

ACT Public Service

# Respect, Equity and Diversity Framework

*'Creating Great Workplaces with Positive Cultures'*



*'Feel inspired to make change'*



**ACT Public Service**

# **Respect, Equity and Diversity Framework**

*'Creating Great Workplaces with Positive Cultures'*



**Commissioner for Public Administration 2010**

*This document provides a whole-of-government Framework on Respect, Equity and Diversity.*



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# Foreword

The ACT Government is committed to achieving a diverse and skilled workforce who are valued for their differences, experiences, knowledge, abilities and backgrounds.

The ACT Public Service (ACTPS) is a relatively small public service comprising approximately 20,000 employees who come from a range of different backgrounds including gender, language, ethnicity, cultural background, age, sexual orientation, religious belief and family responsibilities. Our public service employees are also diverse in regards to their educational level, life experience, work experience, socio-economic background, personality, marital status, abilities/disabilities and we need to ensure that our workplace culture values that diversity.

Having a public service that values different perspectives and viewpoints is an important factor in delivering effective services to the community we serve. The ACTPS reflects the makeup of the ACT Community we will be better placed to meet client needs, design policy and deliver services to the community.

I encourage all ACTPS employees to read the Respect, Equity and Diversity Framework, to increase their knowledge of respect, equity and diversity issues and to demonstrate positive behaviours which will contribute to a collaborative, supportive and inclusive ACTPS.



Jon Stanhope MLA  
**Chief Minister**

Not only are the principles of Respect, Equity and Diversity right, they are critical to the success of the ACTPS. The benefits of valuing diversity and creating respectful and fair workplaces include increased employee engagement, heightened levels of workplace participation and innovation due to diverse thinking. In a community that demands higher quality and ever increasing services, the benefits of embracing respect, equity and diversity simply make good business sense.

In a tight fiscal environment our public service success relies on the quality of our people and the culture in which we operate. A positive culture rests on the fundamental principles of respect, equity and diversity and enables people to be involved, contribute and perform to their full potential. This can only enhance the productivity and sustainability of the ACTPS.

The new Framework provides a focus on respect and aims to ensure that all ACT public servants value and consider others at work. The quality of our work relationships impacts on our capability, capacity and wellbeing. All people matter and deserve to be treated with respect and courtesy.



Catherine Hudson  
**Commissioner for Public Administration**



# Executive Summary

Under Sections 39- 41 of the *Public Sector Management Act 1994*, there are whole-of-government management obligations in regard to the establishment of an Equity and Diversity Framework for the ACTPS. The Chief Minister endorsed the revision of the 2006 Equity and Diversity Framework as a priority for the Commissioner for Public Administration in 2010.

A key change to the Framework is the inclusion of the concept of respect and what it is to give and receive respect in the workplace. The revised Framework highlights that the ACTPS aims to create a positive work environment that promotes respect, equity and diversity across the Service.

The Framework also includes workforce statistics relevant to respect, equity and diversity that assist in identifying workforce challenges for the ACTPS. At this point in time the metrics support the development of specific employment strategies for people with disabilities and for Aboriginal and Torres Strait Islander people.

The Respect, Equity and Diversity Framework has been developed through extensive research and wide consultation with ACT Public Service agencies, Management Council and Human Resources Council. It aims to improve outcomes in employment for ACT Public Service (ACTPS) employees and applicants for positions in the ACTPS and to build on the strategies that were established in the previous Equity and Diversity Framework.

Specifically this Framework:

- expands on the previous Equity and Diversity Framework to include Respect, incorporating a positive work culture;
- outlines why a workplace that is respectful, courteous, fair and that values individual differences is a core aspect of building a positive workplace culture;
- states the legislative obligations in relation to Respect, Equity and Diversity;
- defines Respect, Equity and Diversity;
- outlines the workforce challenges for the ACTPS in regards to Respect, Equity and Diversity;
- clarifies roles and responsibilities for employees across the ACTPS in regard to Respect, Equity and Diversity;
- establishes a process to monitor and evaluate our performance against Respect, Equity and Diversity;
- **Appendix A** contains an Action Plan to meet our key challenges;
- **Appendix B** analyses the ACTPS workforce statistics relating to Respect, Equity and Diversity; and
- **Appendix C** provides a revised Maturity Model.

# Introduction

The ACT Public Service (ACTPS) is committed to creating a positive, respectful, supportive and fair work environment where employee differences are respected, valued and utilised to create a productive and collaborative workplace.

The Respect, Equity and Diversity Framework (the Framework) expands on the previous ACTPS Equity and Diversity Framework and supporting Toolkits that were released in 2006 by introducing 'Respect' and incorporating a positive work culture. Ensuring that all ACTPS employees, irrespective of their position, background or individual differences model the ACTPS values and general obligations of employees as described in the *Public Sector Management Act 1994* (PSM Act) is core to creating a respectful and positive work culture for the ACTPS.

