

East Gippsland Water

Diversity and Inclusion Plan

Version 4.0
October 2018

Revision Date	Change Description	Version No
May 2016	New document	Version 1.0
October 2016	Review and add measures	Version 2.0
November 2017	Review and refresh	Version 3.0
August 2018	Review and refresh	Version 4.0

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1 BACKGROUND AND CONTEXT

1.1 THE BUSINESS DRIVERS FOR THE FOCUS ON DIVERSITY IN OUR WORKFORCE

Strategic Objective	Business Driver	Diversity outcome	Business Outcome
1.To meet the needs of our customers and stakeholders	Providing more tailored customer solutions	<ul style="list-style-type: none"> A workforce which is as diverse as its customers can more effectively understand and anticipate customer needs and pro-actively tailor solutions and services. Our diversity enables more holistic decision making and provides a broader, more tolerant perspective. 	<p>Respected reputation</p> <p>High productivity</p> <p>Enhanced decision making</p>
2. To enhance the liveability, development and resilience of our region	Enhancing our reputation	<ul style="list-style-type: none"> Diversity (particularly gender diversity at leadership levels) is subject to increased social scrutiny and strengthened legislation. A diverse and inclusive approach assists in positioning ourselves as a business which is well-managed (including in relation to risk) and 'lives' its culture and values. 	<p>High employee engagement</p> <p>Strong, positive and inclusive culture</p> <p>Respected reputation</p>
	Serving local communities	<ul style="list-style-type: none"> Communities and their individual constituents are increasingly influential. A workforce which represents and is connected to local communities and understands their values is better able to anticipate and meet their expectations. 	<p>Respected reputation</p> <p>Enhanced customer satisfaction</p>
3. To innovate and achieve whole of business sustainability	Supporting innovation	<ul style="list-style-type: none"> Diverse and inclusive teams are more innovative because they have a wider set of experiences, approaches and resources to draw upon. Developing innovative solutions to meet customer needs, creative use of technology and continuous process improvement are key elements of our Strategic Direction. Diverse teams consistently outperform homogeneous teams and produce stronger (business) outcomes – provided that an inclusive culture operates, where all ideas or contributions are valued and considered. 	<p>High productivity</p> <p>Enhanced decision making</p> <p>Continuous improvement culture</p>
4. To optimise the efficiency and affordability of our services	Maintaining agility and flexibility	<ul style="list-style-type: none"> Flexible teams are typically more adaptive and responsive to rapid changes in business, social and demographic conditions and priorities because they collaboratively deliver results, and utilise technology to full advantage. 	<p>Resilience to change</p> <p>High productivity</p>

Strategic Objective	Business Driver	Diversity outcome	Business Outcome
	Reducing risk	<ul style="list-style-type: none"> Diverse teams which operate inclusively can manage and mitigate risk more effectively by avoiding decision-making associated with 'group-think' and bring different perspectives to the team. 	<p>Reduced risk profile</p> <p>Enhanced decision making</p>
5. To maximise the potential of our people	Attracting and retaining high-performing talent	<ul style="list-style-type: none"> Recognition and acceptance of diversity in an inclusive environment will assist in making our workplace and the industry as a whole more attractive to a wider range of prospective applicants. 	<p>Retention of talent</p> <p>High employee engagement</p>

1.2 WATER INDUSTRY WIDE FOCUS

The themes emerging from the Victorian Water Industry with respect to increasing diversity and inclusion, include the following areas of focus:

- Leadership and advocacy;
- Governance and measurement;
- Telling the story of current successes;
- Establishing and fast-tracking the talent pipeline;
- Development and support; and
- Systems and processes.

A series of actions under each theme were identified and embedded into the previous industry wide approach. This document will be updated once the new version of the VicWater Diversity and Inclusion Plan is available to ensure our actions are meeting the industry wide expectations and outcomes.

