Diversity and Inclusion

a plan for our workforce

2021-2024

Government of South Australia

Health
Central Adelaide
Local Health Network

The purpose of this plan

The Diversity and Inclusion Action Plan 2021 - 2024 was developed by Central Adelaide Local Health Network (CALHN) and Statewide Clinical Support Services (SCSS). It articulates CALHN and SCSS' commitment to the South Australian Public Sector Diversity and Inclusion Strategy 2019-2021, released by the Office of the Commissioner for Public Sector Employment in December 2019.

This action plan for our workforce aligns current and future work conducted by CALHN towards the key priority areas and goals identified in the government's diversity and inclusion strategy.

This plan is structured to align with the Office of the Commissioner's work across the six diversity streams outlined in the diversity and inclusion strategy, namely:

- Aboriginal people
- Age
- Cultural and linguistically diverse (CALD)
- Disability
- Gender
- LGBTIQ+.

See page 8 for details of how these groups of people are represented in the South Australian community.

Links to other strategies and organisational values

This plan is underpinned by the values across the South Australian public sector, CALHN and SCSS, with clear links to several existing plans that address workforce diversity issues. See page 4 for details of similar CALHN commitments to diversity.

As the largest local health network within the state, as well of one of the largest employers within South Australia, CALHN believes that it must role model appropriate respect for diversity, to set precedent for the State.

We understand that properly implemented policies and actions to promote workplace diversity can result in:

- higher levels of employee satisfaction and loyalty
- improved budgetary outcomes
- increased competitive advantage
- superior business performance
- a strengthened relationship with multicultural communities
- attracting the best and the brightest candidates[1].

Fostering and supporting a diverse and inclusive environment also helps our consumers and wider community, which are critical for culturally safe services.

South Australian Public Sector Diversity and Inclusion Strategy 2019-2021

This government strategy specifies public sectors' commitment to building a diverse and inclusive workforce that reflects the diverse community it serves.

The strategy defines diversity as the mix of backgrounds, characteristics, experiences, professional skills and perspectives. It also describes how inclusion affects us all and is fostered when people:

- feel valued and respected for who they are
- feel connected to and accepted by their co-workers
- have equal opportunities to develop and progress their career
- can contribute their full talents to the public sector

feel safe to freely talk about physical and mental health challenges.

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[1]McCuiston, VE, Wooldridge, BR and Pierce, CK, 2004, 'Leading the diverse workforce' in Leadership & Organization Development Journal, Vol. 25 No. 1, pages 73-92

Strategy goals and actions

These are the stated government priority areas and goals:

1. **Reflect the diverse communities that the public sector serves**
   - Recruitment practices are equitable and more people from diverse backgrounds are employed
   - Public sector workplaces are inclusive, safe, supportive and the contribution and perspectives of all employees are valued.

2. **Build diversity and inclusion knowledge and capability**
   - Increase awareness and understanding of how to create and maintain inclusive workplaces.

3. **Be accountable for diversity and inclusion**
   - Ensure leaders across all agencies are accountable to embed and foster a culture of diversity and inclusion and are role models for their employees
   - Maximise capabilities to monitor and measure progress and the impact of diversity and inclusion across agencies.

CALHN's diversity and inclusion plan also reflects the following key public sector principles for diversity and inclusion:

- Treat each other respectfully, fairly, justly, reasonably and equitably without discrimination
- Foster a culture of support, belonging, meaningful engagement and wellbeing for all employees
- Value difference, and respect and value every individual for the diversity of skills and experiences that they bring to the public sector
- Aim to be an employer of choice with the best people attracted, recruited, developed and retained in the public sector
- Hold each other accountable for enabling inclusive practices.

CALHN's commitment to a diverse workforce

Our Reconciliation Action Plan: Innovate 2020-2022 (RAP) aims to embed reconciliation into our values and enact reconciliation in our behaviour and service delivery.

The RAP identifies practical reconciliation initiatives aligned with our commitment to shaping the future of health with world-class care and research.

Our Gender Equality and Respect Action Plan 2019-2022 aims to have an effective approach to gender equality, workplace respect and prevention of all forms of violence at every level of the organisation.