## Purpose

The ACTPS aims to provide a workplace that enables equal employment opportunities for all applicants and employees and highlights the fundamental importance of each ACTPS employee acting in a way that respects the 'inherent dignity of the person'<sup>1</sup>. The Framework supports this approach and implements actions to assist in developing and maintaining a positive, respectful work culture that ensures equity and diversity for all employees.

### The Framework:

- outlines the legislative provisions supporting a respectful, equitable and diverse workplace culture;
- provides guidance to all ACTPS staff in meeting their obligations under the PSM Act and other relevant legislation, policies and guidelines;
- defines respect, equity and diversity;
- supports the creation of a work environment that is respectful, courteous, inclusive, collaborative, equitable and productive;
- aims to ensure the ACTPS workforce is reflective of the broader ACT community demographics;
- aims to develop a culture where ACTPS employees feel supported and confident disclosing their diversity status so that we have an accurate picture of the workforce;
- identifies the respect, equity and diversity challenges facing the ACTPS; and
- determines actions to be undertaken to meet the identified challenges and deliver results.

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<sup>1</sup> Human Rights Act 2004

# Background

The Chief Minister has endorsed the revision of the Equity and Diversity Framework into a Respect, Equity and Diversity Framework as a priority for the Commissioner for Public Administration in 2010. This revised framework highlights that the ACTPS aims to create a positive work environment that promotes respect, equity and diversity across the Service.

Under Sections 39- 41 of the PSM Act, there are whole-of-government management obligations in regard to the establishment of an Equity and Diversity Framework for the ACTPS. The need to revise the Equity and Diversity Framework and to develop specific employment strategies has also been supported by both the ACTPS Management Council and Human Resources (HR) Council.

This Framework forms part of the employment framework along with the PSM Act, the *Work Safety Act 2008*, the *Discrimination Act 1991*, the Public Sector Management Standards and Agency Enterprise Agreements.

## Why Respect, Equity and Diversity?

A workplace that is respectful, courteous, and fair and that values individual differences is a core aspect of building a positive workplace culture. Managing equity and diversity is a key component of managing employees and by focusing on building a positive and respectful culture we will enhance the performance of all employees.

Fostering a positive workplace environment makes good business sense. A positive workplace is characterised by respect that supports employee engagement. It also creates a high performance culture that encourages innovation and creativity<sup>2</sup>.

An ACTPS workforce that reflects the ACT community demographics will also support us, as a public service, to understand and assist the various needs of everyone in our community, leading to improved service. A diverse workplace will have good communication with its clients based on a deep understanding of the needs of the community<sup>3</sup>.

Organisations that value and capitalise on employee diversity have productive and fulfilling workplaces which help them attract and retain employees. This leads to savings in recruitment and training costs, as well as maintaining corporate knowledge and expertise<sup>4</sup>.

ACTPS agencies indicated in the 2008 ACTPS Agency Survey that the development of a whole-of-government positive culture framework and toolkit and an agency-specific cultural change program would assist with organisational culture issues.

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<sup>2</sup> APSC: *Respect: Promoting a culture free from harassment and bullying in the APS*

<sup>3</sup> Adapted from the APSC: *Guidelines on workplace diversity*

<sup>4</sup> APSC: *Guidelines on workplace diversity*

There are many benefits of valuing diversity and creating equitable workplaces, including:

- greater recognition of individuals' skills and abilities;
- improved communication and sharing of ideas;
- increased innovation and creativity;
- effective collaboration to achieve results;
- friendly and supportive work environments;
- flexibility to balance work and personal responsibilities;
- enhanced morale, job satisfaction and productivity; and
- improved staff health and wellbeing<sup>5</sup>.

## Respect, Equity and Diversity Principles

The ACTPS commitment to Respect, Equity and Diversity is reflected in the following principles:

- Leaders value and promote Respect, Equity and Diversity;
- Strategic and operational plans incorporate Respect, Equity and Diversity strategies;
- Attracting and retaining a diverse ACT Public Service;
- Improving the capability of our workforce;
- Respect and courtesy in the workplace is practised;
- Promoting Equity in our employment practices; and
- Work/life balance is promoted and supported.

