



CENTRAL  
HIGHLANDS  
WATER



# CENTRAL HIGHLANDS WATER DIVERSITY AND INCLUSION STRATEGY

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# 1.0 Foreword

Central Highlands Water (CHW) is a Victorian State Government-owned corporation that provides urban water and wastewater services to approximately 140,000 residents in more than 60 towns in the Central Highlands region of western Victoria. These communities are extremely diverse and range in population from less than 100 people to more than 100,000 in the Ballarat and District system.

CHW provides services to these communities in a fully integrated 'catchment-to-tap-to-catchment' approach which involves:

- Collection and storage of water
- Filtration and disinfection
- Water delivery
- The collection and treatment of wastewater
- The beneficial reuse of reclaimed water and biosolids

CHW is committed to working proactively with all stakeholders to achieve mutually beneficial outcomes in relation to water and wastewater services, while striving to deliver efficient and sustainable services to customers. This requires CHW to be an agile organisation with a positive workplace culture that reflects and connects with the communities we serve.

CHW recognises that it needs to be an organisation that reflects the community it serves and to that end has developed a diversity and inclusion strategy, the detail of which is enclosed in this document.

This document clearly sets out the actions and activities that CHW has and will undertake to ensure that the strategy delivers the appropriate outcomes via the specific actions that have been identified.

Any diversity and inclusion strategy needs to be a 'living document' and CHW will ensure that it is regularly reviewed and updated as an important part of its overall People and Culture (Workforce) Strategy.

## 2.0 Strategy Overview

### 2.1 Background

A successful diversity and inclusion strategy is the culmination of a number of approaches and actions encompassing the organisation's attitudes, values, behaviours and expectations.

CHW's Diversity and Inclusion strategy and action plan, has a steadfast focus on building a more inclusive workforce, both from a business and a fairness perspective.

Internally, CHW has a firm commitment to becoming a more diverse and inclusive organisation. This commitment is embedded in CHW's Workforce Strategy 2014-2017, Our People Policy, Corporate Plan 2016 and values, all of which are at the core of how CHW conducts itself.

In addition, the CHW Board People Culture & Safety Committee receives regular updates and discusses matters of diversity and inclusion in its quarterly agenda.

There are several drivers, both internal and external that have led to the creation of a specific Diversity and Inclusion Strategy and subsequent Action Plans for Central Highlands Water.

Firstly, CHW's own insight and enlightenment of its need to become more inclusive, diverse and reflective of the communities we serve. Secondly, our thinking has been informed by the Victorian Government's commitment and expectation to workforce diversity and inclusion, Public Sector (VPSC) core values, the new Water Plan for Victoria and various legislative requirements in the *Disability Discrimination Act*, Charter of Human Rights and Freedoms, *Equal Opportunity Act*, *Fair Work Act* and *Anti-Discrimination Act*. Thirdly, recent research (Deloitte 2012) indicates that when the relationship between diversity and inclusion and business performance was modelled, an uplift of up to 80% to business performance when both conditions (diversity and inclusivity) were high was identified.

Currently, CHW has several rich practices that recognise and celebrate diversity and inclusion, as we move our workforce demographics to match / mirror those of the communities we serve. This strategy is about elevating this focus and shining a light on CHW's commitment to becoming an even more diverse and inclusive organisation. In relation to access to CHW facilities and buildings, we will ensure that physically and socially there are no impediments to customers accessing these resources, including full physical accessibility to relevant assets such as offices and via mediums such as telephone, websites and social media.

### 2.2 Purpose

The purpose of CHW's Diversity and Inclusion Strategy and Action Plan is to recognise and respect individual differences and the contribution each person brings to life and work at CHW. A workplace that is respectful, courteous, fair and that values individual differences builds a positive workplace culture and improves business outcomes. This is CHW's intent.

There are many dimensions to diversity and inclusion, including the familiar traits of race, ethnicity, gender, age, religion, disability, and sexual orientation, as well as many personal and professional characteristics such as communication style, work habits, behavioural attitudes, economic status, and knowledge, thought processes, ideas, life experiences, cultural background, and geographical origin.

CHW's multi-faceted approach is focussed both on increasing the diversity of our workforce and ensuring that our workforce is inclusive for all people.

