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Transport Canberra
and City Services

TCCS

Diversity and Inclusion Strategy

2020 - 2023

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Acknowledgement of Country

The Australian Capital Territory (ACT) is Ngunnawal country. The ACT Government acknowledges the Ngunnawal people as the traditional custodians of the Canberra region.

The region is a significant meeting place to the Ngunnawal and surrounding Aboriginal Nations who have gathered here for thousands of years.

Transport Canberra and City Services acknowledges and respects the Aboriginal and Torres Strait Islander people, their continuing culture, and the contribution they make to the life of this city and this region.





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Message from the Director-General

I am pleased to present the Transport Canberra and City Services (TCCS) Diversity and Inclusion Strategy for 2020-2023.

I believe we all have a role to play in achieving diversity and inclusion. Our Strategy is a clear statement of our commitment to creating a diverse workforce that is reflective of the community we serve.

TCCS values the diversity and contribution our employees make to enhancing our workplace culture and shaping our city's future.

I am proud of what we have already achieved, but equally I recognise the importance of continuing to foster an environment in which all our employees feel valued, included and empowered.

Our diversity and inclusion actions will therefore build on our efforts to:

- Recognise the attributes of our employees and celebrate the differences
- Advocate and enable diversity and inclusion by how we recruit, develop, support and promote
- Provide services reflective of the needs of our community, and
- Actively contribute to creating a respectful, fair, and sustainable community.

This Strategy focuses on enabling our people to engage and drive the change needed to ensure that both individually and collectively we create a genuinely diverse and inclusive culture at TCCS.

Our diversity and inclusion objectives, and progress towards them, will be assessed annually to ensure they align with our business and talent objectives.



Alison Playford
Director-General
Transport Canberra and City Services



Executive Summary

This Diversity and Inclusion Strategy 2020-2023 outlines how TCCS will foster appreciation of difference and inclusion in its workforce. The key objective is to engage and enable TCCS' workforce to serve a diverse community, with the broader vision of making Canberra an attractive, safe, and easy city to move around. This Strategy aligns with *TCCS People Strategy's 2019 - 2023 - Priority Five: Shaping a diverse and inclusive workforce*, through:

leadership | attracting-recruiting | developing- retaining | shaping culture

AIM

Our aim is to ensure that all employees experience the benefits and richness that diversity brings, making TCCS a safe and supportive place for everyone, while continuously improving our business services and outcomes. In pursuing a truly diverse and inclusive TCCS, we must remain in step with best practice, knowledge and approaches. We need to rely on our employees and leaders to share their:

experience | knowledge | interest | commitment

WHAT

Given we all have a role to play in creating, maintaining, and continually improving a culture of diversity and inclusion for TCCS – we principally place all employees, regardless of their nominal level at the centre of the strategies, objectives and opportunity to action. We do this to achieve the outcomes and benefits such a culture provides ([Pg. 13](#)).

Our strategies:

- Reconfigure the Network governance structure to support Network participants to collaborate and innovate and drive accountability at all levels.
- Define roles and responsibilities to ensure all can drive success.
- Increase capability through a specific Diversity and Inclusion suite of training. The training will be compulsory for network members and available to all TCCS staff.

Bringing it together - these strategies are underpinned by a set of objectives and actions for leaders and the organisation to implement ([Pg. 13 - 14](#)). They serve as a guide and will deliver a stronger, more individually accountable and organisationally responsible Diversity and Inclusion ecosystem.

services = community | workforce = community | workforce = difference | workforce = advocacy-enabling

You can't manage what you can't measure – so a set of progress and success measures have been developed ([Pg. 20](#)). This will assist, individuals, leaders and the organisation to understand our deliverables and will align with any Network specific action plans developed. With this we can understand and begin to evaluate:

progress - blocks | success - re-iteration | impact – benefit realisation



HOW

Implementation using a priority diversity group roadmap and a set of actions to begin transforming the TCCS diversity and inclusion ecosystem.

priority roadmap – sustainable transformation | actions – organisation

Implementation focusing on improving leadership, attraction and retention, development and retainment to ultimately re-shape and embed our TCCS diversity and inclusion culture and outcomes (Pg. 13).

WHY

A diverse and inclusive workforce benefits the employee, the Directorate and community. (Pg. 20).

employees - fairer workplace | directorate – business performance | community - service quality



What – Strategies

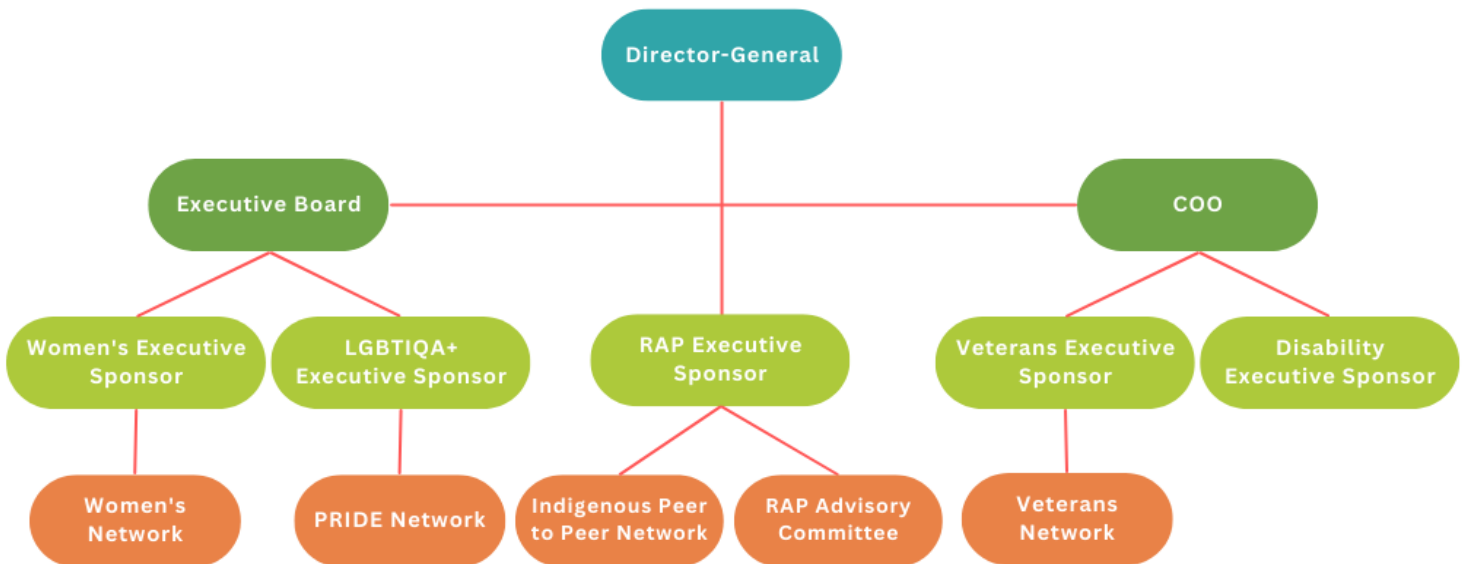
What became apparent through the strategy research and engagement was a need to focus on greater enabling of effective governance, leading roles, responsibilities and growing capability. This strategy therefore prioritises an ‘enabling’ approach. We will do these three things:

1. Reconfigure the Network Governance Structure to better support Executive Sponsors and their Networks to enhance effectiveness, collaboration and support innovative solutions through cross Network collaboration.
2. Better define and create greater understanding of everyone’s roles and responsibilities and how they can individually and actively play their role to support create and maintain a diverse and inclusive culture at TCCS.
3. Provide specific Talented Inclusion and Diversity Employees (TIDE) training. This training will be compulsory for all Executive Sponsors and Network members to support them as diversity and inclusion leaders for TCCS.