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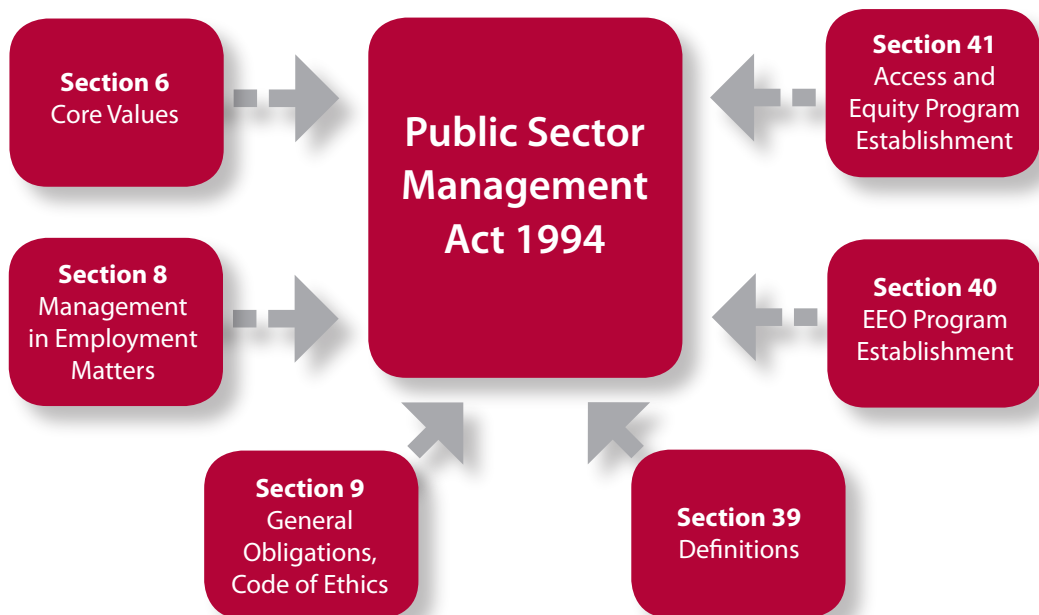
<sup>5</sup>Queensland Government, Department of Education, Training and the Arts:  
*Workforce Diversity and Equity Framework for Action 2006-2008*

# Legislative Framework

All Chief Executives, agencies and employees have obligations various Federal and Territory legislation to support a positive, respectful, fair, equitable and diverse ACTPS. Legislation that is relevant to the areas of respect, equity and diversity includes:

- *Public Sector Management Act 1994 (ACT);*
- *Legislative Assembly (Members' Staff) Act 1989 (ACT);*
- *Fair Work Act 2009 (Commonwealth);*
- *Human Rights Act 2004 (ACT);*
- *Discrimination Act 1991 (ACT);*
- *Work Safety Act 2008 (ACT);*
- *Racial Discrimination Act 1975 (Commonwealth);*
- *Sex Discrimination Act 1984 (Commonwealth);*
- *Age Discrimination Act 2003 (Commonwealth);*
- *Disability Discrimination Act 1992 (Commonwealth);*
- *Equal Employment Opportunity for Women in the Workplace Act 1999 (Commonwealth); and*
- *Privacy Act 1988 (Commonwealth).*

The PSM Act sets out the expectations that the government and the community have about the professionalism and probity of the ACTPS. Relevant sections of the PSM Act relating to Respect, Equity and Diversity are depicted below:



**Section 6** of the PSM Act outlines the core values that are expected of all ACTPS employees. Some agencies have expanded on these core values with further values that are considered important to their specific agency. Agencies must ensure that all employees are made aware of and become familiar with the core values and code of ethics as outlined in the PSM Act.

As defined in the PSM Act the values and principles of the ACTPS are:

### ACTPS VALUES AND PRINCIPLES

- (a) Service to the public;
- (b) Responsiveness to:
  - (i) the requirements of the government; and
  - (ii) the needs of the public;
- (c) Accountability to the government for the ways in which functions are performed;
- (d) Fairness and integrity;
- (e) Efficiency and effectiveness.

**Section 8** provides the general principles of management in employment matters including merit, equal opportunities, training and development, safe and healthy working conditions and participation in decision-making processes.

**Section 9** provides a detailed Code of Ethics that sets out the general obligations that apply to everyone employed under the PSM Act. A copy of Section 9 is outlined on page 13.

**Section 39** provides the relevant definitions for Sections 40 and 41 of the PSM Act.

**Section 40** outlines the obligations for the establishment of the Equal Employment Opportunity program for the Service.

**Section 41** outlines the obligation for the establishment of an access and equity program.

To comply with the PSM Act and other relevant legislation, agencies must demonstrate commitment to the values and code of ethics as outlined on page 13.

## ACTPS CODE OF ETHICS

### General obligations of public employees

A public employee shall, in performing his or her duties:

- (a) Exercise reasonable care and skills;
- (b) Act impartially;
- (c) Act with probity;
- (d) Treat members of the public and other public employees with courtesy and sensitivity to their rights, duties and aspirations;
- (e) In dealing with members of the public, make all reasonable efforts to assist them to understand their entitlements under the Territory laws and to understand any requirements that they are obliged to satisfy under those laws;
- (f) Not harass a member of the public or another public employee, whether sexually or otherwise;
- (g) Not unlawfully coerce a member of the public or another public employee;
- (h) Comply with this Act, the management standards and all other Territory laws;
- (i) Comply with any lawful and reasonable direction given by a person having authority to give direction;
- (j) If the employee has an interest, pecuniary or otherwise, that could conflict, or appear to conflict, with the proper performance of his or her duties -
  - (i) disclose the interest to his or her supervisor; and
  - (ii) take reasonable action to avoid the conflict;as soon as possible after the relevant facts come to the employee's notice;
- (k) Not take, or seek to take, improper advantage of his or her position in order to obtain a benefit for the employee or any other person;
- (l) Not take, or seek to take improper advantage, for the benefit of the employee or any other person, of any information acquired, or any document to which the employee has access, as a consequence of his or her employment;
- (m) Not disclose, without lawful authority -
  - (i) any information acquired by him or her as a consequence of his or her employment; or
  - (ii) any information acquired by him or her from any document to which he or she has access as a consequence of his or her employment;
- (n) Not make a comment that he or she is not authorised to make where the comment may be expected to be taken to be an official comment;
- (o) Not make improper use of the property of the Territory;
- (p) Avoid waste and extravagance in the use of the property of the Territory;
- (q) Report to an appropriate authority -
  - (i) Any corrupt or fraudulent conduct in the public sector that comes to his or her attention; or
  - (ii) Any possible maladministration in the public sector that he or she has reason to suspect.