Our Disability Action and Inclusion Plan 2020-2024 outlines our commitments to identify and meet the needs of people with disability. It describes what CALHN will do to make sure that people living with disability have the same opportunities as others to access and be included in health services.

1. Reflect the diverse communities that the public sector serves

Goal: Recruitment practices are equitable and more people from diverse backgrounds are employed	Aboriginal	Gender	Disability	Age	CALD	LGBTQI+	Lead	Year
Recruitment								
Review wording in recruitment advertisements to ensure that it reflects equity in the consideration of applicants	●	●	●	●	●	●	Workforce	2022
Update the job description template to reflect SA Health's commitment to diversity and update job descriptions to reflect this commitment upon review	●	●	●	●	●	●	Workforce	2021
Develop/update targeted recruitment material to attract and encourage people from diverse backgrounds to apply	●	●	●	●	●	●	Workforce	2022
Promote Employer of Choice credentials and strive for recognition of CALHN as diversity friendly (eg flexible work arrangements (FWA), equity of opportunity)	●	●	●	●	●	●	Workforce	2023
Promote use of Aboriginal Employment Register (AER) and Disability Works Australia (DWA) for CALHN recruitment processes	●	●	●	●	●	●	Workforce	2024
Identify and address (where possible) any barriers for applications to job vacancies (eg inaccessible information)	●	●	●	●	●	●	Workforce	2022
Encourage diversity of panel composition in CALHN selection processes	●	●	●	●	●	●	Workforce	2022
Train all panel members to understand merit-based recruitment and selection, including the value of diversity	●	●	●	●	●	●	Workforce	Ongoing
Promote diversity training to all recruitment panel members, including unconscious bias training	●	●	●	●	●	●	Workforce	2022
Provide online diversity training to appropriate staff in Workforce teams so they can better help applicants from diverse backgrounds	●	●	●	●	●	●	Workforce	2022

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Goal: Ensure public sector workplaces are inclusive, safe, supportive and that the contribution and perspectives of all employees are valued	Aboriginal	Gender	Disability	Age	CALD	LGBTQI+	Lead	Year
Induction								
Review induction processes so that when they begin, new employees are given information and education about valuing diversity	●	●	●	●	●	●	Workforce	2021
Safety								
Educate employees about identifying and reporting incidents of workplace harm through the Safety Learning System (SLS)	●	●	●	●	●	●	Workforce	Ongoing
Promote to employees adherence to legislative requirements and the Public Sector Code of Ethics	●	●	●	●	●	●	Managers	Ongoing
Promote the SA Health cultural reform policies to employees, including: • Prevention and Management of Workplace Bullying and Harassment policy directive • Respectful Behaviour policy directive • Guideline for Addressing Disrespectful and Other Unacceptable Workplace Interactions	●	●	●	●	●	●	Workforce	2022
Equity in opportunity								
Update Performance Review and Development (PR&D) template to include prompts for discussion of individual development needs, flexibility in job design and workplace adjustments	●	●	●	●	●	●	Workforce	2021
Review individual development needs, in consideration of diversity status, in PR&D discussions	●	●	●	●	●	●	Managers	Ongoing
Promote employee access to WorkFit consultants for workplace adjustments	●	●	●	●	●	●	Managers	Ongoing
Promote flexibility in job design in consultation with employee (eg hours or work, location, work modifications)	●	●	●	●	●	●	Managers	Ongoing
Flexible work arrangements								
Promote flexible work arrangements to support staff meet their personal and work needs, and reasonably consider all flexible work requests	●	●	●	●	●	●	Managers	Ongoing
Support for wellbeing								
Pilot a peer support program with appropriately trained peer support officers	●	●	●	●	●	●	Workforce	2021
Regularly promote the Employee Assistance Program and Manager Assist Program to employees and managers	●	●	●	●	●	●	Workforce / Managers	Ongoing
Measure workforce wellbeing and identify risks to mental health based on factors such as gender, age and cultural background	●	●	●	●	●	●	CALHN Wellbeing Committee	2021
Support for diversity requirements								
Continue to ensure religious and cultural requirements of employees are respected and facilitated where possible eg space for prayer	●					●	Spiritual Care	Ongoing
Communication								
Provide web accessibility training that meets the standards and requirements of the Web Content Accessibility Guidelines to web content developers			●				Digital Health/ Communications	2022
Provide employees with information about alternative communication formats on request (for example in Braille, audio, and e-text)			●				Communications	2023
Make information available for employees on how to receive and make calls through the National Relay Service			●				Communications	2022

