

ACT Public Service

Respect, Equity and Diversity Framework

'Creating Great Workplaces with Positive Cultures'



'Feel inspired to make change'

Actions to meet our Workforce Challenges 2010-2012

Building a work environment where employee differences are respected, valued and utilised to create productive and collaborative workplaces will require a number of actions to be undertaken.

To help define the actions required, planned activities and/or programs have been outlined under three key areas including:

1. Improve Capability
2. Retain Employees
3. Attract Employees

How this Action Plan works:

This Action Plan supports the *Respect, Equity and Diversity Framework*. Outlined in this Appendix are initiatives to improve capability both as individuals and collectively as a public service and to retain and attract employees to the ACTPS.

The Action Plan:

- determines planned activities or programs;
- notes who is responsible for the completion of the actions;
- provides supporting evidence for each key area;
- provides for agencies to define their specific agency challenges; and
- will be reviewed and reported against annually to the Chief Minister to assess performance against each action and to determine future priorities.

Actions identified in this appendix are for completion during the 2010-2012 financial years. Actions in should be contained in each agency's Respect, Equity and Diversity Action Plan. Where agencies need to include other actions to assist their agency in meeting the overarching challenges and to define specific challenges for their agency, examples and space have been included (see *Italics* section under planned activities or Programs). The inclusion of other actions will depend on the size of the agency, the programs it offers, the type and number of clients it services, and available resources. Agencies should consider alternative funding mechanisms if current resources are inadequate to meet desired actions.

1. Improve Capability

By improving capability as individuals, agencies and as a public service we will ensure that we are able to provide effective and efficient service to our customers. Improving and strengthening our workforce data capability will expand our understanding of our workforce, assist in planning for future needs, the identification of trends, priority areas, revision of targets and enable measurement of our achievements.

Elements	Planned activities or Programs	Responsibility	Supporting Evidence
Expanding our reporting capability	<ul style="list-style-type: none"> Review of reporting capability within Chris21 and HR21 to capture broader diversity information. 	CMD/Shared Services	<p>In order to meet the changing needs of our citizens we must invest in our people, build organisational capability, undertake workforce planning, and support employees. To meet the future needs of the ACT community and citizens effectively, the ACTPS must continue to improve the capability of our public service¹.</p> <p>Quality Workforce data, the capacity to undertake a workforce profile to strengthen information gaps if required and quality data analysis is central to providing an evidence-based approach to workforce planning².</p> <p>The collection and analysis of comprehensive and accurate data will assist in developing a suite of respect, equity and diversity data to inform government, agencies and employees. The ability to identify priority areas and trends in meeting our challenges relies heavily on our capacity to build a sound information base.</p> <p>Enabling and supporting employees to report their diversity status will assist the ACTPS to design effective programs for managing all aspects of diversity in the workplace.</p>
	<ul style="list-style-type: none"> Review and analyse respect, equity and diversity information contained in the ACTPS Workforce Profile and expand if required to include further gender equity data and additional equity and diversity statistics. 	CMD	
	<ul style="list-style-type: none"> Develop a Diversity census form for employees to complete and update Chris21 with revised employee data following completion of census process*. 	CMD/Shared Services/Agencies	
	<ul style="list-style-type: none"> Review exit surveys to incorporate respect, equity and diversity information*. 	CMD	
	<ul style="list-style-type: none"> Review Annual Reporting requirements for equity and diversity and expand if necessary. 	CMD	
	<ul style="list-style-type: none"> Agencies will be required to write a letter to the Chief Minister and the Commissioner for Public Administration, annually, that outlines progress/performance in regards to respect, equity and diversity. 	Agencies	
	<p><i>Based on what you know about your agency's specific challenges relating to Respect, Equity and Diversity and that will assist in improving both agency and individual capability, determine appropriate activities or programs to meet those key challenges for the period 2010-2012.</i></p> <p><i>To be populated with other agency actions if relevant:</i></p>	<p><i>Determine who will be responsible for undertaking this action within your agency.</i></p>	

Actions followed by an * indicate that data collected for this purpose would be de-identified and the information held appropriately in line with legislative requirements.

1 ACTPS Attraction and Retention Framework
 2 An Introduction to Workforce Planning: Julie Sloan

2. Retain Employees

A key aspect of retaining employees is a positive, respectful, collaborative and inclusive work culture. Supporting employees through the promotion and awareness of respect, equity and diversity issues through training and development programs will assist in ensuring the ACTPS has a positive, respectful, collaborative and inclusive culture.