## Definitions

The concepts of Respect, Equity and Diversity are connected and when combined together, they provide a picture of a positive work culture.



For the purpose of this Framework, Respect, Equity and Diversity are defined as follows:

## What is Respect?

While the PSM Act does not specifically define 'Respect', Section 9 defines the general obligations of public employees whilst carrying out duties. For the ACTPS, Respect has been defined as:

***"To value and consider others at work"***

State jurisdictions have also described respect and courtesy as<sup>6</sup>:

- 'treating others fairly and objectively and ensuring freedom from discrimination, harassment and bullying' (Victoria)<sup>7</sup>;
- 'treating members of the public and their colleagues fairly and consistently, in a non-discriminatory manner with proper regard for rights and obligations' (New South Wales)<sup>8</sup>; and
- 'showing respect for our clients and colleagues, by dealing with them fairly and courteously and by respecting their rights as citizens and members of our community' (Queensland)<sup>9</sup>.

An objective of the *Discrimination Act 1991*, which supports respect in the workplace is 'to eliminate, so far as possible, sexual harassment and discrimination'.

ACTPS employees have described what respect looks like in the workplace as:

- Courtesy including saying 'hello' to colleagues;
- Having your contributions valued;
- Good manners between colleagues;
- Valuing and considering a person's position in the organisation;
- Respectful relationships in the workplace (up, down and across in an organisation);

- Fair treatment;
- Consistency in management decisions;
- The freedom to make mistakes as part of a learning process rather than being blamed;
- Not being publicly humiliated; and
- Being kept informed about relevant workplace information.

Maintaining courteous workplace behaviour is not meant to impose rigid rules on workplace styles, or on workplace relationships and social activities. Rather, courteous behaviour recognises that people with different backgrounds, interests and friends need to get along with each other in the workplace<sup>10</sup>.

A positive work environment and culture is productive, rewarding, enjoyable and healthy for everyone (executives, managers, employees and clients).

The most successful workplaces are those in which everyone works together to create a positive work environment. There is recognition that:

- individual beliefs and behaviours may affect others;
- building our own and others' strengths and abilities is the right focus;
- utilising employee differences creates a productive and collaborative workplace; and
- a person's motivation for being in a workplace may influence their expectations of it.

A positive work environment is characterised by:

- a high degree of trust and respect between all levels of staff;
- a warm and friendly climate in which colleagues feel valued, and have a strong sense of loyalty to the organisation;
- high quality leadership and management;
- open and honest communication;
- a measure of self-determination over how work is undertaken;
- a culture where diversity is respected and valued;
- a lack of exclusive 'clubs' and cliques;
- opportunities for personal development and career progression; and
- a high level of creativity and job satisfaction, arising from teamwork and cooperation<sup>11</sup>.

The ACTPS Attraction and Retention Framework highlights the importance of fostering a positive work culture and states 'we need to create a positive leadership workplace culture that encourages employees to learn from each other, to participate in activities that reward and recognise the contributions of employees and foster networks across the ACTPS.'

<sup>6</sup> APSC: *Respect: Promoting a culture free from harassment and bullying in the APS*

<sup>7</sup> [www.ssa.vic.gov.au/CA2571410025903D/WebObj/PAAAct2004/\\$File/PAAAct2004.pdf](http://www.ssa.vic.gov.au/CA2571410025903D/WebObj/PAAAct2004/$File/PAAAct2004.pdf)

<sup>8</sup> [www.dpc.nsw.gov.au/personnel\\_handbook/index.htm](http://www.dpc.nsw.gov.au/personnel_handbook/index.htm)

<sup>9</sup> [www.opsc.qld.gov.au/library/docs/resources/publications/Notices/ps-charter.pdf](http://www.opsc.qld.gov.au/library/docs/resources/publications/Notices/ps-charter.pdf)

<sup>10</sup> APSC: *Respect: Promoting a culture free from harassment and bullying in the APS*

<sup>11</sup> Adapted from State Services Authority, Victoria: *What is a positive work environment?*

## What is Equity?

Equity is ensuring that everyone is treated in a fair manner, according to their individual needs and circumstances in the workplace and includes the concept of equal employment opportunity (EEO). Equity is about creating a work environment where employees are recruited, promoted and treated on the basis of their individual skills and abilities<sup>12</sup>. Equity requires fairness and impartiality but not necessarily treating everyone the same way. There are occasions when equity involves a decision made in good conscience to treat a person differently according to their circumstances<sup>13</sup>.