Reconfigured Network Governance Structure

Reconfigure the Network Governance Structure to champion Diversity and Inclusion by better supporting Executive Sponsors. This will enhance interaction and collaboration and support innovative solutions between all responsible Networks and members. Related action plans will be developed and managed by the Executive Sponsor in collaboration with their appointed Network. The TCCS Network Governance Structure has evolved over multiple years as Whole of Government demands on diversity and inclusion have grown.

Current Network Governance Structure:



Benefits of the current Network Governance Structure:

- Strong connectedness between Executive Sponsor and Diversity Networks
- Each target diversity group has optimum positioning to be heard by their Executive Sponsor

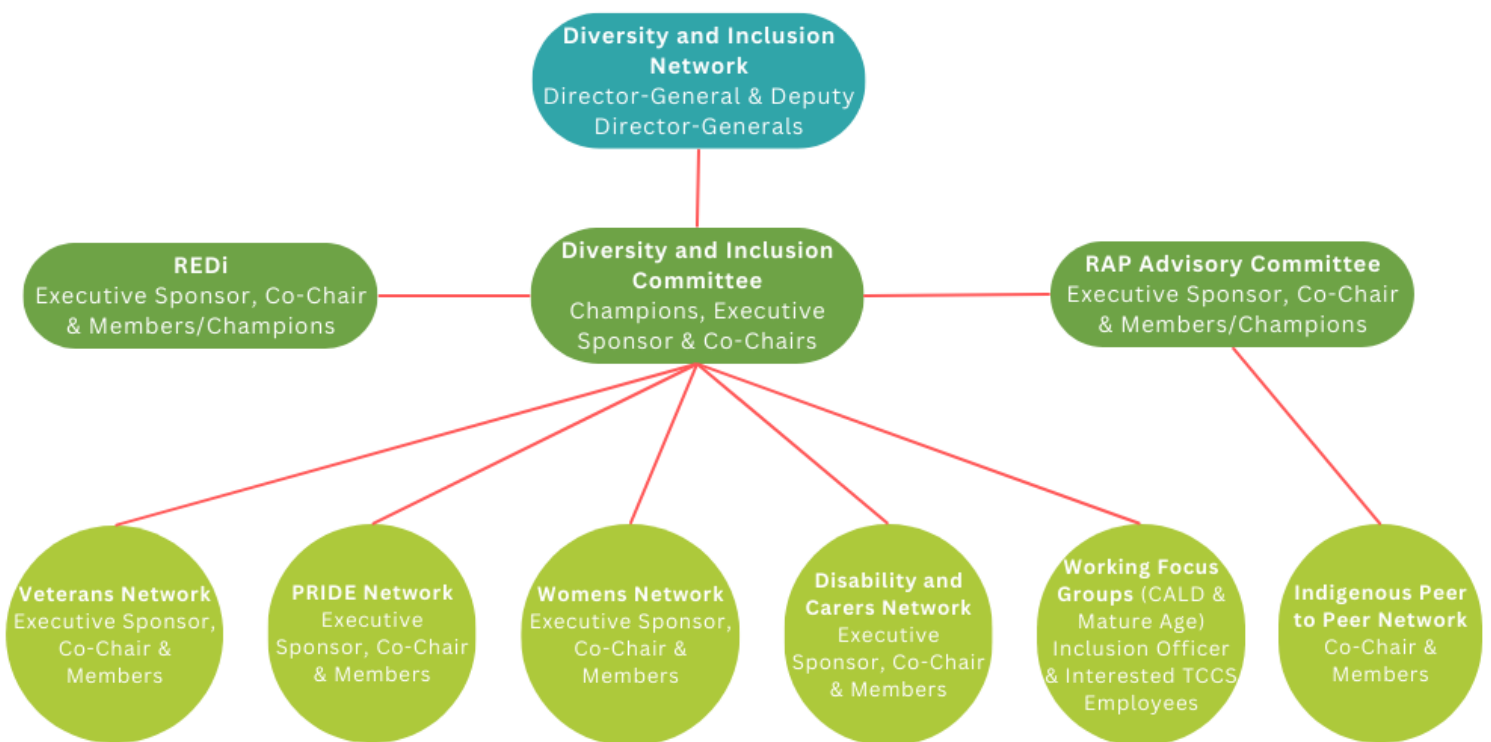


Challenges of the current Governance Structure:

- Hierarchical, giving greater separation from targeted Diversity Networks to the Director-General
- Not all targeted diversity groups have an effective Network/voice
- Does not integrate the REDI Framework or Network
- Different accountability and communication lines
- Time pressured and limited resources

Reconfigured Network Governance Structure:

Harnessing employees’ voices through existing networks will be at the centre of the Governance Structure’s success.



Having a stronger Network Governance Structure will bring benefits to the Directorate in realising its People Strategy 2019 – 2023 (Priority 5) and support the Executive Sponsors and Network members to interact and collaborate more effectively.

Benefits of the Reconfigured Governance Structure

Greater – Cross-Directorate support driving Collaboration, Innovation, Excellence

- Supports our Executive in leading TCCS towards Diversity and Inclusion excellence
- Enables clear direction in alignment with TCCS’ vision, strategy and goals as determined by the Executive Board and Whole of Government
- Improves clarity surrounding roles, accountability and responsibility



- Exemplifies, supports and encourages a culture of openness and fairness; increases opportunity for collaboration, innovative thinking and problem solving through people-first responses
- Enables oversight and quality controls to be implemented at all levels
- Integrates the RED Framework and Networks
- Improves information flow
- Improves visibility of all groups
- Articulates a structured knowledge sharing and reporting system for the Diversity and Inclusion objectives
- Improves capabilities and resource efficiencies for all

Roles and Responsibilities - championing Diversity and Inclusion

A greater understanding of everyone's roles and responsibilities- from Executive Sponsors to role models, enablers, advocates and allies is needed. These individuals will incorporate capacity building, activities and goals around Diversity and Inclusion into their Performance Development Plans (PDPs).

Executive Sponsors and Employee Managers will be involved to oversee this effort.

Roles

A key element of this Strategy is to define and support the breadth and depth of responsibility needed for success. Everyone in the organisation has a role to play in achieving Diversity and Inclusion.

Within TCCS, for each area of diversity, there will be a designated **Executive Sponsor**. The **Executive Sponsor** for each diversity area will play a crucial role in championing diversity, promoting TCCS as an inclusive workplace and supporting the implementation of this Strategy through their tailored action plans.

