



Department of Biodiversity,
Conservation and Attractions



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Workforce and Diversity Plan 2021-2025



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Department of Biodiversity, Conservation and Attractions

Workforce and Diversity Plan 2021-2025

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General

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1.2	26/10/2021	Manager People Services Branch	Inclusion of the Conservation and Parks Commission as a reporting entity under the plan.
1.1	31/03/2021	Manager People Services Branch	Minor updates
1.0	06/10/2020	Director General	Initial approved version



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Acknowledgments

The Department of Biodiversity, Conservation and Attractions (the department) acknowledges the input received from staff and the department's Diversity and Access Committee who have contributed to the development of this plan.

Accessibility

Copies of this document are available in alternative formats if required, including hard copy in standard and large print, electronic format, audio format on cassette or CD, by email and on the department's website.

Further information

If you have any questions relating to disability access and inclusion, please email employeerelations@dbca.wa.gov.au or contact the department's Workforce and Diversity Consultant

Foreword

I am pleased to present the Department of Biodiversity, Conservation and Attractions (DBCA) *Workforce and Diversity Plan 2021 -2025*.

Each of us has a stake in the success of this plan. It is a shared responsibility that requires a commitment to building an inclusive and diverse workplace.

This plan brings together the Workforce and Diversity plans of the Botanic Gardens and Parks Authority (BGP), Rottnest Island Authority (RIA), Zoological Parks Authority (ZPA) and the former Department of Parks and Wildlife following the formation of DBCA on 1 July 2017. The Conservation and Parks Commission will also report under this plan in accordance with a Memorandum of Understanding for service delivery, established with DBCA in October 2019.

The plan has been developed in accordance with the *Equal Opportunity Act 1984* and the Public Sector Commission's *Workforce Diversification and Inclusion Strategy for Public Sector Employment 2020-2025* and is guided by the department's *Reconciliation Action Plan*, *Women in Fire Management Action Plan* and the *Western Australian Multicultural Policy Framework*.

The department is committed to achieving and fostering a diverse and inclusive workforce that is representative of the Western Australian community we serve, and which demonstrates to prospective employees that our recruitment processes are equitable and accessible to all.

In 2020 DBCA was recognised as the first Western Australian (WA) public sector agency and the first WA based organisation to become a Disability Confident Recruiter, recognising our continued commitment to provide an inclusive and assessable workforce for all people.

This plan delivers renewed focus areas for achieving representative diversity employment targets, to be implemented over the next four years. It also builds on the department's values statement and strategic directions.

The plan will be reviewed annually to ensure we are delivering across all five focus areas and to ensure our commitment remains reflective and adaptable in line with the department's future workforce requirements.

Mark Webb

DIRECTOR GENERAL, DBCA

CHIEF EXECUTIVE OFFICER, BGPA, RIA, ZPA



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Introduction

The Department of Biodiversity, Conservation and Attractions (DBCA) was formed on 1 July 2017, following the State Government's decision to merge the Botanic Gardens and Parks Authority, Rottnest Island Authority, Zoological Parks Authority and the former Department of Parks and Wildlife. DBCA's *Workforce and Diversity Plan 2021-2025* aims to set the strategic agenda for achieving our current and future workforce needs across the department and replaces the previous Workforce and Equal Employment Opportunity (EEO) management plans held by its entities. It provides a department strategy for ensuring a productive, inclusive and diverse workforce through effective leadership, planning, service provision and engagement with communities, in line and in conjunction with:

- The department's [Strategic Directions](#)
- [The Equal Opportunity Act 1984](#)
- [The Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020–2025](#)
- [The WA Multicultural Policy Framework](#)
- [The State Disability Strategy 2020-2030](#)
- The department's [Disability Access and Inclusion Plan](#)
- [The Reconciliation Action Plan](#)
- [The Women in Fire Management Action Plan](#)