A culture that values equity is characterised by:

- access to opportunities;
- recruitment and promotion based on merit;
- inclusive policy and practice;
- recognition and acceptance of the principle of equality of opportunity for all people<sup>14</sup>;
- fair and participative decision making;
- freedom from bias;
- transparent processes;
- reasonable adjustments to remove barriers to employment; and
- engaged employees performing to their full potential.

The values and principles defined in the PSM Act state that Government agencies shall have an objective of implementing 'fairness and integrity'.

More specifically, Section 8 of the PSM Act states that in employment matters, government agencies shall be administered with an objective of giving effect to the following principles:

- (a) Selection processes shall be directed towards and based on a proper assessment of merit;*
- (b) All officers shall be afforded equal opportunities to secure promotion and advancement in their employment on the basis of relative merit;*
- (c) Best practices shall be adopted in the training and development of staff;*
- (d) Public employees shall be provided with safe and healthy working conditions; and*
- (e) Public employees shall be afforded opportunities for appropriate participation in the decision-making processes relating to the administration of the government agencies in which they work.*

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<sup>12</sup> Adapted from Queensland Government, Department of Education, Training and the Arts: Workforce Diversity and Equity Framework for Action 2006-2008

<sup>13</sup> South Australian Public Service: Guideline: Protection of Merit and Equity March 2001

<sup>14</sup> ACT Discrimination Act 1991

# What is Diversity?

Workplace diversity is about recognising the value of individual differences and integrating these into the workplace<sup>15</sup>. Diversity can include gender, language, ethnicity, cultural background, age, sexual orientation, religious belief and family responsibilities. Diversity also refers to other ways in which people are different, such as educational level, life experience, work experience, socio-economic background, personality, marital status and abilities/disabilities<sup>16</sup>. Diversity is more than merely accepting people from diverse backgrounds. It is managing and integrating their varied lifestyles<sup>17</sup>.

A culture that values diversity is characterised by:

- A workforce that reflects the community;
- Acceptance and integration of differences in the workplace;
- No barriers to employment or other work opportunities;
- Diverse skills and knowledge used in the workplace;
- Employees not disadvantaged due to their individual differences;
- Inclusive policies, practices and behaviours; and
- Work/life balance and alternative work arrangements in place to meet the diverse needs of employees.

*The Discrimination Act 1991* aims to eliminate as far as possible, discrimination in the areas of work and promotes the recognition and acceptance within the community of the equality of men and women.

## Our workforce challenges

The Framework aims to meet three key objectives to:

- Improve our capability;
- Retain employees; and
- Attract employees to the ACTPS.

Through analysing our workforce statistics, comparing these statistics with the broader ACT Community demographics and consulting with agencies, a number of key challenges under these objectives have been identified.

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<sup>15</sup> Adapted from the APSC: *Respect: Promoting a culture free from harassment and bullying in the APS*

<sup>16</sup> Adapted from the APSC: *Diversity in the APS*

<sup>17</sup> Queensland Government: *Guide to hiring and attracting a diverse workforce, December 2004*

**What this means for improving our capability:**

- The collection of comprehensive and accurate respect, equity and diversity data;
- Regular and ongoing analysis of ACTPS respect, equity and diversity data to inform workforce planning;
- Informing and supporting agencies to use the maturity model and toolkit to assist in achieving a positive performance against respect, equity and diversity measures;
- Developing the individual capability of Aboriginal and Torres Strait Islander people, People with a Disability and Culturally and Linguistically diverse employees in the ACTPS;
- Improving the capability of the ACTPS to respond positively to Aboriginal and Torres Strait Islanders, People with a Disability and Culturally and Linguistically diverse employees as a whole; and
- Supporting workers to disclose a disability and/or change of circumstances.

**What this means for retaining our employees:**

- Ensuring ACTPS commitment to a positive work culture;
- Improving the awareness of what a positive work culture 'looks and feels like' within the ACTPS;
- Informing all employees of their role and responsibility in creating a positive work culture within their workplace;
- Ensuring employees are informed regarding respect, equity and diversity in the workplace;
- Ensuring employees have an avenue to put forward ideas and suggestions on respect, equity and diversity issues;
- Retaining Aboriginal and Torres Strait Islander people, People with a Disability and Culturally and Linguistically diverse employees in the ACTPS across all sectors and at all levels;
- Providing information that is available or can be accessed in an accessible format by all individuals within the ACTPS;
- Ensuring a process for 'staying in touch' with employees who are on extended leave;
- Promoting and supporting flexible employment arrangements that support work-life balance;
- Promoting and supporting programs that assist in the transition to retirement;
- Promoting and supporting an 'open door' protocol that informs and supports individuals to understand the process for making a work bullying complaint and informs individuals of their rights and responsibilities when approaching an executive or manager to discuss a workplace bullying issue;
- Ensuring meaningful and challenging work is available to part-time employees;
- Celebrating our achievements;

- Providing accessibility to learning and development activities for staff who work irregular hours; and
- Developing strategies to achieve work/life balance.