Elements	Planned activities or Programs	Responsibility	Supporting Evidence
Informed employees	<ul style="list-style-type: none"> Implement an Executive and Senior Manager 'open door' protocol across the ACTPS. 	CMD/Agencies	<p>Recent research on government professionals³ indicates that the four main triggers for seeking new employment are:</p> <ul style="list-style-type: none"> Career development considerations Financial considerations Work-life balance considerations Workplace relationships <p>The actions contained in this Framework aim to develop employee knowledge of respect equity and diversity issues, gather information to further support work-life balance initiatives and provide a focus on building a positive workplace culture.</p> <p>Retaining our ACTPS employees requires us to understand our employees, their motivation and what makes the ACTPS different from other employers⁴.</p> <p>By promoting awareness of respect, equity and diversity issues we aim to build our organisational capability and contribute to an inclusive and positive workplace.</p> <p>Ensuring we develop and support our leaders through development opportunities and providing learning opportunities for all employees we will assist in developing a culture that respects and values equity and diversity.</p>
	<ul style="list-style-type: none"> Establish non-HR Executive Sponsors in each agency for Respect, Equity and Diversity; Establish a Respect Equity and Diversity Contact Officers Network supported by non-HR Executive Sponsors across the ACTPS. This will incorporate; <ul style="list-style-type: none"> Building on the existing contact officer structure across the ACTPS; and Reviewing contact officer training to ensure it is in line with the Respect, Equity and Diversity Framework. 	CMD/Agencies	
	<p>Training initiatives including:</p> <ul style="list-style-type: none"> Developing an ACTPS-wide Respect, Equity and Diversity training package which includes the Respect at Work Policy and associated guidelines; Reviewing Shared Services Equity and Diversity training programs (including the online induction program) and incorporating the Respect, Equity and Diversity Framework; and Developing Executive Sponsor training and reviewing Contact Officer training offered by Shared Services to incorporate Respect, Equity and Diversity Framework concepts. 	CMD/Shared Services	
	<ul style="list-style-type: none"> Preliminary investigation of an 'Employee Survey' that incorporates Respect, Equity and Diversity matters*. 	CMD	

*Actions followed by an * indicate that data collected for this purpose would be de-identified and the information held appropriately in line with legislative requirements.*

³ Hudson Government Report 2008 'Candidate Buying Behavior'
⁴ ACTPS Attraction and Retention Framework

Elements	Planned activities or Programs	Responsibility	Supporting Evidence
	<ul style="list-style-type: none"> Develop awareness/marketing campaign for Respect, Equity and Diversity across the ACTPS. 	CMD	
	Specific employment strategies to be developed: <ul style="list-style-type: none"> Employment Strategy for Aboriginal and Torres Strait Islander people, and Employment Strategy for People with a Disability. 	CMD with agency implementation	
	Specific policies to be developed: <ul style="list-style-type: none"> Development and endorsement of whole-of-government 'Respect at Work Policy'; and Development and implementation of whole-of-government 'Preventing Work Bullying Guidelines'. 	CMD with agency implementation	
	<ul style="list-style-type: none"> Establish a panel of providers for conducting Workplace Culture Audits. 	CMD	
	<i>Based on what you know about your agency specific challenges relating to Respect, Equity and Diversity and that will assist in improving both agency and individual capability, determine appropriate activities or programs to meet those key challenges for the period 2010-2012.</i> <i>To be populated with other agency actions if relevant:</i>	<i>Determine who will be responsible for undertaking this action within your agency.</i>	

Actions followed by an * indicate that data collected for this purpose would be de-identified and the information held appropriately in line with legislative requirements.

3. Attract Employees

Promoting the benefits of working for the ACTPS will assist in attracting a skilled and diverse workforce to the ACTPS. We aim to promote employment opportunities to a range of people who reflect the diversity of the ACTPS community. Ensuring that recruitment processes enable all applicants an equal opportunity for success will assist in building a fair and equitable workforce where people want to work.

Elements	Planned activities or Programs	Responsibility	Supporting Evidence
Effective advertising	<ul style="list-style-type: none"> Collect and report data on the diversity of candidates that apply for ACTPS positions and analyse*. 	CMD/Shared Services	<p>To attract the best talent employers need to be transparent and upfront with prospective candidates, highlight career opportunities and create positive work environments that offer flexibility⁵.</p> <p>Promoting our inclusive environment will assist in attracting a range of diverse employees to apply for positions in the ACTPS and as a result the ACTPS will benefit from the value that a diverse workplace provides.</p> <p>In order to identify a pool of suitable candidates for any given position and then select the most suitable of these through an open and accountable, merit-based process, it is essential that all potential applicants are given the same opportunity for success throughout the application process. This can only be achieved if recruitment processes offered are fair and equitable⁶.</p>
	<ul style="list-style-type: none"> The ACTPS recruitment policy and guidelines are reviewed to ensure inclusion of the needs of applicants from diverse backgrounds. 	CMD	
	<ul style="list-style-type: none"> Review whole of government recruitment panel training to ensure respect, equity and diversity issues are incorporated and modify if necessary. 	CMD/Shared Services	
	<p><i>Based on what you know about your agency specific challenges relating to Respect, Equity and Diversity and that will assist in improving both agency and individual capability, determine appropriate activities or programs to meet those key challenges for the period 2010-2012.</i></p> <p><i>To be populated with other agency actions if relevant:</i></p>	<p><i>Determine who will be responsible for undertaking this action within your agency.</i></p>	

Actions followed by an * indicate that data collected for this purpose would be de-identified and the information held appropriately in line with legislative requirements.

⁵ ACTPS Attraction and Retention Framework

⁶ Department of Immigration and Citizenship: Workplace Diversity Plan 2008-2010

APPENDIX A



Appendix B

Respect, Equity and Diversity Statistics of the ACTPS

Appendix B provides detailed information regarding ACTPS Respect, Equity and Diversity statistics and includes broader ACT Community demographics. While the Framework provides a broader definition of diversity, data in Appendix B covers the following areas:

- Aboriginal and Torres Strait Islander employment;
- Employment of People with a Disability;
- Culturally and Linguistically Diverse (CALD) employment;
- Gender;
- Age including generational information; and
- Respect information (workers compensation statistics relating to work bullying) and agency reporting against the Annual Agency Survey.

Demographic trends:

ACT Community Equity and Diversity Statistics:

- 1.19 per cent of the ACT population identified as Aboriginal or Torres Strait Islander¹.
- 14.56 per cent of the ACT population spoke a language other than English at home².
- 14.2 per cent³ of the ACT population reported having a disability.
- Women made up just over 50 per cent of the total ACT population⁴.