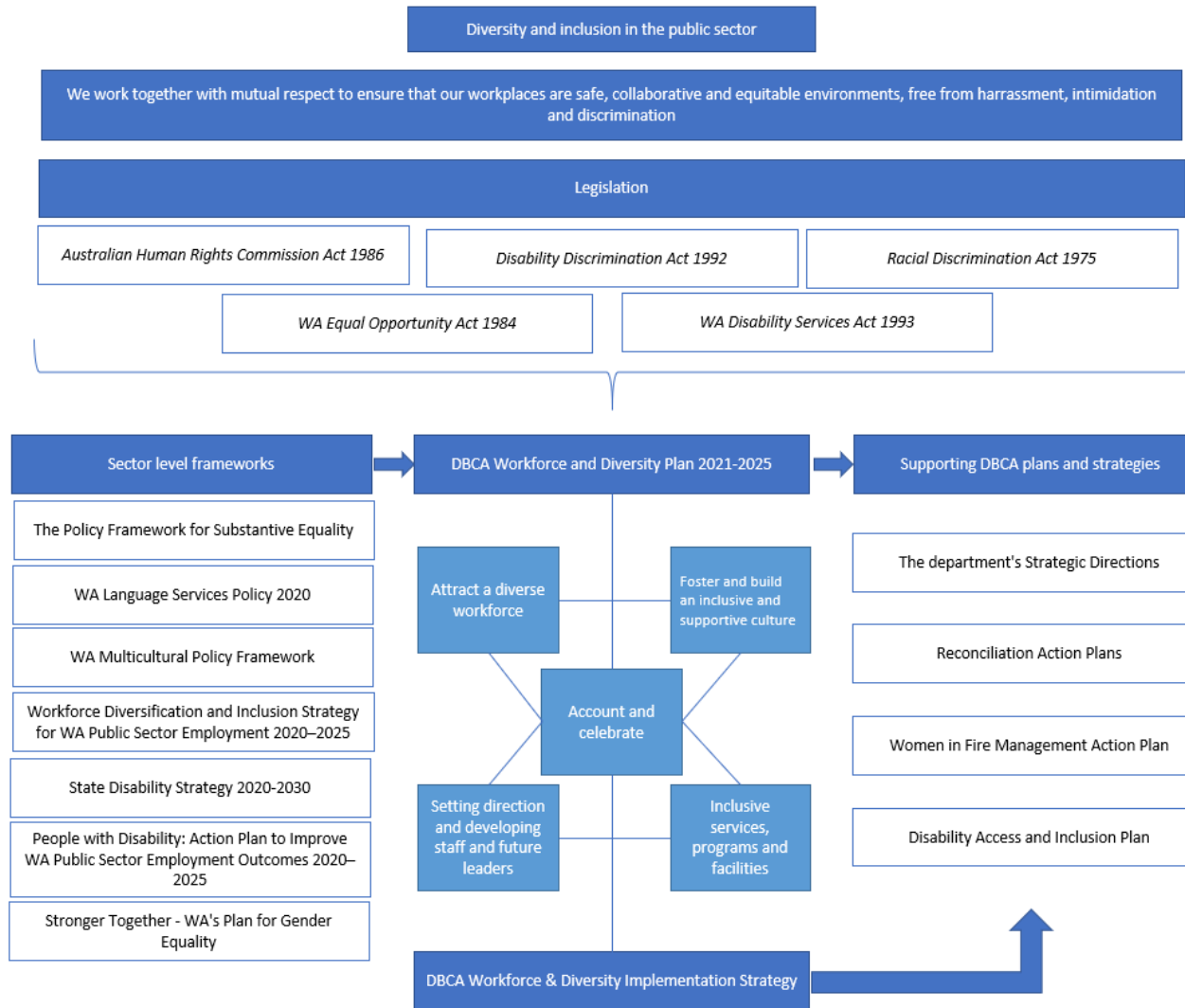
The Plan is comprised of a number of initiatives developed to address five commitment areas:

1. Attract a diverse workforce
2. Foster and build an inclusive and supportive culture
3. Setting our strategic direction and developing our staff and future leaders
4. Ensure the provision of quality and inclusive services, programs, and facilities
5. Account and celebrate

An *Implementation Strategy* has been developed to accompany the broader Plan, which will include both the required actions and aspirational goals required to achieve the Plan's initiatives. It has been designed to be a 'living' document to ensure actions remain relevant, responsive and allow for transparent monitoring and accountability. The former Parks and Wildlife's Aboriginal Employment Strategy will be incorporated into the Implementation Strategy.

The *Implementation Strategy* will be monitored and updated quarterly by the department's Diversity and Access Committee (DAC), and a review of the *Workforce and Diversity Plan 2021-2025* will be completed annually and provided to DBCA's Corporate Executive, to ensure it is meeting current environmental demands and departmental requirements.