The key principles underpinning CHW's approach to diversity and inclusion are:

- Each person matters to CHW: No one is excluded
- People's unique attributes, characteristics, skills, experiences and perspectives are respected, valued, and embraced
- Diversity adds richness and capacity to the culture of our organisation
- Everyone is responsible for diversity and inclusion
- We all have biases; it's how we manage these that makes a difference

The actions in this Plan will achieve the following six strategic goals:

1. CHW's workforce diversity demographics will align with the diversity demographic profiles of the community / customers it serves
2. CHW will be valued as an inclusive and diverse organisation
3. CHW will develop inclusive leadership practices
4. CHW will seek collaborative and innovative solutions in ensuring diversity and inclusion in building workforce capacity
5. CHW will strengthen our collaborative community relationships
6. CHW will become more capable as a result of our diversity and inclusive practices that will in turn, provide a better business to our customers

## 3.0 A more diverse and inclusive CHW

In seeking to facilitate positive social change within CHW and within the community we serve, several areas of focus have been identified for specific effort and action. Their collective intent is to close the gap between what CHW looks like today and what we want CHW to look like in the future: i.e. being more diverse and inclusive.

The strategy aims to achieve the six strategic goals and identifies the following seven focus areas for action:

- Building an inclusive workplace for all
- Gender participation
- People Living with a Disability
- Indigenous Australians
- An Intergenerational workforce
- People from Culturally and Linguistically Diverse (CALD) backgrounds
- People who have experienced Life Altering Events

### 3.1 Building an inclusive workplace for all

A core aspect of building a positive workplace culture is creating a workplace that is respectful, courteous and fair by valuing individual difference. Strength lies in differences not in similarities. Having 'individual difference' as a focus within our Diversity and Inclusion Strategy means accepting and respecting that people have individual differences about things such as skills, experience, gender identity, sexual orientation (Gay, Lesbian, Bi-sexual, Transgender, Intersex, Questioning (GLBTIQ)), political views, industrial affiliation, marital status, family values, parental / carer status and lifestyle choices.

Having a focus on inclusion means that workplace diversity and inclusion becomes everyone's' responsibility, is integrated within CHW's business strategy and workforce plan, is embedded into our day to day operations, we improve our ability to attract, develop and retain staff from our diversity groups, we support and empower all employees to be able to make their mark in CHW and we monitor and report the successes of our workplace diversity and inclusion strategy.

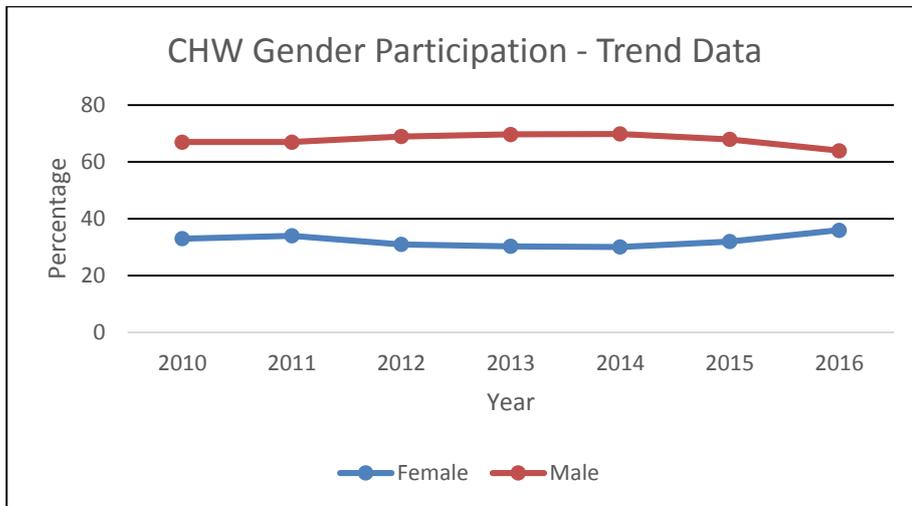
Our aspiration is that all CHW people feel valued and included, their skills, experience and their difference is harnessed, and that our business processes are enabling and inclusive.

### 3.2 Gender participation

52% of the population that CHW serves are female, with a range variance of 3.3% across its specific communities (48.5% Ballan – 51.8% Daylesford). CHW's community gender profile of 52% females, is slightly higher than the Victorian and Australian profiles which report just over 50%.

CHW's workforce demographic in 2016 as it relates to gender participation is 36% and is above the average for Victorian Water Authorities (at 31%). Whilst CHW's workforce current demographics do not match the community we serve, women's participation within CHW has steadily increased over the past 2 years. In 2014, women only represented 30% of CHW's workforce with 4/23 management positions being occupied by women. In 2015, women represented 32% of CHW's workforce with 5/23 management positions being occupied by

women. Currently women represent 36% of CHW's workforce with 6/23 management positions being occupied by women.