1.3 OUR WORKFORCE DATA

As at June 2018 these are the key organisational statistics:

Employment levels	June 2018							June 2017						
	All Employees		Ongoing			Fixed term and Casual		All Employees		Ongoing			Fixed Term and Casual	
	Number (Headcount)	FTE	Full-Time (Headcount)	Part-Time (Headcount)	FTE	Number (Headcount)	FTE	Number (Headcount)	FTE	Full-Time (Headcount)	Part-Time (Headcount)	FTE	Number (Headcount)	FTE
Gender														
Male	68	68	64		64	4	4	74	73	63	0	62	11	11
Female	30	27.04	17	8	22.04	5	5	23	20.87	12	7	16.87	4	4
Age														
15-24	8	7.54	5	1	5.54	2	2	9	9	5		5	4	4
25-34	20	19.08	18	2	19.08			21	20	13	3	15	5	5
35-44	22	20.5	15	4	17.5	3	3	19	17.9	16	3	17.9		
45-54	24	23.92	23	1	23.92			26	25.97	24	1	24.97	1	1
55-64	19	19	15		15	4	4	18	17	14		13	4	4
65+	5	5	5		5			4	4	3		3	1	1
Classification														
Trainees	6	3.54	3	1	3.54			2	2				2	2
Technical and Administrative Staff	47	46.71	41	6	44.71	2	2	51	48.67	39	4	40.67	8	8
Field Staff	23	23	23		23			28	28	27		27	1	1
Senior Managers *	5	14.79	14	1	14.79			10	9.2	7	3	9.2		
Executive and Managing Director **	7	7				7	7	6	6	2		2	4	4
Total Employees	98	95.04	81	8	86.04	9	9	97	93.87	75	7	78.87	15	15

Executive Officers – Gender

Ongoing and Special Project					
	Male		Female		Vacancies
	No.	Variation on previous year	No.	Variation on previous year	No.
Executive Managers	3	0	3	2	
Total	3	0	3	2	

1.3.1 KEY FINDINGS

- The corporation's total workforce is currently 98 employees and approximately 30% of those are field based staff. Field based staff includes treatment and operations and maintenance. Our field based operations consist of a predominately male workforce. Overall the male to female ratio is 68:30. From a corporate staff perspective the ratio is 45:30 respectively.
- The gender balance at executive level has equalised in recent years and is presently 50% split in gender in executive positions. At middle management level, 5 out of 15 managers are female.
- We have staff of various ages and generational groups working within the organisation.

1.4 CURRENT STRATEGIES

The current actions for increasing the diversity of our workforce include:

- Ensuring the absence of bias in our job advertisements and position descriptions;
- Monitoring recruitment processes to ensure a diverse range of candidates are being selected for interview;
- Complying with State policy on indigenous employment in the public sector;
- Successfully recruited a gender balanced executive management team (as reflected in statistics above);
- Continuing to create opportunities within our organisation to support parents in returning to work in roles that support their career development and work/life balance and to retain their skills and knowledge in East Gippsland Water;
- Development and career opportunities for women in our workforce embedded in our succession and talent management plans;
- Removing obstacles for people with disabilities to have varied and meaningful career opportunities;
- Implementing a Women in Water program over 5 years that focuses on opportunities for personal and professional development; and
- Targeted leadership and promotion opportunities i.e. nominations for leadership awards and promoting active involvement in industry and local working groups and committees, whilst ensuring that gender identity, age and sexual orientation is not a barrier to meaningful career progression.

Diversity is part of our strategic consideration when filling vacancies and developing individual capability for future business needs. These include:

- promotion from within the organisation wherever possible
- apprenticeships;
- traineeships;
- cadetships;
- internships (such as the 12 week placement via the French Engineering School ENSIL);
- vacation employment programs;
- working with schools to highlight career options for women in non-traditional roles e.g. field operations
- participation in the Federation University Industry Placement Program; and
- individual training plans as part of our performance management system.

In addition, the Job Shadowing Program offers exposure to different team environments allowing individuals to look at possible directions for their career progression within East Gippsland Water, whilst at the same time future proofing our organisation.

Our succession and talent management processes enable us to identify roles that are essential for the efficient and effective operation of our business. They are an integral component of ensuring we have the right mix of skills, knowledge and competence for current and future business needs. In order to provide the organisation with options when a critical role is vacated, our aim is to have at least two potential and capable candidates for each role.

2. IMPROVING OUR PROCESSES

2.1 ACTIONS TO IMPROVE OUR DIVERSITY AND INCLUSIVENESS

In order to pursue improvements in the diversity and inclusiveness of our organisation, the following four focus areas have been identified:



Actions have been identified against each of these four areas over the next three years. These actions appear in the tables below.

