	Strategy	Action Description	Target Group	Timeframe	Achievement Indicators	Responsibility
22.	**Internal Rotation and Transfer Program**	Program provides staff with the **opportunity to rotate to different areas of the business** to build skills and knowledge and aid retention of staff. Promoted on an annual basis but allows employees to opt in at any time throughout the year.	All	Ongoing	• No. of people participating on register • No. of successful placements from the register	People and Culture (Talent Partner)

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FUTURE INITIATIVES & STRATEGIES UNDER THE PLAN

No.	Strategy	Action Description	Target Group	Timeframe	Achievement Indicators	Responsibility
ACQUIRE – Talent Acquisition and onboarding						
1.1	Recruitment Process	Implement **streamlined recruitment processes** with inclusion of contemporary assessment methodologies and tools to assess candidates, flexibilities in shortlisting, one referee report for internals	All	2020-2021	• % processes using improved tools/processes • No. days to complete recruitment processes • Recruitment and Selection Toolkit and supporting documents updated and promoted on T-Net • Improved quality of candidates – six month follow up review after commencement on performance	People and Culture (HR Consultants)
1.2	Advertising Process	Implement **new attraction strategy and job design** with amendments to existing role statements and removal of essential requirements	All	2020-2021	• % recruitment processes undertaken with new methodology • No. candidates applying for roles compared to previous years	People and Culture (HR Consultants)
1.3	Recruitment training	Conduct **online MsTeam education sessions** for managers and panel members which focus on myths, strategies and inclusion of unconscious bias principles	All	Nov 2020	• Information session developed and implemented • % staff attending sessions • Feedback survey results from participants	People and Culture (Manager)
1.4	Applicant reporting	Conduct an **analysis and review of job applicant statistics** to identify barriers to progression of diversity groups through various recruitment stages	All	Jun 2021	• % of applicants by diversity group • % of applicants by diversity group shortlisted • % of applicants by diversity group suitable	People and Culture (Talent Partner)
1.5	Partnerships with Schools	Establish links and build **partnerships with schools** to promote careers within Finance and Economics for Year 11 and Year 12 groups	Youth	Jun 2021	• Evaluation of success/benefits from partnership agreements • No. of staff participating in work experience placements	People and Culture (Senior Talent Partner)

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No.	Strategy	Action Description	Target Group	Timeframe	Achievement Indicators	Responsibility
1.6	**Partnerships with external service providers (Disability and ATSI)**	Develop **external relationships with external providers** e.g. Job Access, Aboriginal Support Networks to consider ways to broaden advertising mechanisms for attraction of diversity groups	ATSI; People with disability	Jun 2021	• No. jobs advertised in specialist mediums • No. applicants from diversity groups applying for Treasury roles	People and Culture (Talent Partner)
1.7	**Aboriginal Traineeship Program**	Participate in the **Public Sector Commission's Aboriginal Traineeship Program**	ATSI	Dec 2020	• No. aboriginal employees participating in Aboriginal Traineeship program • Evaluation and feedback on program	People and Culture (Talent Partner)
1.8	**Graduate program – attraction of diversity groups**	Identify **opportunities for attracting diverse groups** e.g. ATSI; and People With Disability to 2021 Graduate Recruitment campaign	ATSI; People with disability	Aug 2021	• No. employees from disability groups applying for Graduate program	People and Culture (Senior Talent Partner)
1.9	**Induction**	Conduct evaluation and review of current **induction processes** to ensure quality candidate experience from recruitment through to pre-start to commencement to ensure consistent and appropriate for all diversity groups	All	Dec 2020	• Feedback from new starters on induction process • Implementation of new Pre-Start Manual, Induction Session and feedback survey for new employees	People and Culture (Talent Partner)
DEVELOP – Continuous Learning and Development						
2.1	**Leadership Program**	Further develop **Treasury's Leadership Program** to include opportunities for emerging leaders with targeted leadership - expression of interest to interested Level 8 employees, with an increased focus to increase female participation on this program	Women	Dec 2020	• No. participants on program, including breakdown of males and females • Feedback from participants	People and Culture (L&OD Consultants)
2.2	**Learning and Development Strategy**	**Treasury learning and development strategy -** implement a targeted technical training and capability development annual learning and development calendar of events incorporating an online learning strategy curating content through LinkedIn Learning and Click2Learn	All	Ongoing	• No. programs run in 12 months • Feedback from participants • Pulse check feedback • Workforce planning feedback	People and Culture (L&OD Officer)
2.3	**Knowledge Sharing**	Develop opportunities for **sharing of diversity knowledge** through highlighting positive stores and achievements in Annual Report, T-Net articles and Corporate Newsletter	All	2020-2021	• No. articles and positive stories published • Feedback from employees	People and Culture (HR Consultants)
2.4	**Education and Awareness Raising**	Raise **awareness of diversity across Treasury** through developing a dedicated page on T-Net for advertising diversity initiatives and information	All	Oct 2020	• Development of new T-Net page with regular updates by Diversity Committee	Diversity Committee