Executive Sponsors will play five key roles in advocating for diversity groups: they will act as strategists, advocates, innovators, brokers and mentors¹. Important leadership experience to impart across the Networks.

In addition to the **Executive Sponsor**, other employees also champion our diversity and inclusion objectives:

Role Models are employees at a leadership level who commit to serving as an example, inspiring others to act;

Advocates and **Allies** are employees at any level who speak up or call out on issues concerning bias, discrimination or abuse experienced by vulnerable people, and do what they can to act to improve the situation; and

Enablers are employees who allow or make it possible for changes to be made, under their level of authority or decision-making.

For more information refer to [Appendix A.1](#).

¹ Brown, J. (2015). *Executive Sponsors Fuel High Performance Employee Resource Groups*. Retrieved from http://jenniferbrownconsulting.com/wp-content/uploads/2015/05/JBC_Executive_Sponsor_White_Paper-May-2015.pdf



Roles	Attributes	Skills
Strategist	Visionary, Proactive, Critical, Thinker	<p>Partner with the diversity group to articulate a vision and goals aligned with the directorate’s strategic, business, diversity and inclusion goals.</p> <p>Focus the diversity group’s ambitions and give an appropriate balance between individual interests and the goals of the directorate.</p> <p>Evaluate the diversity group’s structure and governance model and support an annual review cycle as necessary, focusing on effectiveness, visibility and impact.</p>
Advocate	Passionate, Energetic, Driven	<p>Promote the benefits of having a diverse workforce and inclusive workplace.</p> <p>Facilitate discussions about growing membership and increasing engagement, including allies.</p> <p>Advocate for the diversity groups position on strategic issues and call out bias behaviour and attitudes.</p> <p>Advocate for a workplace culture where everyone feels safe, valued, respected, and can bring whole self to work</p>
Innovator	Creative, Open-Minded, Risk Taker	<p>Support innovative approaches to address systemic diversity and inclusion issues.</p> <p>Leverage positional power and role to procure needed resources as required.</p> <p>In partnership with diversity group, bring new approaches to make a difference in addressing complex issues.</p>
Broker	Connected, Influential, Resourceful	<p>Connect the diversity network to opportunities and people of influence across the ACTPS.</p> <p>Share information about the directorate’s priorities and initiatives.</p> <p>Connect executives and managers with concerns and issues impacting diverse employees.</p> <p>Connect Business Units to opportunities with Indigenous industries to create greater economic participation.</p>
Mentor	Coach, Role Model, Confidant	<p>Coach professional and leadership skills to the next generation of Executives.</p> <p>Mentor diverse employees with professional career aspirations.</p> <p>Model “bringing your whole self to work” .</p> <p>Model the directorates values and demonstrate commitment to our diversity and inclusion goals.</p> <p>Model and coach others in Aboriginal and Torres Strait Islander cultural integrity in all aspects of the directorate’s business.</p>



Building Diversity and Inclusion Capability

Education and training

By building individuals' diversity and inclusion capabilities, our champions (Executive Sponsors, Enablers, Role Models, Advocates and Allies) are better enabled to be engaged with a can-do attitude through a sense of legitimacy to act.

The Talented Inclusion and Diversity Employees (TIDE) suite of training will be offered to all TCCS employees and will be compulsory for Executive Sponsors and network members.

The following training will be on offer:

- Aboriginal and Torres Strait Islander Cultural Awareness
- On-Country Program
- Aboriginal and Torres Strait Islander Cultural Competency
- Let's Talk Disability
- 101 Reasonable Adjustment and Flexible Arrangements
- LGBTIQ+ Awareness
- Recruiting without Unconscious Bias
- Recruitment and Selection Training

Through these training initiatives, individuals across the Directorate will become more aware of diversity groups, address the potential barriers that they face and create a workplace that upholds Aboriginal and Torres Strait Islander cultural integrity.

These individuals should then feel that they are enablers and champions of an inclusive culture, advocating for those around them and ensuring that their colleagues can bring their whole selves to work.

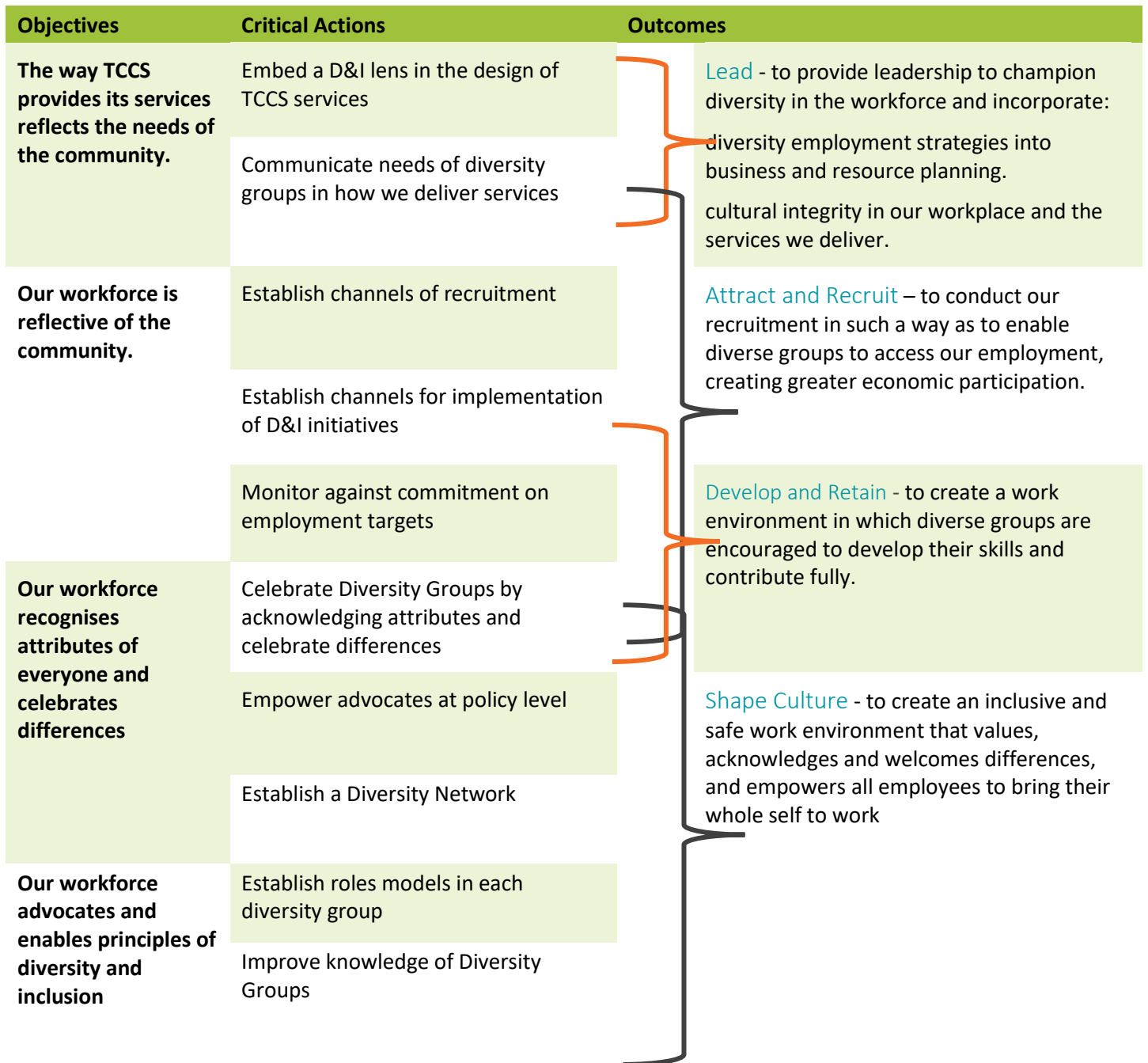
Executive Sponsors are tasked with ensuring that they and their Network members complete this suite of training as part of their action planning. This training is included in Performance Development Plans for managers.