2. Build diversity and inclusion knowledge and capability

Goal: Increase awareness and understanding of how to create and maintain inclusive workplaces	Aboriginal	Gender	Disability	Age	CALD	LGBTQI+	Lead	Year
Training and development								
Conduct training across the organisation (including managers and employees) about working with people from diverse backgrounds, incorporating the public sector values	●	●	●	●	●	●	Workforce	2023
Develop and implement tools and/or training to support clinicians to provide culturally and inclusive appropriate care	●	●	●	●	●	●	Workforce/ Medical Education	2023
Develop and implement respectful behaviours training for all staff, including education and information on the value of diversity	●	●	●	●	●	●	Workforce	2023
Promote the availability of Workforce to enable managers and staff to understand and support an employee's identified disability and/or diversity need	●	●	●	●	●	●	Workforce	2023
Ensure that all managers complete training about understanding and preventing men's violence against women		●					Managers	2022
Review disability awareness training to ensure currency			●				Workforce	2022
Investigate accreditation in 'Disability Confident Recruiter' training through the Australian Network on Disability			●				Workforce	2023
Ensure a diversity of lived experience is included in all training	●	●	●	●	●	●	Workforce	2023

3. Be accountable for diversity and inclusion

Goal: Ensure leaders across CALHN are accountable to embed and foster a culture of diversity and inclusion and are role models for their employees	Aboriginal	Gender	Disability	Age	CALD	LGBTQI+	Lead	Year
Establish accountabilities and continually review the organisation's status in diversity and inclusion matters	●	●	●	●	●	●	Workforce	2022
Leadership support								
Develop and publish a statement about CALHN's commitment to diversity	●	●	●	●	●	●	Workforce and Commun-ications	2022
Ensure that leaders role model and champion inclusive behaviours and workplace diversity inclusion	●	●	●	●	●	●	Leaders	Ongoing
Resourcing and budget								
Ensure that diversity and inclusion initiatives are appropriately resourced	●	●	●	●	●	●	Executive	Ongoing

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Goal: Maximise capabilities to monitor and measure progress and the impact of diversity and inclusion across CALHN	Aboriginal	Gender	Disability	Age	CALD	LGBTQI+	Lead	Year
Demographic data and reporting								
Review the process for collecting employees' personal information on the CHRIS21 system, including the information provided to employees about how the data is used	●	●	●		●	●	Workforce	2022
Examine workforce data for the profiling of the diversity groups to inform future strategies and actions (eg people with disability across the occupational and classification levels)	●	●	●	●	●	●	Workforce	2022
Bullying and harassment								
Regularly advise employees that workplace bullying and harassment is not tolerated	●	●	●	●	●	●	Managers	Ongoing
Educate employees about workplace bullying and harassment and the avenues available to address inappropriate behaviour	●	●	●	●	●	●	Workforce	2022
Educate managers about how to prevent and manage workplace bullying and harassment	●	●	●	●	●	●	Workforce	2022
Ensure that managers and supervisors appropriately address any reports of bullying or harassment	●	●	●	●	●	●	Managers	Ongoing
Meetings								
Encourage participants to start meetings with an Acknowledgement of Country statement	●						Managers	Ongoing
Conduct meetings to accommodate the different needs of employees	●	●	●		●		Managers	Ongoing
Business impact								
Conduct consultation with employees from diverse backgrounds so that lived experience is incorporated into decision-making where appropriate	●	●	●	●	●	●	Leaders	Ongoing
Embed diversity into supply arrangements (eg recruiting meritorious Aboriginal businesses and social enterprises who work with and support marginalised/underrepresented groups)	●	●	●	●	●	●	Procurement	2023
Ensure that calls for tender submissions request suppliers to provide evidence of how they practise staff inclusivity and diversity	●	●	●	●	●	●	Procurement	2023
Include access and equity requirements in key provider and agent contracts			●				Procurement	2023

Evaluation of CALHN's actions

We evaluate our actions through data and indicators, such as:

• the number of applicants from each diversity group

• the number of CALHN employees completing diversity training

• the number and type of complaints made across the different methods available.