Diversity and inclusion in the public sector



Department of Biodiversity, Conservation and Attractions



Key achievements

The department has continued to build a workforce that demonstrates behaviours, attitudes and skills that foster a productive, collaborative and inclusive workplace. The following key achievements have been guided by our previous workforce diversity and EEO Management Plans. Some key achievements include:

- The department's Reconciliation Action Plan 2018–20 was launched to help strengthen engagement and relationships with Aboriginal peoples.
- In partnership with the Aboriginal community and organisations, DBCA has trained and appointed 18 new Aboriginal staff in ranger positions via the 2018 and 2019 Aboriginal Ranger Program.
- The department ensures all staff complete the mandatory Workplace Discrimination and Harassment course and Aboriginal Cultural Awareness Training to educate staff about diversity and remind them of their obligations under *the Equal Opportunity Act 1984*.
- DBCA became the first WA government agency to achieve Disability Confident Recruiter status with the Australian Network on Disability, demonstrates the department's inclusive recruitment processes and practices.
- DBCA has completed a number of universally accessible infrastructure projects including the Kalbarri Skywalk, viewing structure at The Gap and Natural Bridge in Torndirrup National Park and boardwalk in Murujuga National Park.
- A range of support services are promoted and available to staff, including the Employee Assistance Program, Peer Supporter Program and Critical Incident Peer Responder Program and Chaplaincy services.
- The department has continued to recognise staff achievements in a range of learning and development outcomes and outstanding performance and contributions in their roles, including through the annual Graduation and Awards Ceremony and Yarning Times newsletter.

Workforce diversity and employment targets

To ensure DBCA’s workforce is representative and inclusive of the community we serve, the department is committed to achieving diversity employment targets set for government agencies by the Public Sector Commission in the *Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020–2025*. These targets have been set based on the current 2020 public sector diversity profile and the Australian and Western Australian workforce and population.

The department recognises our ability to achieve greater outcomes in Aboriginal employment given the connection and responsibility that Aboriginal people have for WA’s lands, waters and species, and the department’s responsibility for conserving the State’s biodiversity, cultural and natural values. DBCA is committed to an Aboriginal employment target of 7% by 2025, which exceeds the 3.7% public sector target, already achieved by the department.

The following table presents the June 2020 workforce diversity profile for DBCA and the WA Public Sector, and the employment targets we are committed to achieving by 2025.

Diversity group	DBCA 2020 (%)	Public Sector 2020 (%)	DBCA 2025 Target (%)
Women in the Senior Executive Service (SES)	38.46%	42.5%	50%
People from culturally diverse backgrounds	9.01%	13.9%	15.5%
Aboriginal People	5.32%	2.7%	7%
People with disability	2.34%	1.5%	5%
Youth	4.18%	4.1%	5.8%

Whilst the department and the public sector do not currently measure representation of people of diverse sexualities and genders, we are committed to having initiatives and actions in place to ensure people of diverse sexualities and genders are accepted, affirmed and celebrated.

Legislative requirements

This *Workforce and Diversity Plan* and its initiatives satisfy the following sections of the *Equal Opportunity Act 1984*:

- Provision for policy and program design and implementation (to meet the objects of IX of the *Equal Opportunity Act 1984*) [s145(2)(a)]
- Strategies to communicate policies and programs [s145(2)(d)]
- Setting of goals and targets for success [s145(2)(e)]
- Strategies to evaluate policies and programs [s145(2)(f)]
- A revision and amendment component [s145(2)(g)]
- Implementation and monitoring responsibility [s145(2)(h)]

Definitions

Aboriginal People - Persons of Aboriginal or Torres Strait Islander origin. Note that for the department where the term 'Aboriginal' is referenced in its plans this is inclusive of Torres Strait Islander peoples.

Culturally and Linguistically Diverse (CALD) - People from culturally and linguistically diverse backgrounds in comparison to the dominant Anglo-Australian culture

Note: The definition and measure of cultural and linguistic diversity used in the public sector is currently limited to people born in countries other than those categorised by the Australian Bureau of Statistics as Main English Speaking countries (i.e. Australia, United Kingdom, Northern Ireland, Wales, Scotland, New Zealand, South Africa, Canada, United States of America). It is recognised that this definition does not encompass all people who identify as culturally and linguistically diverse and the Public Sector Commission are working to contemporise the definition.

Disability - A disability is any continuing condition that restricts everyday activities. The *Disability Services Act 1993* defines 'disability' as meaning a disability:

- which is attributable to an intellectual, psychiatric, cognitive, neurological, sensory or physical impairment or a combination of those impairments
- which is permanent or likely to be permanent
- which may or may not be of a chronic or episodic nature
- which results in substantially reduced capacity of the person for communication, social interaction, learning or mobility and a need for continuing support services.

Diverse sexualities and genders - People of diverse sexual orientations, gender identities and expressions, and sex characteristics.

Senior Executive Service (SES) - Officers in positions classified as Senior Executive Service positions under Sections 53 and 56 of the *Public Sector Management Act 1994*. The position will be higher than the Public Services and Government Officers General Agreement (PSGOGA) Level 8 (however, not all employees above Level 8 are SES members) and the officer will have a SES contract for up to five years.

Youth - Persons aged less than 25 years.