Acknowledgment of being a TIDE accredited employee will be provided in email blocks to ensure employees with Diversity and inclusion capability are easily recognisable. It will also serve to raise awareness of the expectation to see more and more accredited employees who are actively embedding the Diverse and Inclusive culture in TCCS.

For more information refer to [Appendix A.2](#).



What - Objectives, Actions, Outcomes





How - Implementation

Roadmap - Organisation Priority Areas

This section breaks down the objectives and strategies into practical, achievable steps that should lead to TCCS' desired outcomes. This is based on a series of workshops to define TCCSs maturity. More information at [Appendix A.7](#).

Date	Desired Outcomes
October – December 2020	1.4 Develop Exec Sponsor Policy & Statement of Commitment 1.1 Establish Diversity and Inclusion Network 3.3 Establish PWD Network
January – March 2021	3.2 PWD Action Plan 3.2 LGBTIQA+ Action Plan 3.2 Women in the Workplace Action Plan 4.1 International Women's Day
April – June 2021	3.2 Launch Veterans Pledge
July – September 2021	1.5 Diversity Network Review 2.7 Participate in Career Expo 2.7 Participate in Disability Career Expo
October – December 2021	3.2 Women in the Workplace Action Plan 3.2 LGBTIQA+ Action Plan 4.1 Veterans Action Plan
January – March 2022	3.6 Cultural and Linguistic Forum
July – September 2022	1.5 Diversity Network Review 2.7 Participate in Career Expo 2.7 Participate in Disability Career Expo
October – December 2022	3.2 Women in the Workplace Action Plan 3.2 LGBTIQA+ Action Plan
January – March 2023	3.6 Mature Workforce Forum
April – June 2023	Launch new Diversity & Inclusion Strategy



Actions Organisation Overview

Focus Area	Actions	Who	Years
Leadership	Implement a diversity and inclusion network.	TCCS Executive Leadership People and Capability	1
	Develop the Network's Terms of Reference	TCCS Executive Leadership Diversity Network People and Capability	1
	Set diversity targets and champion actions in Executive Performance Plans for the next three years.	TCCS Executive Leadership	1
	Employees Committee and or Network responsibilities is reflected in their Performance and Professional Development Plans.	Diversity Network Members	Ongoing
	Develop an Executive Sponsor Policy/Statement of Commitment	People and Capability	1
	Annual review of the effectiveness of the Network's Governance	TCCS Executive Leadership People and Capability	2 3
	Build long-term relationships with those who may provide additional resources and opportunities.	TCCS Executive Leadership	Ongoing
	Pursue new initiatives, best practices and lessons learnt.	TCCS Executive Leadership	Ongoing
	TCCS to participate in the WhoG Inclusion Practitioners Network	People and Capability	Ongoing
Attracting and Recruitment	Interview panel members to complete the Recruitment and Selection Training.	Senior Officers TCCS Executive Leadership	Ongoing
	Develop, maintain and promote a suite of recruitment strategies that meet business objectives.	People and Capability	1 2 3
	Targeted diversity groups to be represented at TCCSs 'Have a Go' recruitment day.	TCCS Executive Leadership Business Units People and Capability	Ongoing



Focus Area	Actions	Who	Years
	Participate in WhoG recruitment and entry level programs.	TCCS Executive Leadership Business Units People and Capability	Ongoing
	Allocation of identified positions in recruitment drives greater than 10 vacant positions	TCCS Executive Leadership Business Units People and Capability	Ongoing
	Provide advice and support to business units on accessible recruitment and selection practices.	People and Capability	Ongoing
	Participate at the career expos and community events to promote TCCS as an employer of choice.	People and Capability	1 2 3
	Provide work experience opportunities for secondary students.	People and Capability Business Units	Ongoing
	Participate in the TCCS City Services Cadet Program	TCCS Executive Leadership Business Units People and Capability	2 3
Developing and Retaining	Performance plan template to include contact details of the Inclusion Officer.	People and Capability	1
	Develop and implement specific Diversity Network Action Plans, including the REDi action plan.	TCCS Executive Leadership Diversity Network People and Capability	1 2 3
	Develop a mentoring program that strengthens the resilience of our targeted diversity groups.	Diversity Network People and Capability	1
	Provide and promote a 'scholarship' opportunity to build capability for progression to more senior roles for existing employees.	People and Capability	Ongoing
	Sponsor an employee with disability, an Aboriginal and Torres Strait Islander employee and a woman to participate in a Manager Development Program.	People and Capability Business Units	1 2 3



Focus Area	Actions	Who	Years
Shape Culture	Hold a Cultural and Linguistic Diverse Employee Forum	TCCS Executive Team People and Capability	2
	Hold a Mature Workforce Forum	TCCS Executive Leadership People and Capability	3
	Raise awareness, recognise and celebrate dates of significance about targeted diversity groups.	TCCS Executive Leadership People and Capability TCCS Communication Team	Ongoing
	Participation in all TIDE Training (For more information on the TIDE Training refer to Section 12 - Building Diversity and Inclusion Capability)	Senior Officers TCCS Executive Leadership	Ongoing
	Maintain a dedicated intranet page aimed at supporting managers and supervisors with the employment and retention of targeted diversity groups.	People and Capability	Ongoing
Incorporating into our business plans practical diversity and inclusion actions with measurable outcomes.	TCCS Executive Leadership Business Unit	Ongoing	



Measuring Our Progress and Success

Leadership

Outcome	Measure	Timeline
1. A sustainable diversity and inclusion network is implemented	1.1 The Diversity and Inclusion network is established	1.1 March 2020
	1.2 Terms of Reference are endorsed	1.2 June 2020
2. Executive Sponsors are actively engaged in their roles	2.1 Increase in Network meetings held from the previous year	2.1 Dec 2020
	2.2 as diversity groups come online, Diversity Group Action Plans endorsed	2.2 Ongoing
	2.3 Deliverables within the Diversity Groups Action Plan delivered	2.3 Ongoing
	2.4 Employee Survey feedback (360 degrees performance feedback)	2.4 June 2020
	2.5 Diversity Networks gather Yarns (Case Studies) and shared	2.5 Ongoing
3. Increase in strategic collaboration across directorate via Diversity Committee and diversity Networks	3.1 Diversity Networks gather Yarns (Case Studies) and shared	3.1 Ongoing