CALHN also uses surveys to evaluate our organisation's diversity and inclusion culture, such as the iWorkforSA Your Voice survey.

We evaluate legislative compliance and adequacy of policies through auditing processes.

Representation of diversity groups

Here is a snapshot that illustrates why recognising diversity in our staff and consumers matters. This is based on Australian Bureau of Statistics (ABS) 2016 Census demographic statistics for South Australia and more recent ABS data, together with Office of the Commissioner for Public Sector Employment workforce data for SA Health, (as at 30 June 2020).

State population

South Australia is home to some 1.76 million people, with an annual growth rate of 0.87%. Migration contributes to about 65% of state growth. SA Health has 42,076 employees.

Aboriginal and/or Torres Strait Islander people

Aboriginal people make up about 2% of our state's population (some 34,000 people) – 49% are male and 50% are female. Aboriginal employees make up 1.47% of the SA Health workforce and 0.72% of the CALHN and SCSS Workforce.

Age matters

Our state has a median age of 40 years ('median' is defined as the age at which half the population is older and half is younger). The average age of SA Health employees is 44 years. In comparison, when combined with SCSS, the average age is 42 years.

People from culturally and linguistically diverse backgrounds

In South Australia, about a third of people have both parents born overseas and 11% have one parent born overseas. The most common countries of birth are England 5.8%, India 1.6%, China 1.5%, Italy 1% and Vietnam 0.9%. About 78% of people only speak English at home. Other languages spoken at home are Italian 1.7%, Mandarin 1.7%, Greek 1.4%, Vietnamese 1% and Cantonese 0.6%.

People with disability

About 53% of people with disability are in the Australian labour force, compared with 84% of people without disability[2]. Just under half (48%) of people with disability aged 15 to 64 are employed, compared with 80% of people without disability.

Just over one quarter of people with profound or severe disability participate in the labour force, compared with just over half of all people with moderate or mild disability.

Of people with disability, males are more likely to be in the labour force (56% or 562,600) compared with females (50% or 534,700). Employed females are more likely to be underemployed than employed males (5.9% or 61,900 females compared with 3.9% or 38,800 males).

CALHN and SCSS records show that about 100 people identify as having a disability.

Gender matters

Males make up about 49% of the population, and 50.7% are female. The sex ratio (the number of males per 100 females) in SA is 97.6.

SA Health has about 78% women and 22% men, with 0.02% identifying as 'other'. In the CALHN and SCSS workforce, 25% (about 3,823 people) are male, 75% (11,784) are female and three people identify as 'other'.

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[2]Disability and the Labour Force:4430.0 – Disability, Ageing and Carers, Australia: Summary of Findings, 2018, Key Statistics for working age Australians (15-64 years) in 2018

Glossary

Leader

In this document, a leader is anyone within CALHN who displays leadership qualities, no matter their standing within the organisation. This could be people implementing policy changes, rolling out projects across CALHN, or simply being an advocate for CALHN's vision and goals, within our organisation.

Manager

Anyone in CALHN who has a staff member reporting directly to them.

Diversity streams and priority areas

The term 'Aboriginal' is used here, according to SA Health policy, and describes Australia's first nations peoples, including anyone who identifies as Aboriginal and/or Torres Strait Islander..

Age

Refers here to a mix of generations in the workforce and the unique backgrounds and perspectives that people of each generation bring.

CALD

Refers to people from cultural and linguistically diverse backgrounds within CALHN.

Disability

In this context, means long-term physical, psycho-social, intellectual, cognitive, neurological or sensory impairment, or a combination of any of these impairments, which in interaction with various barriers may hinder their full, effective participation in society on an equal basis.

Gender

Refers to women, men, non-binary and alternate concepts of gender identity.

LGBTQI+

Includes people who identify as lesbian, gay, bi-sexual, transgender, queer, intersex and others, covering the diverse sex, sexual orientation and gender identities represented within CALHN.