**What this means for attracting employees to the ACTPS:**

- Increasing workforce participation rates in all diversity groups to reflect the diversity of the ACT Community;
- Removing barriers that may hinder Aboriginal and Torres Strait Islander people, People with a Disability and Culturally and Linguistically diverse employees seeking employment in the ACTPS; and
- Developing employment strategies for Aboriginal and Torres Strait Islander people, People with a Disability and Culturally and Linguistically diverse employees in the ACTPS.

## To meet our challenges

Three key aspects of the Framework have been developed to support our understanding of the ACTPS workforce and to help meet our challenges including:

- **Appendix A** outlines the Actions and planned activities and/or programs that will be utilised to address the identified challenges in this Framework;
- **Appendix B** provides ACTPS Respect, Equity and Diversity Statistics; and
- **Appendix C** provides a Respect, Equity and Diversity Maturity Model that aims to assist agencies to measure their performance in the areas of Respect, Equity and Diversity.

# Roles and Responsibilities

Under the Respect, Equity and Diversity Framework there are a number of roles and responsibilities for staff in the ACTPS. Roles and responsibilities under the ACTPS Respect, Equity and Diversity Framework for have been defined for the following employee groups:

- All staff;
- Managers/Supervisors;
- Executives;
- Chief Executives;
- Commissioner for Public Administration;
- Executive Sponsors;
- Respect, Equity and Diversity Contact officers;
- Agency Respect, Equity and Diversity Contact Officer Co-ordinators; and
- Strategic Human Resources/Attraction and Retention, Governance Division, CMD.

***Leaders across the ACTPS are expected to fulfill the roles and responsibilities assigned to those they lead as well as their own.***

## All staff

**All staff have a responsibility to:**

- act in accordance with the ACTPS Code of Ethics and uphold the values and principles of the ACTPS and their own agency values;
- show courtesy and treat all others at work with respect;
- undertake work in a way that is fair and inclusive by acknowledging the skills, abilities and background of others;
- not tolerate and actively prevent any forms of work bullying, harassment and/or discrimination;
- support actions identified in the Respect, Equity and Diversity Framework Action Plan;
- recognise the need to be open minded and listen to the views of others; and
- contribute to a positive work culture.

## Manager/Supervisors

**Manager/Supervisors have additional responsibilities including:**

- consistently modelling appropriate behaviours;
- demonstrating personal commitment to respect, equity and diversity principles;
- developing an awareness and familiarity with respect, equity and diversity legislative requirements and related policies and procedures;
- actively preventing work bullying and harassment by addressing conduct that is inappropriate and taking necessary corrective and preventative action;
- actively encouraging staff to contribute their ideas and providing opportunities for staff to participate in workplace discussions and decision-making;
- supporting and encouraging staff to balance their work and personal lives;
- promoting the benefits of respect, equity and diversity in the workplace;
- demonstrating commitment to the ACTPS and agency specific values;
- ensuring respect, equity and diversity principles are integrated into everyday management practice; and
- promoting cultural awareness and respect.

## Executives

**Executives have additional responsibilities including:**

- demonstrating personal leadership and commitment to Respect, Equity and Diversity issues;
- promoting the benefits of Respect, Equity and Diversity to the agency;
- supporting the role of the agency Respect, Equity and Diversity Contact Officers and Network co-ordinator;
- promoting an 'open door' protocol across the ACTPS and making time to see staff members with Respect, Equity and Diversity issues;
- supporting Managers and Supervisors in managing Respect, Equity and Diversity issues in the workplace;
- ensuring Respect, Equity and Diversity principles are integrated into everyday management practice; and
- ensuring compliance with Respect, Equity and Diversity legislative requirements.

## Chief Executives

**Chief Executives have additional responsibilities including:**

- providing leadership on the implementation of respect, equity and diversity actions;
- actively promoting the agency's respect, equity and diversity successes;
- ensuring that strong links exist between Respect, Equity and Diversity principles and the strategic/business/operational plans of their agency;
- actively preventing work bullying, discrimination and harassment by adopting the whole of government policy, providing awareness raising and training for staff, and undertaking ongoing risk management analysis; and
- contributing to the annual Respect, Equity and Diversity report provided to the Chief Minister.

## Commissioner for Public Administration

**The Commissioner for Public Administration has a responsibility to:**

- implement the Respect, Equity and Diversity Framework;
- support the whole of government Respect, Equity and Diversity Contact Officers Network in its role; and
- support the 'open door' protocol by having time allocated each month to visit agencies to meet with Executive Sponsors and Agency Respect, Equity and Diversity Contact Officer Co-ordinators to discuss Respect, Equity and Diversity issues.

## Executive Sponsors

Chief Executives will need to determine an Executive Sponsor for their agency.