Attract and Recruit a Diverse Workforce

Outcome	Measure	Timeline
1. A sustainable diversity and inclusion network is implemented	1.1 The Diversity and Inclusion network is established	1.1 March 2020
	1.2 Terms of Reference are endorsed	1.2 June 2020
2. Executive Sponsors are actively engaged in their roles	2.1 Increase in Network meetings held from the previous year	2.1 Dec 2020
	2.2 as diversity groups come online, Diversity Group Action Plans endorsed	2.2 Ongoing
	2.3 Deliverables within the Diversity Groups Action Plan delivered	2.3 Ongoing
	2.4 Employee Survey feedback (360 degrees performance feedback)	2.4 June 2020
	2.5 Diversity Networks gather Yarns (Case Studies) and shared	2.5 Ongoing
3. Increase in strategic collaboration across directorate via Diversity Committee and diversity Networks	3.1 Diversity Networks gather Yarns (Case Studies) and shared	3.1 Ongoing



Develop and Retain a Diverse Workforce

Outcome	Measure	Timeline
1. Increased number of employees from targeted diversity groups participating in professional development opportunities	1.1 a centralised register of professional development opportunities and participants is retained	1.1 June 2020
2. Increase opportunities and availability of employees to participate in diversity networks	2.1 members of diversity networks are included their diversity work in their performance and professional development plans	2.1 Dec 2020
	2.2 a centralised register of network members is retained	2.2 June 2020
	2.3 network members tenure is acknowledged in alignment with length of service acknowledgement guidelines	2.3 Dec 2020
3. An increase in the provision of diversity training for managers and the broader workforce	3.1 diversity training is reviewed with the aim to improve training accessibility and increase participation	3.1 Dec 2020
4. Introduction of diversity mentoring initiatives	4.1 through a de-identified participation data set establish a participation base line	4.1 June 2020
	4.2 mentoring program for targeted diversity groups are established and integrated into WhoG mentoring program	4.2 June 2020
5. Development and implementation of action plans for identified diversity groups.	5.1 as each targeted diversity group comes online an action plan is established	5.1 < three month of being established



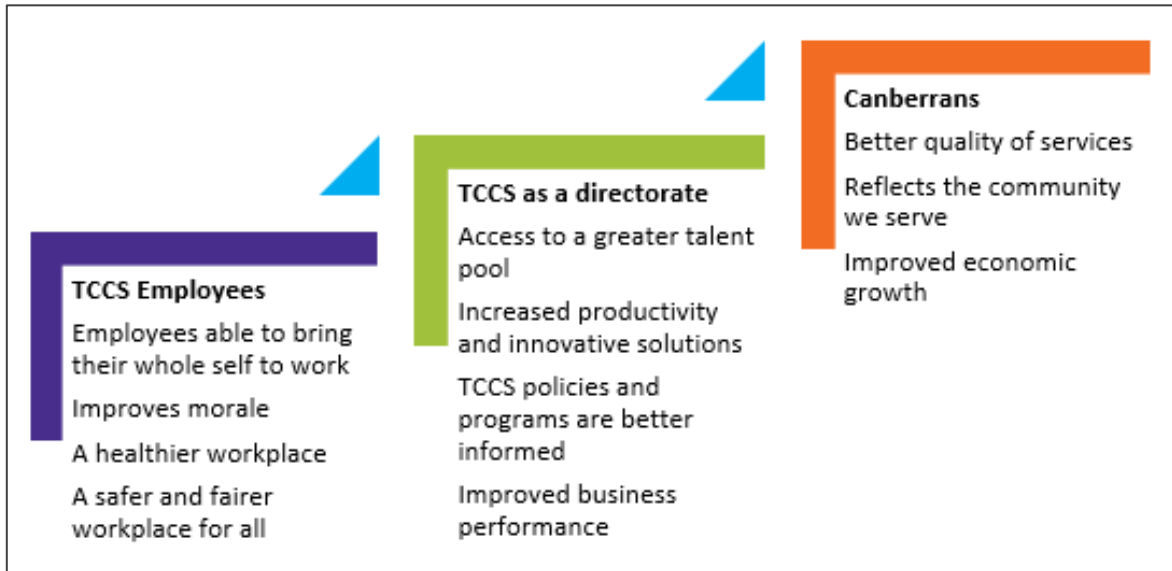
Shape Culture

Outcome	Measure	Timeline
1. Increase participation of diversity network members and Allies who are actively involved in the implementation of action plan deliverables	1.1 Diversity Networks gather Yarns (Case Studies) and shared	1.1 Ongoing
	1.2 network members and Allies activities are included in their performance plans	1.2 Dec 2020
	1.3 network members and Allies tenure is acknowledged in alignment with length of service acknowledgement guidelines	1.3 Ongoing
	1.4 through de-identified participation data set, establish a participation base line	1.4 June 2020
2. Diversity priorities included in business planning	2.1 business plans are signed off as to incorporate a diversity lens measure within	2.1 Ongoing
	2.2 Diversity Networks gather Yarns (Case Studies) and shared	2.2 Ongoing
3. Increased number of employees declaring diversity information	3.1 HR21 data demonstrate increase in employees declaring diversity status	3.1 Monthly
	3.2 the Employee Survey includes accessible de-identified diversity data	3.2 June 2020
	3.3 an increase of diversity status of the Employee Engagement Survey is completed	3.3 June 2020
4. Celebration dates of significance including Harmony Day, National Reconciliation Week, International Women's Day, NAIDOC week and International Day of People with Disability	4.1 a diversity calendar and communication plan are developed and implemented	4.1 June 2020
	4.2 an increased number of employees participating in celebration events is measured, recorded and reported by the diversity networks	4.2 Dec 2020
	4.3 Diversity Networks gather Yarns (Case Studies) and shared	4.3 Ongoing



Why - Key Concepts

Benefits



Importance of Diversity and Inclusion

Canberra is a diverse community. When our workplace reflects this diversity, we are better placed to deliver improved services and provide excellent customer service to the people of our city and region.

When we value workplace diversity and inclusion, we see benefits such as higher employee engagement, improved performance, greater innovation, stronger retention and improved employee wellbeing.

Diversity is essential to innovation – a key TCCS value. It allows us to broaden our talent pool, which leads to new thinking and improved ways of doing things. Inclusion is the key to unlocking this potential.

Diverse and inclusive workplaces are created through supportive leadership, planning and education. These measures are key to creating opportunities for people to access and contribute to our workforce, and to ensuring that diverse teams are working together effectively and which this strategy addresses.

Diversity and Inclusion – Differences

To effectively champion diversity and inclusion in the workplace, it is important to understand what diversity and inclusion mean.