The following factors should be considered when comparing ACT Community statistics with ACTPS statistics:

- Census information and other surveys conducted by the Australian Bureau of Statistics (ABS) are not always collected at a time that correlates with data released by the ACTPS;
- Survey questions asked by the ABS such as how they define a 'disability' varies to the way the ACTPS asks employees for this information; and
- It is difficult to obtain data for people with a disability that considers their 'ability to work' to provide a direct comparison with the ACTPS data.

ACTPS trends:

The ACTPS is a relatively small public service comprising just 20,111 staff (headcount) as at

1 Australian Bureau of Statistics 2006 Census of Population and Housing.

2 Ibid.

3 ABS 4430.0 – Survey of Disability, Ageing and Carers, 2003, DHCS Future Directions: Towards Challenge 2014.

4 Australian Bureau of Statistics 2006 Census of Population and Housing.

June 2009⁵. Analysing ACTPS employee diversity status and comparing it with the broader ACT demographics is a vital component of ensuring the ACTPS workforce reflects the demographics of the ACT community.

It should be noted that the ACTPS workplace diversity information is based on voluntary disclosure of information and therefore the figures are likely to under-estimate the actual proportion of diversity groups in the ACTPS.

In the 2008-09 ACTPS Workforce Profile 14 per cent of employees in ACTPS agencies identified that they belong to one of the following diversity categories: Aboriginal and Torres Strait Islander, Culturally and Linguistically Diverse and People with a Disability.

Key workforce statistics for the ACTPS in the 2008-09 Workforce Profile include:

- 175 employees (or 0.9 per cent) identified as an Aboriginal or Torres Strait Islander;
- 2,363 employees (or 12 per cent) identified as having a first language other than English across the ACTPS;
- 304 employees (or 1.5 per cent) identified as having a disability;
- The ACTPS has a very high ratio of female to male employees. The gender profile has effectively remained steady since 2005 at around 66 per cent for females and 34 per cent for males.
- Female executives comprised 40 per cent of the ACTPS executive workforce (up from 34 per cent in 2000-01);
- The average annual salary for the ACTPS in 2008-09 was \$60,972 with the average salary for women being \$57,786 and for men \$67,145⁶;
- The average age of ACTPS employees was 43.2 (up from 42.7 at June 2008). The average age for females was 43.0 (up from 42.6 at June 2008) and 43.6 for men (up from 42.9 at June 2008);
- Mature age workers, comprising Pre-Baby Boomers (born prior to 1946) at three per cent and Baby Boomers (born 1946 to 1964) at 45 per cent, account for 48 per cent of the ACTPS workforce; and
- Combined, Generation Y (born from 1980 and onwards) and Generation X (born 1965 to 1979) comprise 52 per cent of the ACTPS workforce.

Analysing work bullying and harassment in the workplace is one of many indicators of a respectful work culture. The Statistics that the ACTPS currently has relating to respect at work include:

- During the 2008/09 financial year 29 workers compensation claims were lodged regarding work bullying or harassment in the ACTPS⁷. Of the 29 claims received, 14 were accepted, one was non-compliant, 12 rejected, one undetermined and one claim withdrawn.

⁵ Last pay date in the 2008/09 financial year is referred to as June 2009.

⁶ The annual salary does not include allowances and other pay components. In the majority of cases it represents the salary assigned to the classification of the employee. It should be noted that these figures do not include executive remuneration.

⁷ Data provided by Workplace Injury Performance, Office of Industrial Relations, Governance Division, Chief Minister's Department.

- The number of incident reports lodged in 2008/09 in regards to bullying and harassment was 15:
 - down 18 from 33 in 2005/06
 - down 13 from 28 in 2006/07; and
 - down 1 from 16 in 2007/08)⁸.

The Agency Survey for the 2008 Calendar Year indicated the following in relation to Bullying and Harassment:

- Almost all agencies had a system in place for employees to report bullying and harassment;
- A total of 54 reports of bullying and harassment were recorded during the reporting period, with 20 of these resulting in formal investigations. Half of these investigations resulted in a finding of bullying and harassment occurring.

ACTPS Diversity Snapshot

Table 1: Number of employees in Diversity Groups from 2005 to 2009

Diversity Group	2005	2006	2007	2008	2009
Aboriginal and Torres Strait Islanders	93	108	109	143	175
Culturally and Linguistically Diverse	1,997	1,867	1,936	2,133	2,363
People with a Disability	285	308	271	274	304
Female	12,436	12,374	12,103	12,463	13,212
Male	6,634	6,425	6,160	6,432	6,899
Total ACTPS Workforce	19,070	18,799	18,263	18,895	20,111

Table 1 provides a snapshot of diversity groups across the ACTPS from 2005 to 2009. As at June 2009, all three diversity groups have gradually increased representation since 2005 with culturally and linguistically diverse employees experiencing a decline in representation in 2006 and People with a Disability declining in 2007 and 2008 with growth back to 2006 levels in 2009.

Employment for both males and females has also grown steadily since 2005 with employment percentages remaining consistent at approximately 66 per cent for females and 34 per cent for males over this time.