CHW's ongoing aspiration is to bring CHW's workforce gender profile closer to matching our community demographic thereby increasing the number of women working at CHW.

In addition, a recent pay gap analysis by the Workplace Gender Equality Agency (WGEA) in its gender equality scorecard identified that the full time total remuneration pay gap was in favour of men by 24%; and the higher the salary level, the higher the gap. Within four out of the five salary classifications at CHW, male employees are paid more than female employees ranging from 0.1% to 5.7%. Our aspiration and our pledge is for gender pay parity at starting salary and at all levels through the business.

### 3.3 People Living with a Disability

CHW actively supports the employment of individuals living with a disability, and recognises there is much more that can be done in this space. This applies not only internally or with prospective employees, but also for the people in our community and local businesses when procuring our products and services and engaging with our local community organisations and businesses that support people living with a disability.

Community demographics relating to people living with a disability are not available at the same level of geographic detail as gender, however, currently, at a national level, there are 2.35 million (15.3%) Australians aged 15-64 years, of 'prime working age', living with disability. (ABS, 2012).

CHW's workforce demographic of people living with a disability is approximately 5%. Our aspiration is to bring us closer to matching the wider community demographic (15.3%).

In relation to our procurement practices, we are not deliberate in procuring our products and services that support people with a disability, of which there are several in the local Ballarat region. Therefore, our aspiration is to be more deliberate in thinking about the opportunities and being more deliberate about our procurement decisions - including social value as a criteria alongside the financial benefit.

### 3.4 Indigenous Australians

The Indigenous Australians demographics of the communities we serve show a high variability across the CHW region ranging from 0.3% (Daylesford) to 1.4% (Beaufort) with an average for the CHW region being 1.1% – 1.2%. This is much higher than the Victorian average of 0.7% yet lower than the Australian population (2.6%).

Currently CHW employs two people of Aboriginal or Torres Strait Islander background making up 1% of our workforce, higher than the Water Industry's average of 0.2%, and meeting the Victorian Government's Aboriginal Employment target of 1%.

Whilst CHW's currently meets the Victorian Government target, our aspiration is to move closer to the Australian average of 2.6%, and be a leader of Indigenous Australian employment within the Victorian Water Industry.

Again our initiatives will focus on innovative people solutions but will also have a focus on engaging and strengthening our relationships with the original landholders in our region on such matters as cultural heritage and natural resource management. This is of great importance to CHW as it recognises the history, Aboriginal values and contribution of the traditional land owners.

Based on a current memorandum of understanding, CHW will develop, in collaboration with Indigenous Australians, CHW's Reconciliation Action Plan (RAP) by mid-2016 and continue the strong working relationships we have developed.

### 3.5 An Intergenerational Workforce

There are variable age profile trends within the region CHW serves with the median age ranging from 37 years in Ballarat to 50.5 years in Avoca. ABS Census Data (2011) indicates that there are approximately 130,000 people in the area that CHW services with the median age being 40 years of age.

When comparing CHW regional median age to the Victorian and Australian medians, it would seem that CHW's profile seems to be lower in the 0 – 44 year groupings and higher in the 45+ year groupings; giving a sense that we are older than the average.

CHW's current workforce age profile mirrors this with nearly 45% of its workforce over the age of 45 including 16% over the age of 50 years. At the other end of the age spectrum, CHW employs very few people between the ages of 20-25 and retention rates for our younger employees are the lowest of all age groups. The median age of CHW's workforce is 44 years (females: 41 years & Males, 47.5 years).

Our aspiration is to bring us closer to the communities we serve, whilst harnessing our older workforce's experience and strengthening the attraction, recruitment and retention of our younger workforce.

To this end, CHW has two key mechanisms namely:

1. A specific strategy and action plan *Changing Gears: Workforce Initiatives Supporting Experience*, that ensures we embrace and harness our older workforce; and
2. Developed Memorandums of Understanding with Federation University (Ballarat) and local employment agencies to attract more 20 -25 year olds into our workforce.

### **3.6 People from Culturally and Linguistically Diverse (CALD) backgrounds**

CALD is the contemporary descriptor for Australians born overseas.