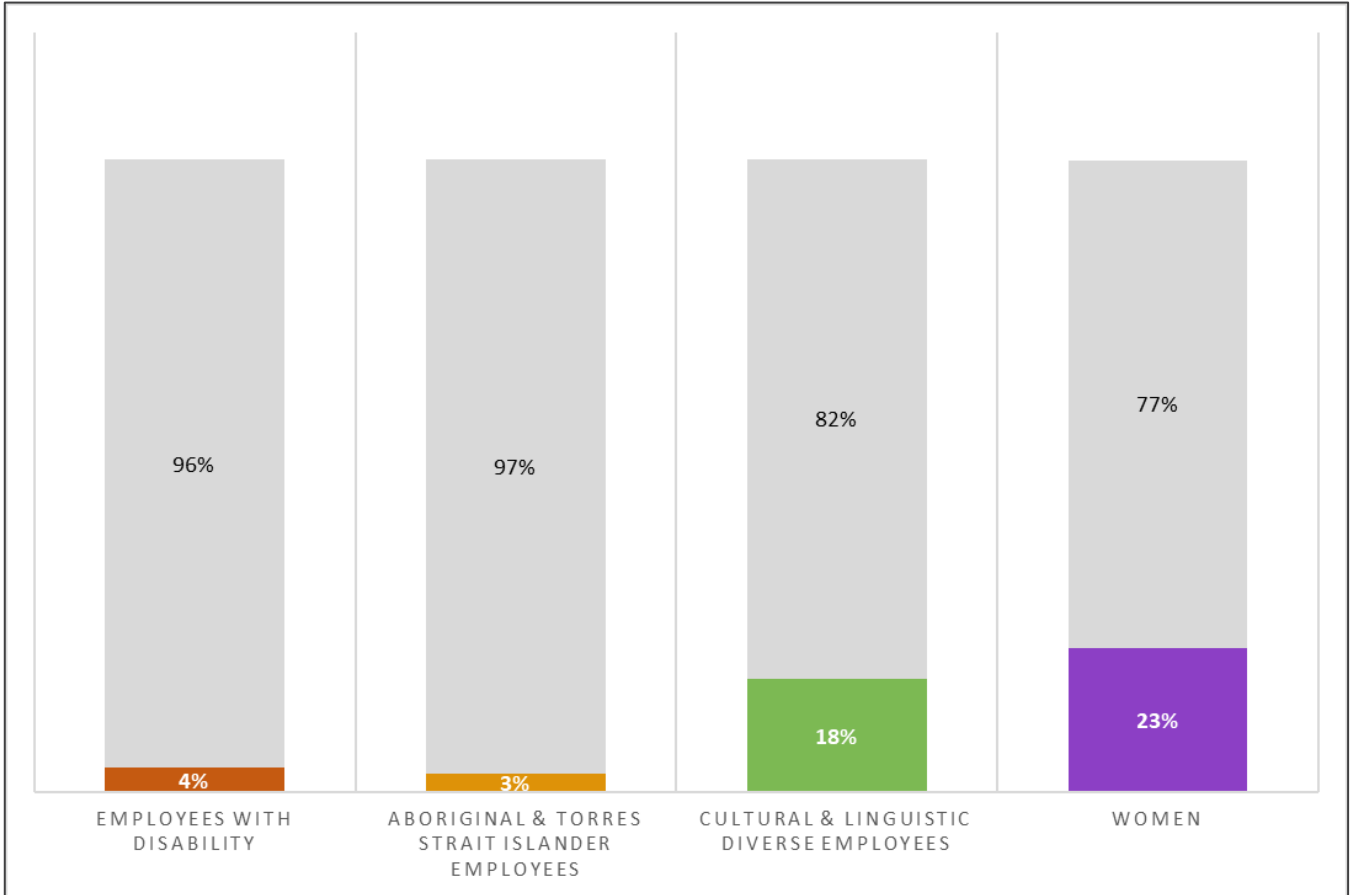
Diversity is about acknowledging individual difference, while inclusion is our workplace culture where everyone feels safe, valued, respected and can bring whole self to work.

Treating people, the same is equality, while equity is about addressing needs and requirements on an individual basis. For more information, refer to [Appendix A.3 and A.4](#).



State of play in 2020

Between 2018 and 2019, TCCS has worked hard to increase the diversity of our workforce through targeted inclusion activities. Included in these targeted activities were Aboriginal and Torres Strait Islander Peoples, People with Disabilities, Women, and People from Non-English-Speaking backgrounds. A representation of TCCS employees within these groups is shown above (as of January 2020).



The Head of Service sets annual diversity employment targets for people with disabilities and Aboriginal and Torres Strait Islander people, recognising the significant and well-researched discriminating and systemic barriers faced by these diversity groups.

As of January 2020, the headcount target for people with disabilities was 81 and the headcount target for people with Aboriginal and Torres Strait Islander backgrounds was 58. Although TCCS did not quite hit its target for people with disabilities (under by 2 people), it exceeded its target for people with Aboriginal and Torres Strait Islander backgrounds (over by 2 people).

In addition to the groups cited above, TCCS recognises the disadvantage and potential barriers faced by people who identify as lesbian, gay, bisexual, trans, intersex, queer + (LGBTIQ+), by women, and by people from a culturally and linguistically diverse background. The diversity areas above are represented by Networks, who will play a key role in implementing this Strategy.



Current Diversity and Inclusion Activity

We have been active in TCCS – more is needed

Current

- TCCS Stretch RAP 2019/23
- Indigenous 'Peer to Peer' Networks
- PRIDE Network
- Veterans Network
- Women's Network
- Diversity and cultural awareness training

Under development

- Network governance System
- LGBTIQ+ Inclusion Action Plan
- Women's Network Action Plan
- People with Disability Action Plan
- Veteran's Action Plan
- Gender Equality Action Plan
- People from Non-English-Speaking Background Action Plan
- Mature Age Employment Program

Guiding Principles and Strategic Alignment

This Strategy aligns with the TCCS People Strategy (2019-2023) - with Priority Five in particular:

[Shaping a diverse and inclusive workforce - Lead, Attract and Recruit, Develop and Retain and Shape Culture.](#)

This Strategy aligns with the Aboriginal and Torres Strait Elected Body Agreement – with priority in four core areas:

[Cultural Integrity, Economic Participation, Community Leadership, Connecting Community](#)

This Strategy also adheres to the wider ACTPS commitment to Respect, Equity, and Diversity and aligns with the TCCS values of respect, collaboration, innovation and excellence.

The Strategy also considers Legislative framework and strategic policy alignment. For more information, refer to [Appendix A.5. and A.6.](#)





Appendix A – More Information

A.1. Roles and Responsibilities

The **Executive Sponsor** plays a crucial role in championing diversity, promoting TCCS as an inclusive workplace and implementing the *TCCS Diversity and Inclusion Three Year Strategic Plan*. An example of this is the Executive Sponsor for the LGBTIQ+ diversity group will raise awareness and enhance understanding of the issues faced by LGBTIQ+ community in accessing and retaining long term employment for them develop a sustainable career path.

The Sponsor will also support ways to celebrate achievements and good news stories by promoting the benefits of employing people from specific identified groups that ACTPS and TCCS has community commitments with.