Table 2: ACTPS Diversity Group representation compared with the ACT community

Diversity Group	% of ACTPS Workforce⁷	% of ACT Community⁸	Difference
Aboriginal and Torres Strait Islanders	0.9%	1.19%	-0.29%
Culturally and Linguistically Diverse employees	12.0%	14.56%	-2.56%
People with a Disability	1.5%	14.2% ⁹	-12.7%

Table 2 compares the ACTPS workforce diversity percentages with the broader ACT Community diversity figures. The table highlights the need for the ACTPS to increase its workforce participation

⁸ Data provided by Workplace Injury Performance, Office of Industrial Relations, Governance Division, Chief Minister's Department.

rates across each diversity group to be more reflective of the ACT Community particularly for People with a Disability.

Figure 1: ACTPS Diversity Groups by classification as a percentage of the total identified diversity groups

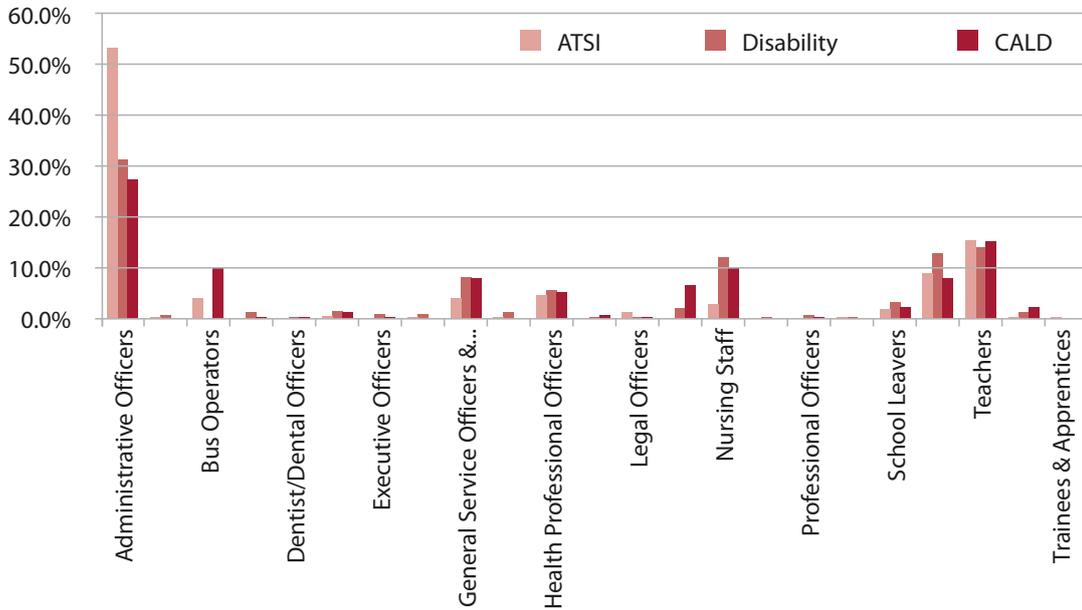


Figure 1 outlines the ACTPS diversity groups by classification as at June 2009 as a percentage of the total of the three diversity groups (Aboriginal and Torres Strait Islander people, Culturally and Linguistically Diverse and People with a Disability). As indicated in Figure 1, the two diversity groups listed that have the highest representation are administrative officers and teachers.

Figure 2: 1998-2009 ATSI representation as a percentage

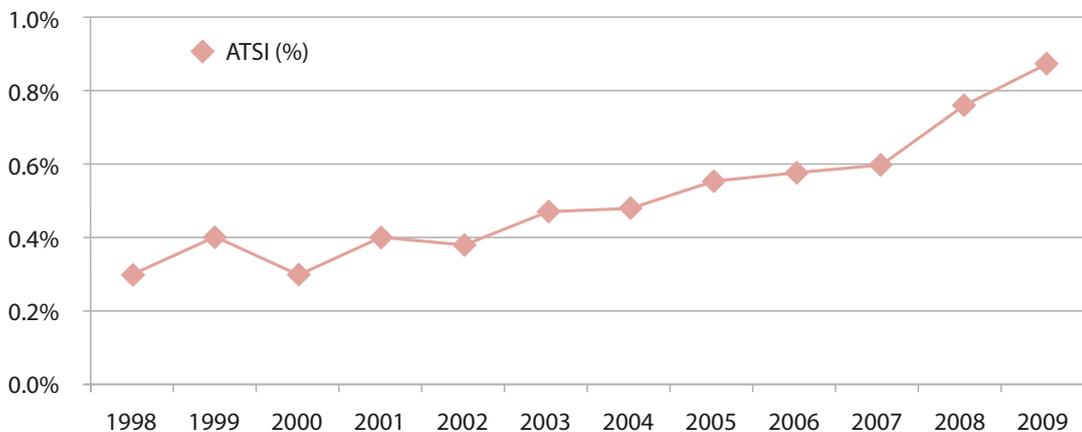


Figure 2 highlights the steady growth in Aboriginal and Torres Strait Islander representation as a percentage of the total ACTPS workforce from 1998 to 2009.

The figure highlights that Aboriginal and Torres Strait Islander representation is rising in line with growth in the overall number of employees in the ACTPS as a whole. However, while there is growth in the number of Aboriginal and Torres Strait Islander employees in the ACTPS, representation as a comparison with the broader ACT Community is still behind with the ACTPS at 0.9 per cent of the total ACTPS workforce compared with 1.19 per cent of the ACT Community identifying as Aboriginal and Torres Strait Islander.