**The role of the Executive sponsor is to:**

- provide leadership on Respect, Equity and Diversity for their agency;
- ensure respect, equity and diversity issues are incorporated into agency planning processes;
- support the 'open door' protocol across the ACTPS;
- support Respect, Equity and Diversity co-ordinators and contact officers in their roles; and
- attend Respect, Equity and Diversity Contact Officers Network meetings as requested.

## Respect, Equity and Diversity Contact Officers

Respect, Equity and Diversity Contact officers have a responsibility to raise awareness by:

- promoting activities associated with Respect, Equity and Diversity, in the workplace (or at work);
- undertaking Respect, Equity and Diversity training;
- participating in relevant networks;
- raising issues while respecting confidentiality;
- advocating the inclusion of Respect, Equity and Diversity issues in planning/meetings; and
- providing information e.g. handouts.

## Agency Respect, Equity and Diversity Contact Officer Co-ordinators

Agency Respect, Equity and Diversity Contact officers have a responsibility to:

- attend Respect, Equity and Diversity Contact Officers Network meetings on behalf of their agency;
- support Contact Officers in their role;
- build relationships and provide information on agency Respect, Equity and Diversity issues to their agency Human Resources section, the Executive team in their agency and contact officers; and
- assist in the completion of the Maturity Model for their agency in consultation with their Human Resources Section and the appropriate Executive within their department/agency.

## Strategic Human Resources/Attraction and Retention

Strategic HR/Attraction and Retention has a responsibility to:

- establish and manage the Respect, Equity and Diversity Contact Officers Network;
- provide advice and assistance to the Commissioner for Public Administration and agencies on Respect, Equity and Diversity matters; and
- undertake actions assigned to Chief Minister's Department as prescribed in the Respect, Equity and Diversity Framework.

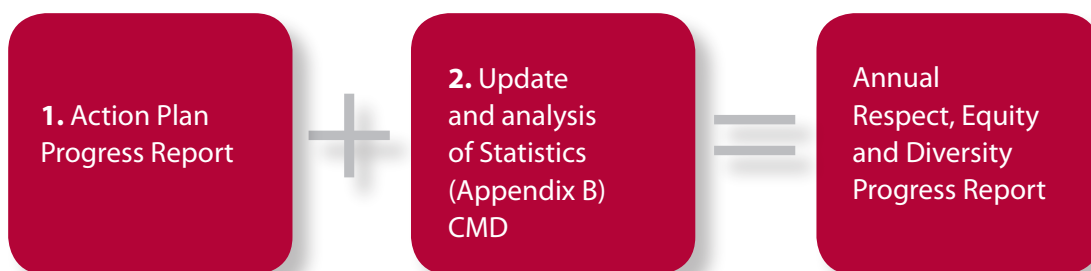
# Monitoring and Evaluation

Key components of the Respect, Equity and Diversity Framework that will assist in monitoring and evaluating our performance are:

- **Appendix A** - The Action Plan to meet our identified challenges;
- **Appendix B** - Respect, Equity and Diversity Statistics; and
- **Appendix C** - The Respect, Equity and Diversity Maturity Model.

Monitoring and evaluating our performance against the Action Plan, analysing our workforce data and assessing our performance against the Maturity Model will determine whether adjustments need to be made to our workforce and to gauge how well we are meeting the challenges identified in this Framework.

To monitor and evaluate our performance, Public Sector Management, Chief Minister's Department (CMD) will coordinate a Respect, Equity and Diversity Progress Report to the Chief Minister and Management Council annually which will include:



## What will the Annual Progress Report to the Chief Minister include?

More specifically, the annual progress report will include the following components:

### 1. Action Plan Progress Report

The progress report component will include the following:

- A letter from each Chief Executive. Chief Executives will be required to write a letter to the Chief Minister and the Commissioner for Public Administration outlining their progress/performance in regards to Respect, Equity and Diversity. Information derived from letters from agencies will be compiled into the annual progress report to the Chief Minister. The letter should include the agency performance and progress against targets and any identified strategies under the Respect, Equity and Diversity Framework; and
- Update of progress against whole of government actions.

## 2. Update and analysis of statistics

Chief Minister's Department will update and analyse the statistics provided in **Appendix B** of the Framework and provide this as a component of the report to the Chief Minister. Analysis of the statistics will provide a measure of our performance in regards to Respect, Equity and Diversity issues.

In addition, there are currently reporting models in place that can be utilised by agencies to assess performance against Respect, Equity and Diversity including:

- Agency's Annual Report;
- Annual Agency Surveys;
- Annual publishing of the ACTPS Workforce Profile; and
- Respect, Equity and Diversity Maturity Model.

Specific information regarding agency requirements for the reporting models is listed below.

### Agency's Annual Report Requirements

As a component of Annual Reporting Directions requirements, Agency's must report annually on the Diversity of their Workforce including:

- Women (Female FTEs as a percentage of the total workforce);
- People with a disability (as a percentage of the total workforce);
- Aboriginal and Torres Strait Islander people (as a percentage of the total workforce); and
- Staff with English as a second language (as a percentage of the total workforce).