An **Enabler** is someone who allows or makes it possible for changes to be made. The Enabler is like an internal entrepreneur, who can identify and instigate opportunities for change that betters the situation for others and influencing key business improvements.

A positive **Role Model** serves as an example, inspiring others to act. They demonstrate compassion and integrity, optimism and hope to those who experience barriers. They have determination to make change. Role models play an essential part in developing diversity and inclusivity.

The Role Model's qualities are interlaced through stories about life experiences, helping others to form a vision for their own future, including inspiring people to act as an ally or an enabler in creating diversity and inclusion opportunities. The characteristics include:

- passion and ability to inspire
- clear sets of values
- commitment by being *others focused* as opposed to *self-focused*
- acceptance of others
- ability to overcome obstacles.

The **Ally** speaks/calls out on issues about un/conscious bias, discrimination or abuse experienced by vulnerable people and acts to improve the situation.

The Human Rights Commission recognises three types of allies/advocacies:

- self-advocacy – standing up for yourself
- individual advocacy – standing up for someone else's rights
- systemic advocacy – trying to change a system to address the structural cause of inequity.

An advocate can be a professional worker such as a lawyer, journalist, teacher and they can be an individual citizen like a friend, relative and co-worker.

No matter what roles we act in, great **Engagement** is critical for long-term sustainable success of the diversity and inclusion strategy as the diversity and inclusion environment requires all to actively participate. Engagement is a process of involving as many people as possible and of improving on our ability to partake in meaningful relationships. Employee engagement requires **interaction** that is **inclusive** and that **encourages** both present and future participation in the engagement process. This is aided by understanding differences in viewpoints and motivations.



Long-term participation results in meaningful and sustainable engagement where relationships continue to build on mutual respect and trust. This then truly enables employees to be prepared for and transition through change.

A.2. Building Diversity and Inclusion Capability

By orientating our thinking towards *Knowing, Being and Doing*, continual learning and self-reflection process is optimised and can be enacted at the individual and broader organisational level.

Diversity and inclusion inherently place us and colleagues at the centre, enabling and empowering individuals to develop self-awareness, self-care and promote understanding. Through the empowerment for self-reflection a valuable two-way engagement learning process of reciprocity and social perception positioning² becomes accessible and ultimately achieved.

- Position 1 - I know, I think, I believe
- Position 2 - You know, you think, you believe
- Position 3 - We know, we think, we believe



² MurriMatter. (2018). *Engoori Workshop 1. Queensland, Australia*. Retrieved 2018, from <https://www.murrimatters.com/engoori>



A.3/4. Defining Diversity and Inclusion - Differences

Diversity

Diversity is about our individual differences and acknowledging the unique qualities of knowledge, skills and perspectives people bring to the workplace. Diversity can include characteristics such as cultural background and ethnicity, age, gender, gender identity, sexual orientation, ability, religious beliefs, language, education, working styles, professional skills, location and life experiences.

Inclusion

An inclusive culture is an environment where everyone feels valued and respected and can bring their whole self to work.

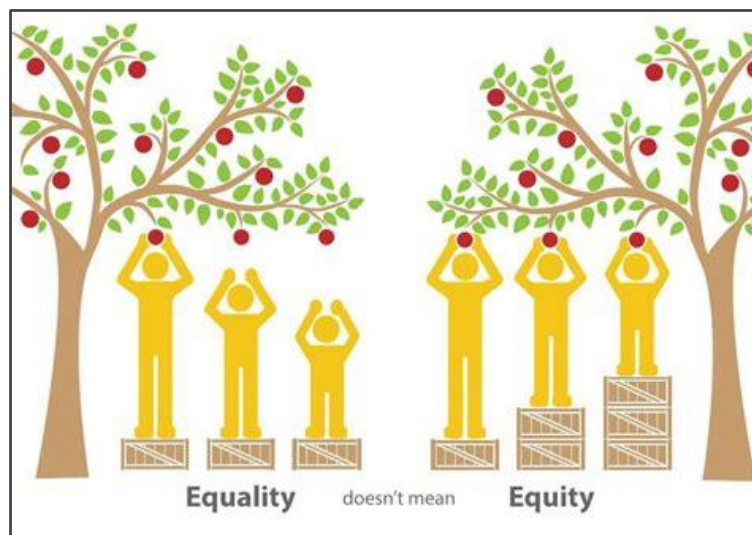
Inclusion removes barriers to ensure everyone can fully participate in the workplace and have equal access to opportunities. It is not about assimilating to the 'norm', but empowering people to be leaders in their areas of expertise, and to contribute fully with their skills and perspectives.

Equality and Equity

To effectively champion diversity and inclusion in the workplace, it is important to understand the difference between equality and equity. Both equality and equity have a place in our workplace, as both require all people to be treated with equal respect and opportunity, however equity requires us to also acknowledge personal differences and respond where required.

Equality is simply treating everyone in the same manner irrespective of needs and requirements. In effect it ignores the individual to promote the ideals of fairness and equal treatment.

Equity is about treating individuals fairly based on their needs and requirements, which may mean that not everyone is treated in the same manner. Equity is based on justice and fairness.



Source: https://www.clydefitchreport.com/wp-content/uploads/2016/06/IISC_EqualityEquity.png

A.5. Guiding Legislation:

The following legislation supports the LGBTIQ+ Inclusion Plan:

- Australian Capital Territory Discrimination Act 1991 (ACT). Retrieved from <https://www.legislation.act.gov.au/a/1991-81/>



- Public Sector Management Act 1994. Retrieved from <https://www.legislation.act.gov.au/a/1994-37/>
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- Sex Discrimination Act 1984 (Cth). Retrieved from <https://www.legislation.gov.au/Details/C2014C00002>
- Racial Discrimination Act 1975 (Cth). Retrieved from <https://www.legislation.gov.au/Details/C2016C00089>
- Human Rights Act 2004 (ACT). Retrieved from <https://www.legislation.act.gov.au/a/2004-5>
- The Fair Work Act and National Employment Standards (NES). Retrieved from <https://www.fwc.gov.au/awards-and-agreements/minimum-wages-conditions/national-employment-standards>

Discrimination Act (ACT) 1991³

Discrimination based on sex, sexuality, gender identity, relationship status, status as a parent or carer, pregnancy, breastfeeding, race, religious or political conviction, disability, including aid of assistance animal, industrial activity, age, profession, trade, occupation or calling, spent conviction, and association (as a relative or otherwise) with a person who has one of the above attributes.

Sexual harassment and vilification based on race, sexuality, gender identity or HIV/AIDS status are also prohibited under this Act.

Direct discrimination specifically relates to treating (or proposing to treat) a person less favourably because of their sexual orientation, gender identity, intersex status than someone without such attribute in the same or similar circumstances.

Indirect discrimination relates to imposing a requirement, condition or practice which disadvantages employees based on their orientation, gender identity or intersex status which is not deemed reasonable in the circumstances.

An example of direct discrimination in terms of sexual orientation may be excluding someone from events or asking an employee not to bring their partner/family to a function because they are in a same-sex relationship. Indirect discrimination may be the exclusion of someone or same-sex families who identify as LGBTIQ within a program or policy such as a travel or parental leave policy.