Figure 3: People with a Disability Representation as a percentage

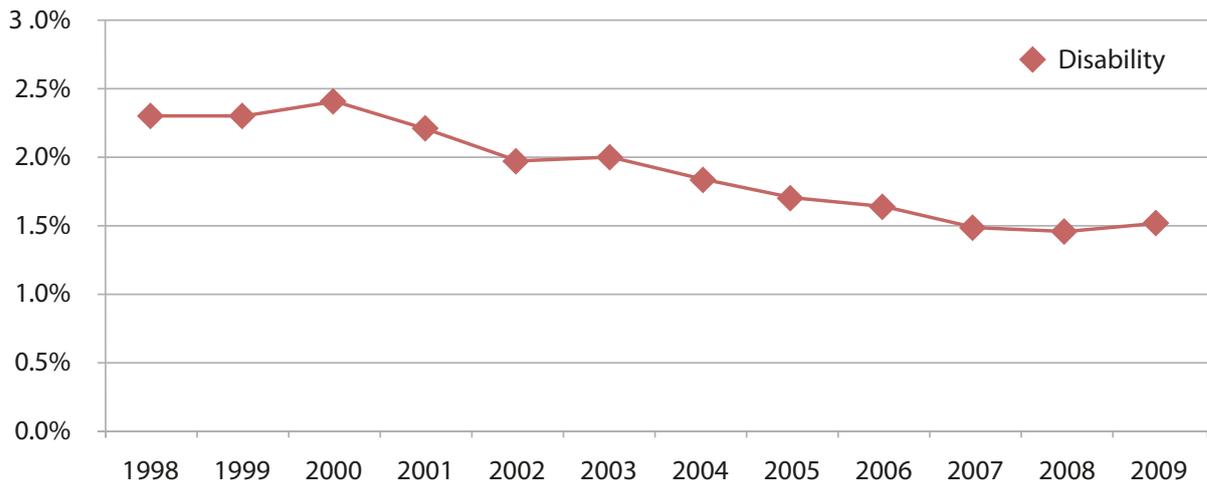


Figure 3 shows the representation of People with a Disability as a percentage of the total ACTPS workforce for the period 1998-2009. While there was a slight rise in employment for people with a disability in 2000, the trend for employment in this area is generally declining over the period with another slight rise in 2009. The representation of People with a Disability in the ACTPS is critically low at 1.5 per cent in comparison to the number of People with a Disability in the broader ACT Community at 14.2 per cent.

Figure 4: 1998-2009 CALD Representation as a percentage

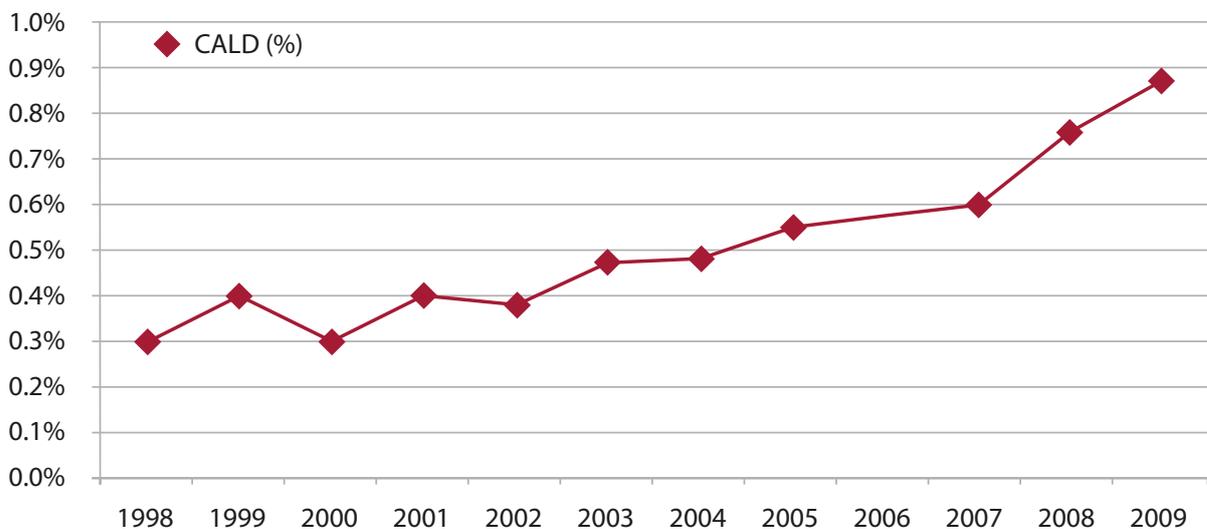


Figure 4 shows the representation of Culturally and Linguistically Diverse employees as a

percentage of the total ACTPS workforce for the period 1998-2009. Employment for Culturally and Linguistically Diverse employees has remained relatively steady since 1998 at around 12 per cent with a two percent decline in 2006. This percentage has gradually increased back to 12 per cent over the period 2006 to 2009. While the employment of Culturally and Linguistically Diverse employees is gradually increasing it is still behind in comparison to the broader ACT Community at 14.56 per cent.