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No.	Strategy	Action Description	Target Group	Timeframe	Achievement Indicators	Responsibility
2.5	Targeted Mentoring program	Develop a **targeted mentoring program for women** which will have a focus on women supporting other women returning to the workplace after periods of maternity leave	Women	Jun 2021	• No. mentors and mentees applying for program • Feedback on effectiveness of program	People and Culture (HR Consultants)
2.6	Agency Perception Survey	A**gency Perception Survey** – conduct an annual survey to determine trends and information in relation to our workforce and diversity and implement strategies based on the results	All	November 2020	• % response rate to survey • Feedback contained in survey	People and Culture (L&OD Consultants)
2.7	Succession Management	**Treasury Succession Management Strategy** – This ongoing program will be extended to focus on level 8 managers and the development of a talent pool of future leaders to maintain knowledge, manage business continuity and retain our talent	All	June 2021	• No. succession plans in place • No. opportunities for acting arising from succession plans	People and Culture (L&OD Consultants)
2.8	Manager Development	**Manager Development** – strategies which will target manager development including the manager induction program which will include a suite of online modules, the Manager Leadership development program and the development of a network for managers to share knowledge and experiences	All	Dec 2020	• Feedback from managers on e-learn modules and manager development program • Pulse check results	People and Culture (L&OD Officer)
2.9	Knowledge Building	Learn from **experiences with Department of Communities** in setting up support network for ATSI employees, document outcomes and develop appropriate in-house support tools for Treasury	ATSI	Jun 2021	• TMEX paper on evaluation of Aboriginal Secondment program and what further support is required in Treasury • Development of tools within Treasury to support ATSI employees	People and Culture (HR Consultants)
2.10	Women development needs analysis	Undertake an **annual survey to determine trends** and information on specific development needs for women	Women	Jun 2021	• % response rate to survey • Feedback from survey	People and Culture (L&OD Consultants)
2.11	Discrimination, Bullying and Harassment training and refreshers	Conduct **bullying and harassment training** every 3 years and ensure mandatory attendance at training. Training to be targeted and focus on procedural fairness and how employees and managers can ensure discriminatory and bullying behaviours are not practiced in the Treasury workplace	All	June 2021	• No. of participants attending training • Feedback from training	People and Culture (L&OD Consultants)
ACHIEVE – Clear accountabilities and expectations						
3.1	Diversity policy review	Conduct a **review of all diversity related policies** ensuring policies are inclusive, reinforce zero tolerance to discrimination and harassment and provide education on the complaints mechanism processes	All	Dec 2020	• No. policies reviewed and updated	People and Culture (HR Consultants)

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No.	Strategy	Action Description	Target Group	Timeframe	Achievement Indicators	Responsibility
3.2	**Mental Health Awareness**	**Mental health awareness for leaders** – participation of all leaders in mental health training so managers are aware of their roles and responsibilities in supporting staff who may be suffering from mental health issues	All	August 2020	• No. participants who have completed training versus no. of managers in Treasury	People and Culture (L&OD Officer)
3.3	**Flexible Working Arrangements Review**	Conduct an evaluation of **Flexible Working Arrangements pilot** and ensure fair and equitable access of flexible work options apply for all staff	All	Dec 2020	• % employees accessing flexible work options (by classification level, gender, business unit, flexible work type) • Feedback survey results from employees and managers on pilot	People and Culture (HR Consultants)
3.4	**Executive Sponsor for Diversity Groups**	Include inclusion and **diversity principles in Strategic and Operational planning** practices with consideration of inclusion of having a Treasury Executive Sponsor for each diversity group to champion and embrace diversity and inclusion of groups	All	Jun 2021	• Establishment of Executive sponsors for each diversity group	Diversity Committee
3.5	**Diversity reporting in CEO Performance Agreement**	Monitor and report against diversity employment targets in **CEO Performance Agreement** for Under Treasurer	All	2020-2021	• Diversity statistics for each reporting period	People and Culture (Manager)
3.6	**Manager Induction Modules**	Development of a **Manager Induction Training Program** consisting of a series of 8 online training modules for managers outlining their governance and people management responsibilities	All	Dec 2020	• Evaluation and feedback from Participants • No. managers who have completed the training	People and Culture (L&OD Officer)
3.7	**Performance Management education sessions**	Conduct information sessions for managers on how to undertake **effective performance management** discussions, develop their coaching and guidance abilities	All	Dec 2020	• No. training sessions conducted and no. attendees • Feedback from sessions • % of Performance Agreements completed	People and Culture (Manager)
3.8	**New performance management tender tool**	Undertake contract management process for **replacement of current Development and Performance Management** tool and roll out of new tool across the business	All	2020-2021	• Award of new contract • Successful implementation of new tool to business	People and Culture (Manager)
RETAIN – Employee experience and support						
4.1	**Young Professionals Program**	Implementation of **Young Professional Program** across the business – support program for Treasury employees under 35 years of age aimed at getting employees involved in agency initiatives, coordinating activities and networking opportunities	Youth	2020-2021	• No. applications for Committee representation • No. initiatives being supported by Committee • No. participants in program events	People and Culture (Senior Talent Partner) Young Professional Program Committee