The CALD demographics within the Communities CHW serve vary: from lowest, 12.7% in Maryborough, to the highest 17.6% in Ballan. The overall CALD population for the areas CHW serves is 13.6%. These CALD profiles are very different, much lower, to those of the Victorian and Australian demographics – both reporting above 30%.

CHW's workforce in regards to its known CALD profile is non-existent as current employment practices do not capture diversity information. This is a key area to improve in.

Whilst anecdotal information may suggest that CHW's workforce profile is nearing alignment to its community profile (13.6%), our aspiration is to become closer to the Victorian and Australian demographic of 30%.

### **3.7 People who have experienced Life Altering Events**

Any major change in a person's circumstances, such as divorce, death of spouse, loss of job, etc., that affects interpersonal relationships and/or work-related, leisure or recreational activities is referred to as a *"life altering event"*.

CHW has recently added an additional Clause to its Enterprise Agreement to affirm and to formalise a commitment to those individuals who find themselves the victim of a life altering event. By including these circumstances in our inclusion strategy, focus can be given to ensuring that people who may be experiencing this type of challenge are considered in the daily operation of our business. This includes, but is not limited to, supporting people affected by family violence, drug and alcohol addiction and / or mental ill health.

In addition, we will analyse, support and enact, where relevant, recommendations from the recent State Royal Commission into family violence.

Our aspiration is that people feel they are supported in managing their life challenges and that all people are valued irrespective of their personal and or family circumstances.

## 4.0 Strategy Action Plan

Focus Areas	Objectives	Specific Action	Timing	Measure
<p>a) <b>Building an inclusive workplace for all</b></p>	<p>CHW is a flexible and agile organisation that is able to accommodate the diverse needs of people as they move through the various life and career stages</p> <p>CHW practices creative, targeted people solutions to achieve the strategic capability benefits that diversity brings</p> <p>CHW recognises and understands that inclusiveness does not mean treating everyone exactly the same way, all the time</p> <p>CHW is known as a regional employer committed to diversity and inclusion</p>	<ul style="list-style-type: none"> <li>• Seek people's preference of how they want to be recognised for occurrences such as awards, anniversaries and departures</li> <li>• Ask people if they are interested in opportunities rather than assuming they will</li> <li>• Publish, profile and promote CHW's refreshed people procedures and processes.</li> <li>• Building inclusion through the power of language – harnessing the research regarding Words @ Work and providing guidance to managers and team leaders regarding using inclusive language for:               <ul style="list-style-type: none"> <li>○ Gender</li> <li>○ Age</li> <li>○ Aboriginal Peoples</li> <li>○ People living with a disability</li> <li>○ People from different cultural backgrounds, and</li> <li>○ People identifying with GLBTIQ</li> </ul> </li> <li>• Senior management team to introduce planning processes that involve their teams.</li> <li>• Redevelop CHW's Looking Forward/Looking Back process and communicate post Executive Agreement negotiations</li> <li>• Profile CHW's Continuous Improvement Committee's scope of work</li> <li>• Strengthen personal and professional development planning processes within CHW.</li> </ul>		

Focus Areas	Objectives	Specific Action	Timing	Measure
	<p>CHW's business processes are enabling and inclusive</p> <p>CHW has strategies and actions in place to address areas needing attention</p> <p>CHW monitors and reports the success of our workplace diversity and inclusion efforts</p>	<ul style="list-style-type: none"> <li>• Strengthen communication between and from senior managers through all change processes</li> <li>• Repackage and relaunch CHW's personal and professional development offerings for staff</li> <li>• Organisational workforce plans include diversity and employment measures</li> <li>• Workplace diversity and inclusion will be reflected within organisational business planning processes</li> <li>• CHW's awards programs will be expanded to include recognition of inspirational achievements relating to workplace diversity and inclusion</li> <li>• Managers and staff will have access to diversity and inclusion training including: Indigenous Australians; people living with a disability; CALD awareness; unconscious bias</li> <li>• Implement communication and calendar of events program that acknowledges the benefits of Workplace Diversity and Inclusion</li> <li>• Maintain corporate memberships with relevant not-for-profit employer organisations which provide access to specialist knowledge on matters relating to workplace diversity and inclusion</li> <li>• Ensure that CHW's recruitment practices reflect the needs of applicants from diverse backgrounds</li> <li>• Actively seek out potential candidates from networks and agencies from key diversity groups</li> </ul>		