When preparing Annual Reports, agencies should use these measures to assess their progress in these areas.

### Annual Agency Surveys

Each year, the Commissioner for Public Administration seeks information from agencies regarding people management practices across the ACTPS in the form of a short agency survey covering areas such as values and ethics, workplace equity and diversity, workforce planning and human resource management.

### ACTPS Workforce Profile

The Commissioner for Public Administration publishes annually a workforce profile of the ACTPS (ACTPS Workforce Profile). It is recommended that agencies assess, monitor and evaluate their performance in regards to Respect, Equity and Diversity as published annually in the profile.

### Respect, Equity and Diversity Maturity Model

It is recommended that agencies undertake an annual evaluation (end-of-financial year) of their performance against the Respect, Equity and Diversity maturity Model and report on progress.

# Glossary

<b>Baby Boomers</b>	born 1946 to 1964 inclusive.
<b>Chris21</b>	The current Human Resource Management Information System used by the majority of ACTPS agencies.
<b>FTE</b>	Full-time Equivalents. Full-time Equivalent is the number of hours worked by part-time or casual staff expressed as a proportion of the standard award hours worked by equivalent full-time staff. For example, staff who worked half the standard hours applicable to their award would attract an FTE of 0.5.
<b>Generation X</b>	Born 1965 to 1979 inclusive.
<b>Generation Y</b>	Born from 1980 and onwards.
<b>Headcount</b>	A headcount of the number of staff who were paid at the date of data capture. Headcount figures exclude employees who were not paid in the reporting fortnight.
<b>HR Council</b>	Whole-of Government Human Resources Council comprised of representatives from each ACTPS Agency.
<b>HR21</b>	The employee self-service component of Chris21.
<b>HRMIS</b>	Human Resource Management Information System.
<b>Management Council</b>	Whole-of-Government Management Council. Management Council includes ACTPS Agency Chief Executives and the Commissioner for Public Administration.
<b>Mature-Age Workers</b>	The Australian Bureau of Statistics describes mature age workers as those aged 45-64 years <sup>18</sup> .
<b>OH&amp;S</b>	Occupational Health and Safety.
<b>Pre-Baby Boomers</b>	Born prior to 1946.
<b>Reasonable Adjustments</b>	Making changes to ensure equal opportunity for people with a disability is commonly referred to as 'reasonable adjustment' or 'reasonable accommodation'. For many people with a disability, a major barrier to equal opportunity, equal participation or equal performance at work is some feature of the work situation which could readily be altered. Removal of discrimination as required by the <i>Disability Discrimination Act 1992</i> and the <i>Discrimination Act 1991</i> , requires removing this kind of barrier, not just more obvious or direct discrimination based on disability <sup>19</sup> .
<b>Work/Life Balance</b>	The concept of work and life balance recognises that all employees have commitments outside the workplace. These commitments may relate to their family, to the community and/or to their general health and wellbeing.
<b><a href="http://www.jobs.act.gov.au">www.jobs.act.gov.au</a></b>	The ACTPS jobs website.

<sup>18</sup> Australian Bureau of Statistics, 1301.0 - Year Book Australia, 2005

<sup>19</sup> Adapted from the Department of Immigration and Citizenship: Workplace Diversity Plan 2008-2010

# Abbreviations

<b>ABS</b>	Australian Bureau of Statistics
<b>ACT</b>	Australian Capital Territory
<b>ACTPS</b>	ACT Public Service
<b>APS</b>	Australian Public Service
<b>APSC</b>	Australian Public Service Commission
<b>CALD</b>	Culturally and Linguistically Diverse
<b>CMD</b>	Chief Minister's Department
<b>EEO</b>	Equal Employment Opportunity
<b>OH&amp;S</b>	Occupational Health and Safety
<b>PSM Act</b>	<i>Public Sector Management Act 1994</i>
<b>REDCON</b>	Respect, Equity and Diversity Contact Officers Network

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## Useful Links

### **ACTPS Work/Life Balance Policy**

[http://www.cmd.act.gov.au/\\_\\_data/assets/pdf\\_file/0004/116824/wlbpolicy.pdf](http://www.cmd.act.gov.au/__data/assets/pdf_file/0004/116824/wlbpolicy.pdf)

### **Public Sector Management Act 1994**

<http://www.legislation.act.gov.au/a/1994-37/default.asp>

### **Annual Report Directions 2007-2010**

<http://www.legislation.act.gov.au/ni/2010-308/current/pdf/2010-308.pdf>

### **Public Sector Management Standards**

<http://www.legislation.act.gov.au/di/2006-187/default.asp>

### **ACTPS Collective Agreements**

<http://www.sharedservices.act.gov.au/docs/agreements/>

### **ACTPS Workforce Profile**

<http://www.cmd.act.gov.au/governance/public/publications>



The RED Framework is produced by The Chief Minister's Department.  
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