No.	Strategy	Action Description	Target Group	Timeframe	Achievement Indicators	Responsibility
4.2	Celebration of targeted diversity events	Incorporate **targeted events** into Training and Development Calendar and celebrate dates of significance (e.g. International Women's Day)	All	2020-2021	• Inclusion of diversity events into Training Calendar • No. participants at events • Feedback from employees	People and Culture (L&OD Officer) Jointly with Diversity Committee
4.3	Aboriginal Awareness Training	Participation in the Mental Health Commission's **Strong Spirit, Strong Minds; Ways of Working with Aboriginal People** training for targeted areas including People and Culture team, Diversity Committee and Communities team	ATSI	Dec 2020	• No. participants attending training • Feedback from participants	Diversity Committee
4.4	Acknowledgement of Country	Introduce **Acknowledgement of Country** for all official meetings and events and encourage all staff to use	ATSI	Aug 2020	• Acknowledgement used in all official meetings and events	Diversity Committee
4.5	Cultural Awareness Training	Develop **Cultural Awareness training module in Click2Learn** and ensure all current Treasury staff undertake compulsory training and refresher every three years. Incorporate into induction process for new employees	ATSI	Nov 2020	• Implementation of module into Click2Learn • % of current employees who have completed training • Inclusion in new starter process	People and Culture (L&OD Consultants)
4.6	Reconciliation Action Plan (RAP)	Develop a **lead agency Reflect RAP** as part of the Lead Agencies RAP Working Group and promotion to Treasury employees	ATSI	Dec 2020	• Development of new RAP	Director, Corporate Strategy and Performance
4.7	Keeping in Touch Program	Develop a **Keeping in Touch program** aimed at ensuring employees who are away on parental leave remain connected and are given opportunities and training to reskill and prepare them for return to the workplace	Women	Jun 2021	• Participation rate in program • Feedback from employees	People and Culture (HR Consultants)
4.8	Health and Wellbeing program	Development of **Treasury health and wellbeing program** including events, speakers, education and awareness raising as part of Mental Health Strategy	All	Aug 2020	• Participation rate in program • Feedback from employees • Wellness survey participation rate	People and Culture (L&OD Consultants)
DEPLOY – Workforce solutions through talent and mobility						
5.1	Aboriginal Secondment Program	Development of an **Aboriginal Secondment Program in Treasury** – working in partnership with Department of Communities supporting secondment opportunities for aboriginal employees to work at Treasury for 3-6 months. Support network to be provided by Communities and Treasury to develop learnings in this area.	ATSI	2020-2021	• No. participants in program • Feedback from participants, managers, and Department of Communities	People and Culture (HR Consultants)

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No.	Strategy	Action Description	Target Group	Timeframe	Achievement Indicators	Responsibility
5.2	**Inter-agency Rotations**	Explore opportunities for conducting regular **inter-agency job rotations** with a focus on targeting women for mobility programs	All	2020-2021	• Development of structured inter-agency rotation program	People and Culture (Manager)
5.3	**Inter-agency pools**	Explore opportunities for development of **inter-agency and cross agency pool recruitment processes**	All	2020-2021	• Development and participation in inter-agency or cross agency pool recruitment processes	People and Culture (Manager)
5.4	**Review of Exit Process**	Review current **Treasury exit program** to analyse data of people leaving Treasury and develop strategies to support retention. Provide annual report for TMEX outlining reasons for employees leaving and consideration of new strategies.	All	Jun 2020	• No. exit processes conducted • Review of exit surveys and development of appropriate strategies	People and Culture (HR Consultants)
5.5	**Review of redeployment and deployment policies**	Conduct review of existing **Treasury redeployment and deployment policies and procedures** to ensure fit for purpose and support inter-agency mobility programs and effective case management of employees	All	Jun 2020	• No. policies reviewed and updated	People and Culture (HR Consultants)

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