Figure 5: ACTPS Diversity classifications by gender

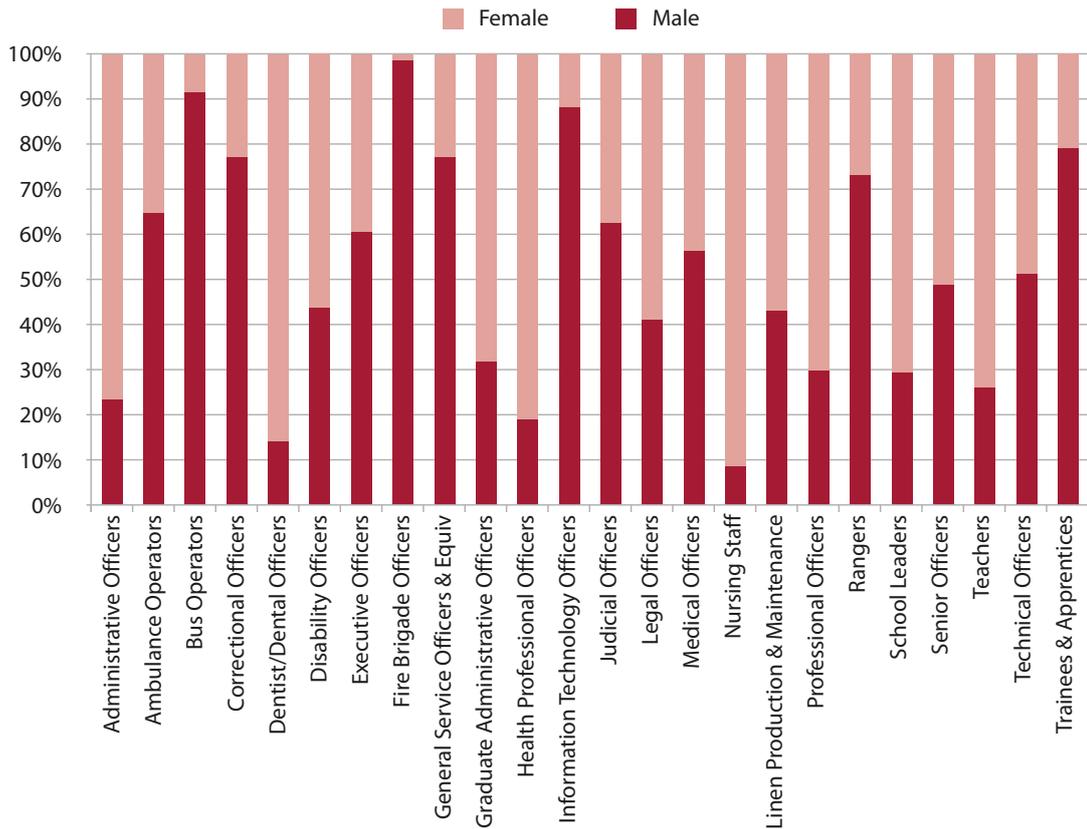


Figure 5 outlines the classifications by gender as a percentage as at June 2009. This figure highlights the occupations where females are highly represented including Administrative Officers, Dentists/Dental officers, Graduate Administrative Officers, Health Professional officers, Nursing staff, Professional Officers, School Leaders and Teachers. Whereas, males are highly represented in the following occupations: Ambulance Officers, Bus Drivers, Correctional Officers, Fire Brigade Officers, General Service Officers, Information Technology Officers, Rangers and Trainees and Apprentices.

Figure 6: Number of ACTPS employees by age and gender as at June 2009



Figure 6 shows the distribution of male and female employees by age. As at June 2009 the service-wide average age of employees was 43.2 (up from 42.7 at June 2008). The average age for females was 43.0 (up from 42.6 at June 2008) and 43.6 for males (up from 42.9 at June 2008). The modal age⁹ across the Service at June 2009 for males was 53 (up from 51 at June 2008), while for females is was 50 (up from 48 at June 2008).

⁹ The mode is the most frequently occurring value.