2.2 MEASUREMENT

VicWater will provide updates to the industry Diversity and Inclusion plans, these will include a range of measures to be adopted.

The EGW Board has approved a range of measures that provide insight to the organisational culture from a holistic perspective. These measures are listed below in Table 2.2.1 and 2.2.2.

TABLE 2.2.1 ORGANISATIONAL CULTURAL MEASURES

Category	Metric	Measure <i>(snapshot provided in March and November, except for PMS – undertaken separately on an annual basis)</i>	Comment
Work Life Balance And Flexibility	Retention of Primary Carers in the workplace	a. Primary carers who take parental leave and return to the workforce b. Primary carers returning to the workplace who have a flexible work plan approved c. Retention greater than 12 months of primary carers who have returned from parental leave	Measured as % Measured as a % Measured as a %
	Leave accruals	Employees with leave in excess of 8 weeks	Heat map as per A&R Committee report
	RDO	RDO balances	Table showing RDO accruals
	Flexibility	approved flexible work applications versus number of applications	Measured as a %
Workplace Culture	Turnover	Number of people leaving as a proportion of people employed during a specific period	Measured as a %
	Absenteeism	Personal, carers and single day annual leave <ul style="list-style-type: none"> • As a proportion of days worked • By days of the week 	Bar chart graph
	Retention	Exit interview - numbers leaving and reason	Pie chart
	Grievances	Grievances raised, resolved and cause	Report by exception
	Bullying	Formal bullying complaints made and outcomes achieved	Report by exception
Safety Culture	WSAA report	Lead and lag indicators	Table included in OHS Board report monthly
	Safety Culture	Use of Safety culture tool annually	Organisational Performance Metric – Monash University (OPM-MU)

Workplace Culture Diversity and Wellbeing	People Matter Survey (PMS)	Comprehensive external survey, areas covered outlined below	External comparative tool, completed annually as a separate report to the P&R
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TABLE 2.2.2 PEOPLE MATTER SURVEY CONTENT

The People Matter Survey is a comprehensive survey conducted by the Victoria Public Sector Commission which provides comparative analysis on people related matters across Victorian water authorities.

The key areas assessed are:

Headline Benchmarks		Wellbeing
	Values and employment principles	Worklife balance and work related stress
Employment Principles		Satisfaction with work life balance
	Merit	Main causes of work related stress
	Fair and responsible treatment	Impact of work related stress
	Equal employment opportunity	Control of workplace issues and workload
		Response to work related stress
Supporting Measures		Non-work related/ personal stress
	Feedback	Employee support
	Effective Promotion of policies and processes	Psychological health in the workplace
	Job Satisfaction	How your organisation supports Diversity
	Engagement	How your organisation supports diversity
	Role clarity	How senior managers support diversity
	Role Enablers	How supervisors support diversity
	Intrinsic reward	How colleagues support diversity
	Bullying	How your organisation fosters fairness and respect
	Discrimination	Flexible working arrangements in your workplace
Public Sector Values		
	Responsiveness	Cultural performance in relation to specific groups

	Integrity	Positive culture for Aboriginal people and people from different cultures
	Impartiality	Positive culture for people with a disability and of different ages
	Accountability	Positive culture for carers and people that work part time or flexibly
	Respect	Positive culture for people who identify as LGBTI
	Leadership	Positive culture for people of different sexes/genders
	Human rights	

2.3 CURRENT DIVERSITY MAP AND VICWATER TARGETS

The table below tracks the targets included in the VicWater Diversity and Inclusion Strategy against our current community makeup.

Gap area	VicWater Diversity and Inclusion Strategy target by 2020	East Gippsland Community*	What we look like now*
Gender	40% female and 40% male in senior leadership positions		
Indigenous	2.5% identify as aboriginal or Torres Strait Islander		
Disability	10% with identified disability		
Speak another language	20% speak a language other than English		
Carers	35% caring responsibilities		
LGBTI	7% identify as LGBTI		
Flexibility	25% work flexibly		

*Data deleted due to privacy concerns as individuals could be identified due to a small number of employees.