A.6. Strategic Alignment

The development of this strategy has aligned with:

ACT Public Service

TCCS

Focus areas

³ Human Rights Commission, 2015, *A quick guide to Australian discrimination laws*. Accessed from: <https://www.humanrights.gov.au/our-work/employers/quick-guide-australian-discrimination-laws>



Shared Capability Framework	TCCS Strategic Plan 2017-2020	Aboriginal and Torres Strait Islander Peoples
ACT Public Service Diversity Framework	TCCS People Strategy 2019-2023	People with Disability
ACT Public Service ADAPT Strategic Workforce Planning Tool	TCCS Code of Conduct	Non-English-Speaking Background
Canberra Plan	TCCS Stretch Reconciliation Action Plan 2019-2023	LGBTIQ
Social Inclusion Statement	LGBTIQ+ Statement of Commitment	Veterans
ACT Aboriginal and Torres Strait Islander Agreement 2019-2028		Gender equality
ACT Public Services Respect, Equity and Diversity (RED) Framework		
ACT Code of Conduct		
ACT Women's Plan 2016-2026		
ACT Language Service Plan		

A.7. Maturity Model

To ensure our intent and resources are prioritised for maximum effect, an organisational maturity assessment was conducted. Using a three-tier maturity model (Diagram 1), a focus group identified the levels of maturity of the organisation for each diversity group within TCCS (Diagram 2). Note that the identified maturity levels are based on a generalist overview of TCCS, and some areas of TCCS may be further along than others.

Diagram 1 - Three-tier maturity model

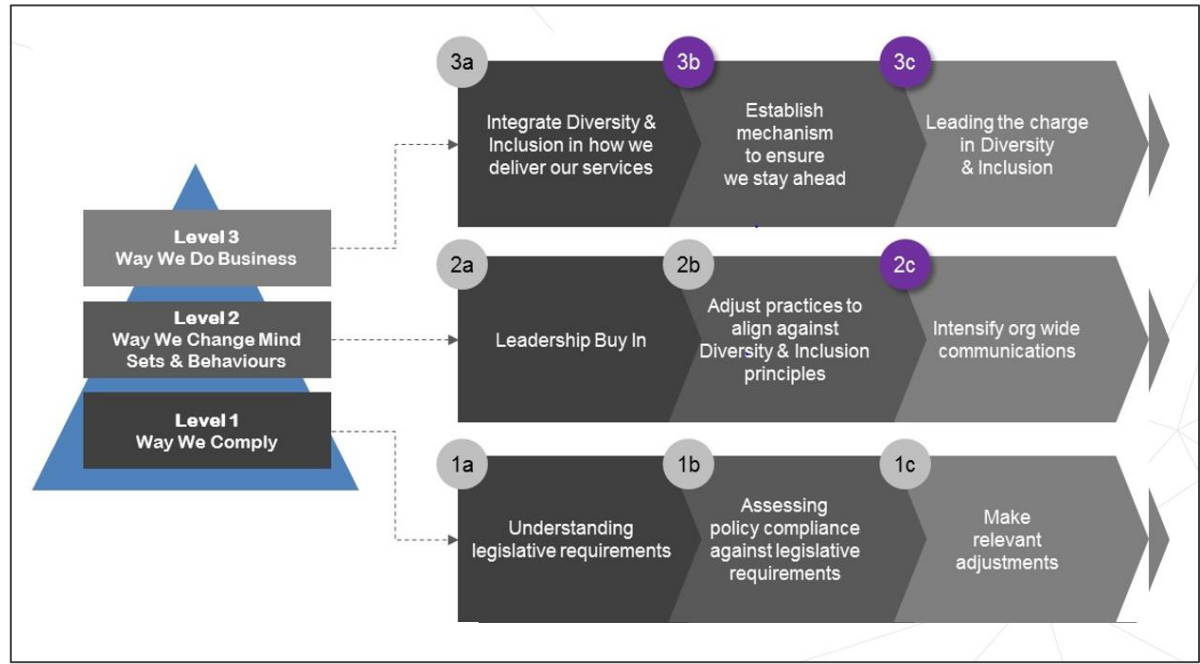
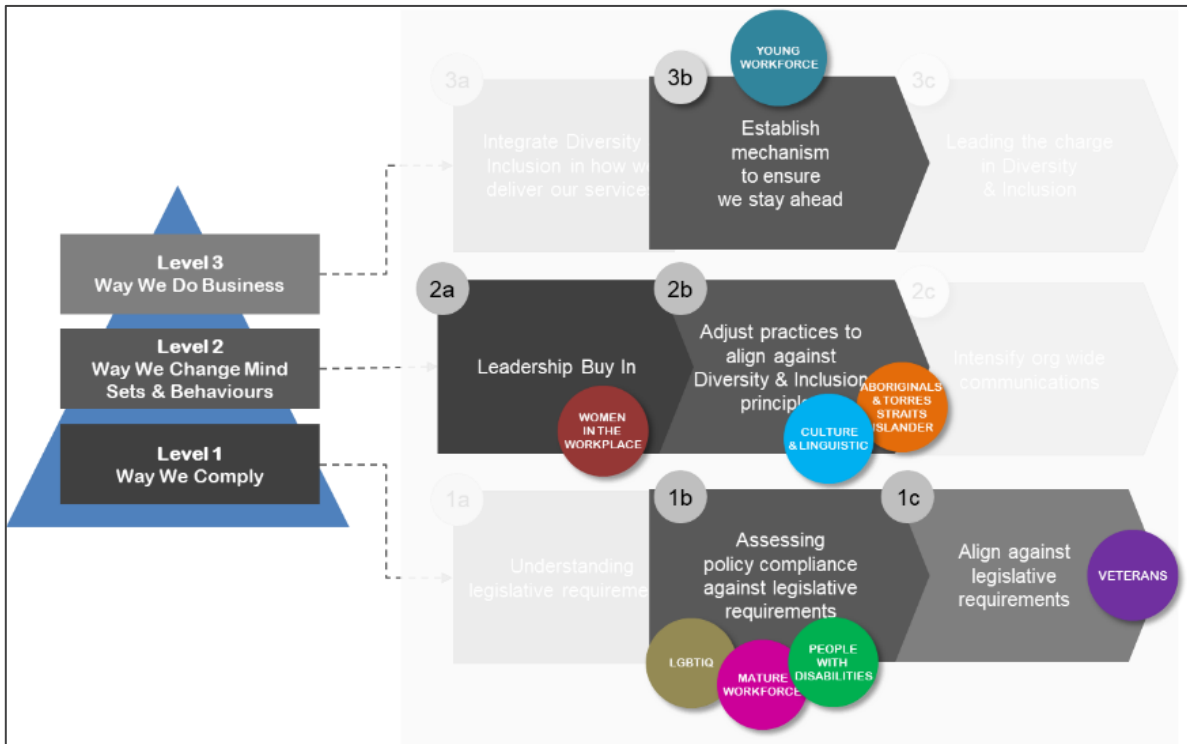




Diagram 2 – Maturity level for each diversity group





Appendix B: References

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