Figure 7: ACTPS generation and gender as a percentage as at June 2009

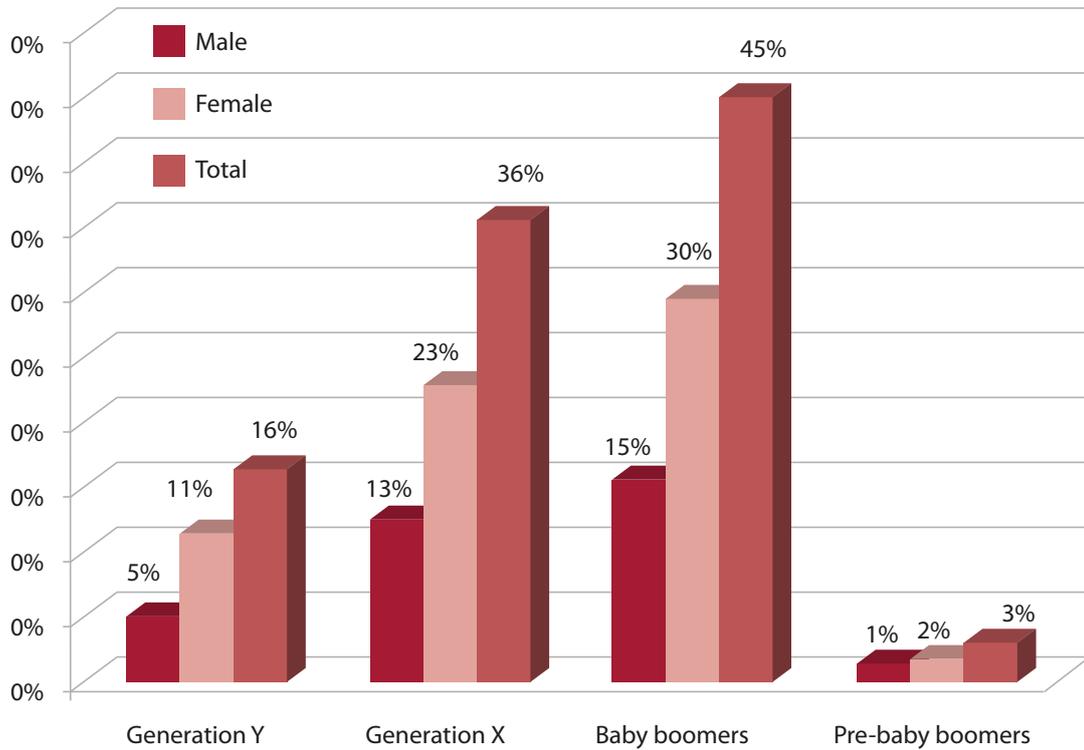


Figure 7 provides a breakdown of the ACTPS workforce by generation and gender. This figure highlights the large percentage of baby boomers in the ACTPS at 45 per cent. Females make up a large proportion of this age group at 30 per cent compared with 15 per cent of males. Generation X which includes people born between 1965 and 1979 makes up the next highest proportion of employees at 36 per cent.

Further Respect, Equity and Diversity statistics can be found at the following link to the ACTPS Workforce Profiles: <http://www.cmd.act.gov.au/governance/public/publications>.

Respect Equity and Diversity Maturity Model

What is a Maturity Model?

A maturity model is a scorecard that classifies and helps progress the evolution of an agency strategy from a less ordered, less effective state to a highly ordered, highly effective state. The purpose of this is to give agencies the ability to measure, on a scorecard, their level of maturity against the Respect, Equity and Diversity Framework and identify areas of success and areas of need. The aim is to provide agencies with a clearer qualitative picture of their own initiatives in relation to the plans and directions of the ACTPS. Agency reporting from this scorecard in turn provides a common language guide to help inform future public service and agency planning directions.

The maturity model has five levels or stages. The first or beginning stage is Level 1 - Ad hoc which in some models is referred to as the “chaotic” state. The most developed stage is Level 5 - Optimised, sometimes referred to as “nirvana” in other models. Level 5 is a state where, when reached, agencies have embedded good practice that is maintained by constant awareness of the issues and re-evaluation of initiatives. The maturity model scorecard enables agencies to track their progress in key priority areas or outcomes of the framework or plan being measured.

Benefits of using a Maturity Model?

The maturity model allows agencies to map their progress with relation to a framework’s objectives. It can be used as a guide to build on and improve current workforce practice. It is a tool to enable agencies to incorporate operational practice with the strategic intent of the framework. The maturity model is a frame of reference which enables agencies to, assess where they currently are in relation to the model scorecard, create a strategy or plan to reach their goals and measure their progress along the way.

Use of the model across the ACTPS will provide agencies, and the ACTPS as a whole, with the following benefits:

- A common language;
- Individual mapping of progress;
- Direction and a common goal, both at agency level and from a service wide perspective;
- Improved reporting practice;
- Informed and strategically targeted funding commitments; and
- Moves beyond benchmarking, fosters initiative and innovation.

What can we expect to achieve?

The ACTPS is a relatively small public service but a large organisation that operates as a unified body through a diverse range of departments, agencies and statutory bodies. Use of the maturity model scorecard across the ACTPS will create synergy through the availability of shared language communication between the executive, HR practitioners and across all strategic and operational areas. The ACTPS maturity model will then act as a platform from which many other achievements will flow.

ACTPS agencies are therefore encouraged to use the maturity model in all aspects of agency planning, measuring and reporting.

Monitoring and Evaluation

It is recommended that agencies undertake an annual review of their organisation using the Maturity Model. Agencies may undertake additional reviews utilising the Maturity Model to assess performance against the Maturity Model principles.

How do you undertake a Maturity Model assessment of your Agency?

1. Arrange to speak to a diverse range of employees in your agency and ask for their assessment of the organisation against the principles and descriptors described in the Maturity Model. In order to gain diverse perspectives on how your agency is performing aim to speak to employees from include:
 - different work groups and levels within your agency;
 - different age groups;
 - different genders; and
 - different diversity groups.
2. Compile and analyse responses to determine the average response to each area within the Maturity Model and complete a final copy of the Maturity Model for your agency.
3. The Respect, Equity and Diversity Contact Officer Network may undertake a moderation exercise to assess agency performance across the ACTPS.

Maturity Model reporting process

1. Agency Maturity Model analysis undertaken by agency representative (Human Resources, Executive member and/or REDCON representative).
2. Agency representative circulates through appropriate channels for agency clearance.

Principle	This entails (descriptors)	NA	Level 1 Ad hoc	Level 2 Managed	Level 3 Defined	Level 4 Integrated	Level 5 Optimised									
			Practice is applied poorly or inconsistently and has an uncertain level of acceptance	Practice is performed and managed with some skill for competence reasons	Practice is defined, familiar, shared and skillfully performed	Practice is embedded and seen as part of daily work and as adding real value	Practice is continuously improved and leveraged for organisational outcomes									
Commitment to Respect, Equity and Diversity is valued and embraced through demonstrated leadership	Respect, Equity and Diversity is included in performance agreements for Chief Executives, Executives and all employees.															
	Decision making takes account of staff views and needs e.g. work safety committees are in place and used.															
	There are clear channels of communication and good information flow between management and staff.															
	Respect, Equity and Diversity initiatives are promoted and communicated to all staff.															
	The Executive Team supports Contact Officers in their role.															