Workforce and Diversity Plan

The Workforce and Diversity Plan identifies initiatives within five focus areas relating to key workforce planning and equity and diversity issues. All elements of the Plan comply with the requirements under s145 of the *Equal Opportunity Act 1984*.

Focus Area	Initiative	Related strategy/plan
1. Attract a diverse workforce	<p>1.1 Make use of data</p> <p>Use workforce and community data to inform recruitment and workforce planning strategies and priorities, and to achieve and maintain diversity employment targets. See employment targets for 2025 on page 3.</p>	Workforce and Diversity Implementation Strategy
	<p>1.2 Target recruitment</p> <p>Utilise relevant sections of the <i>Equal Opportunity Act 1984</i> to recruit for diversity:</p> <ul style="list-style-type: none"> • Section 31 for Women in senior leadership positions • Section 66R for People with Disability • Section 66ZP for Youth • Section 35ZD for People of Diverse Sexualities and Genders • Section 50 and Section 51 for Culturally and Linguistically Diverse (CALD) and Aboriginal people 	<p>Workforce and Diversity Implementation Strategy</p> <p>Disability Access and Inclusion Plan</p>



Focus Area	Initiative	Related strategy/plan
	<p>1.3 Promote the benefits of diversity Increase the knowledge and capability of staff regarding equity and diversity principles and practices.</p>	<p>Workforce and Diversity Implementation Strategy Women in Fire Action Plan</p>
	<p>1.4 Promote the department Utilise different avenues for promoting DBCA as an inclusive and supportive workplace.</p>	<p>Workforce and Diversity Implementation Strategy</p>
<p>2. Foster and build an inclusive and supportive culture</p>	<p>2.1 Target decision-making Increase the representation of people from diversity groups on boards, committees and other decision-making forums.</p>	<p>Workforce and Diversity Implementation Strategy</p>
	<p>2.2 Public support for culture Leaders actively advocate and promote workplace diversity events, and support and encourage staff to observe their cultural traditions and obligations.</p>	<p>Workforce and Diversity Implementation Strategy Disability Access and Inclusion Plan</p>
	<p>2.3 Identify champions Identify executive champions to promote the importance of diversity in the workforce and give visibility to the commitment of executive.</p>	<p>Workforce and Diversity Implementation Strategy</p>

Focus Area	Initiative	Related strategy/plan
	<p>2.4 Provide appropriate support Ensure appropriate supports are available and promoted to all staff.</p>	Workforce and Diversity Implementation Strategy
	<p>2.5 Review policies and practices Ensure policies, procedures and job descriptions are reviewed for both direct and indirect bias and potential barriers for diverse groups. Update as required.</p>	Workforce and Diversity Implementation Strategy
<p>3. Setting our strategic direction and developing our staff and future leaders</p>	<p>3.1 Align priorities Empower staff to work collectively toward achieving goals in DBCA strategic and operational plans.</p>	Workforce and Diversity Implementation Strategy
	<p>3.2 Develop the workforce Establish career pathways, identify talent, provide development opportunities to staff, and remove any potential barriers.</p>	Workforce and Diversity Implementation Strategy
	<p>3.3 Retain valued employees Implement succession planning and staff retention strategies.</p>	Workforce and Diversity Implementation Strategy

Focus Area	Initiative	Related strategy/plan
<p>4. Ensure provision of quality and inclusive services, programs and facilities</p>	<p>4.1 Engage with community Consult with relevant external groups to ensure programs and services are appropriate and responsive to the needs of all Western Australians, national and international visitors.</p>	<p>Workforce and Diversity Implementation Strategy Disability Access and Inclusion Plan Reconciliation Action Plan Multicultural Policy Framework</p>
	<p>4.2 Identify and remove barriers to access Conduct reviews on DBCA services for diversity access.</p>	<p>Workforce and Diversity Implementation Strategy Disability Access and Inclusion Plan</p>
	<p>4.3 Diversify front line service roles Understand, promote and utilise the benefits of workforce diversity in front line service roles.</p>	<p>Workforce and Diversity Implementation Strategy Disability Access and Inclusion Plan</p>
<p>5. Account and celebrate</p>	<p>5.1 Report and monitor progress Measure equity and diversity outcomes and report progress through internal and external avenues.</p>	<p>Workforce and Diversity Action Plan Disability Access and Inclusion Plan Reconciliation Action Plan</p>

Focus Area	Initiative	Related strategy/plan
	<p>5.2 Recognise and celebrate</p> <p>Achievements and progress are recognised publicly via internal and external media.</p>	<p>Workforce and Diversity Action Plan</p> <p>Disability Access and Inclusion Plan</p> <p>Reconciliation Action Plan</p>