Principle	This entails (descriptors)	NA	Level 1 Ad hoc	Level 2 Managed	Level 3 Defined	Level 4 Integrated	Level 5 Optimised
			Practice is applied poorly or inconsistently and has an uncertain level of acceptance	Practice is performed and managed with some skill for competence reasons	Practice is defined, familiar, shared and skillfully performed	Practice is embedded and seen as part of daily work and as adding real value	Practice is continuously improved and leveraged for organisational outcomes
Incorporation of Respect, Equity and Diversity into Strategic Planning including Business Planning and Human Resource Planning	Respect, Equity and Diversity principles and practices are incorporated into agency planning processes.						
	The agency has systems in place to report on Respect, Equity and Diversity issues.						
	Agency policies and procedures incorporate Respect, Equity and Diversity issues.						
	The ACTPS Respect, Equity and Diversity Framework and agency specific plans, policies and procedures are promoted across the agency.						
	The agency has a Respect, Equity and Diversity action plan based on their key challenges as identified by their metrics.						

Principle	This entails (descriptors)	NA	Level 1 Ad hoc	Level 2 Managed	Level 3 Defined	Level 4 Integrated	Level 5 Optimised										
			Practice is applied poorly or inconsistently and has an uncertain level of acceptance	Practice is performed and managed with some skill for competence reasons	Practice is defined, familiar, shared and skillfully performed	Practice is embedded and seen as part of daily work and as adding real value	Practice is continuously improved and leveraged for organisational outcomes										
Diversity across the Workforce	Developing the capacity of the workforce to understand and respond to the cultural, educational and social needs of diversity groups.																
	Diverse skills are valued and utilised in the workplace.																
	Agency/Departmental participation in community events such as NAIDOC week and International day of people with a Disability.																
	Policies and practices and behaviours are inclusive e.g. policies and procedures incorporate the concepts of respect, equity and diversity.																
	Data on our diverse workforce is captured and analysed.																

Principle	This entails (descriptors)	NA	Level 1 Ad hoc	Level 2 Managed	Level 3 Defined	Level 4 Integrated	Level 5 Optimised
			Practice is applied poorly or inconsistently and has an uncertain level of acceptance	Practice is performed and managed with some skill for competence reasons	Practice is defined, familiar, shared and skillfully performed	Practice is embedded and seen as part of daily work and as adding real value	Practice is continuously improved and leveraged for organisational outcomes
Improving Capability	Programs and practices are in place to assist and improve the capability of employees e.g. there are no barriers to participation in learning and development activities (part-time and shift workers considerations are taken into account).						
	Respect, Equity and Diversity data is reported, captured, analysed and utilised to inform policy development.						
	Respect, Equity and Diversity data is utilised to inform evidence based workforce planning and decision making.						
	Training and development initiatives are undertaken to improve the capability of employees.						

Principle	This entails (descriptors)	NA	Level 1 Ad hoc	Level 2 Managed	Level 3 Defined	Level 4 Integrated	Level 5 Optimised										
			Practice is applied poorly or inconsistently and has an uncertain level of acceptance	Practice is performed and managed with some skill for competence reasons	Practice is defined, familiar, shared and skillfully performed	Practice is embedded and seen as part of daily work and as adding real value	Practice is continuously improved and leveraged for organisational outcomes										
Respect and Courtesy in the workplace	An 'open door' protocol for Executives and Senior Managers is in place, promoted and supported.																
	The agency celebrates achievements.																
	The agency has a mechanism in place to assess their performance e.g. separation data and staff surveys are used to analyse the workplace culture.																
	Employees participate and are informed about workplace decisions.																
	Consistent management decisions are made.																

Principle	This entails (descriptors)	NA	Level 1 Ad hoc	Level 2 Managed	Level 3 Defined	Level 4 Integrated	Level 5 Optimised
			Practice is applied poorly or inconsistently and has an uncertain level of acceptance	Practice is performed and managed with some skill for competence reasons	Practice is defined, familiar, shared and skillfully performed	Practice is embedded and seen as part of daily work and as adding real value	Practice is continuously improved and leveraged for organisational outcomes
Equity in Employment	Employees are treated in a fair manner, according to their individual needs and circumstances.						
	Reasonable adjustments are made to remove barriers to employment.						
	Policies and practices are inclusive.						
	Decision making is fair and participative processes are undertaken to reach decisions.						
	Employees are engaged and performing to their full potential e.g. access to work opportunities such as learning and development consider the employees individual circumstances.						

Principle	This entails (descriptors)	NA	Level 1 Ad hoc	Level 2 Managed	Level 3 Defined	Level 4 Integrated	Level 5 Optimised										
			Practice is applied poorly or inconsistently and has an uncertain level of acceptance	Practice is performed and managed with some skill for competence reasons	Practice is defined, familiar, shared and skillfully performed	Practice is embedded and seen as part of daily work and as adding real value	Practice is continuously improved and leveraged for organisational outcomes										
Work/Life Balance is promoted and supported	The agency promotes and supports flexible employment arrangements that support work/life balance e.g. number of executives utilising flexible working provisions.																
	Information regarding work/life balance initiatives is regularly communicated to staff.																
	The agency has mechanisms in place to support work/life balance e.g. carer's room.																
	The agency has mechanisms in place to support staff working irregular hours e.g. meeting times and communication methods consider these staff members requirements.																
	Data is captured and analysed on the number of employees working flexibly e.g. what is the percentage and levels of employees working flexibly in the agency?																



The RED Framework is produced by The Chief Minister's Department.
For further information, please contact the Commissioner for Public
Administration 02 6205 0358.