Focus Areas	Objectives	Specific Action	Timing	Measure
		<ul style="list-style-type: none"> <li>• Prepare a diversity commitment statement that will be included in all CHW advertisements, career web page and application kits etc;</li> <li>• Market ourselves as an employer of choice : because of our commitment and programs to support diversity and inclusion</li> <li>• Enact the employment provisions included within our EA that support work / home balance and which acknowledge and support individual differing obligations</li> <li>• Ensure that CHW has an effective employee complaints handling / grievance resolution procedure</li> <li>• Maintain an effective Contact Officer Network and promote the services of this network within CHW</li> <li>• Continue to provide CHW people with a credible and professional EAP service</li> <li>• Empower CHW people to have a voice at work through establishing, profiling and enabling the People Matters Committee</li> <li>• Strengthen our diversity and inclusion monitoring and reporting processes through: <ul style="list-style-type: none"> <li>○ Including diversity information on CHW's Employment records</li> <li>○ Seeking diversity information from CHW people on a 6 monthly basis which encourages people to disclose their diversity information</li> <li>○ Include diversity indicators into EMT and PC&amp;SC KPIs / dashboard metrics</li> <li>○ Conduct regular reviews of our separation rates for key diversity groups</li> </ul> </li> </ul>		

Focus Areas	Objectives	Specific Action	Timing	Measure
		<ul style="list-style-type: none"> <li>○ Reporting quarterly, 6 monthly and annually on achievements / progress towards CHW's diversity and inclusion strategy</li> </ul>		
<b>b) Gender participation</b>	<p>Meet the Victorian Government commitment to women in the workplace</p> <p>Recruitment policy and procedures reflect the needs of women</p> <p>CHW markets itself an employer of choice</p> <p>Increase women representation in leadership and non-traditional roles</p> <p>TRP equality. Pay parity</p> <p>Gender balance on CHW internal committees</p>	<ul style="list-style-type: none"> <li>• Actively seek out potential candidates through strengthening our relationships with likeminded agencies and networks to increase female participation at CHW</li> <li>• Advertise employment opportunities through a variety of media sources including women's networks to attract a broader pool of female candidates</li> <li>• Focus CHW traineeships for women in non – traditional roles</li> <li>• Change CHW Recruitment and selection practices so that it is mandatory practice for all Band 4 &amp; 5 roles to have at least 1 women interviewed</li> <li>• Identify, recognise and proactively profile and promote the achievements of women in leadership</li> <li>• Develop further targeted programs that support the recruitment of women to CHW</li> <li>• Ensure equal opportunities for women in all jobs at CHW</li> <li>• Ensure that CHW provides a flexible workplace that allows women to manage all their responsibilities including:</li> </ul>		

Focus Areas	Objectives	Specific Action	Timing	Measure
		<ul style="list-style-type: none"> <li>○ Implement and promote CHW's Flexible working arrangements procedure</li> <li>○ Encourage more job share opportunities within CHW</li> <li>○ Promote CHW as a significant employer of part time opportunities</li> <li>● Undertake annual reviews of CHW Committee membership to ensure a 50 / 50 female / male split so that women are increasingly involved in decision making at CHW</li> <li>● Maintain connection with women taking a career break, extended parental leave, study leave etc; <ul style="list-style-type: none"> <li>○ Proactively use Keeping In Touch days</li> <li>○ Develop a transition plan that covers from and return to CHW upon the commencement and expiry of periods of extended leave</li> </ul> </li> <li>● Managers will have access to diversity and inclusion training / development including: Unconscious Bias</li> <li>● Undertake on a 6 monthly basis Pay equity audits relating to Starting Salaries</li> <li>● Undertake on an annual basis, Progression equity audits relating to progression based on performance</li> </ul>		
c) People living with a disability		<ul style="list-style-type: none"> <li>● Continue to offer diversity work place experience placements to people living with a disability</li> </ul>		

Focus Areas	Objectives	Specific Action	Timing	Measure
	<p>Targeted employment / work experience</p> <p>Supporting disability within the community we serve (i.e. Ballarat Specialist school and BGT general handywork)</p> <p>Supporting our people through employee benefits and services</p>	<ul style="list-style-type: none"> <li>• Strengthen relationships with networks to attract employment of people living with a disability</li> <li>• Ensure that CHW's recruitment and selection practices are free from unlawful discrimination against a person living with a disability</li> <li>• Improve CHW recruitment practices to enable more candidates living with a disability to be employed at CHW</li> <li>• Promote and implement CHW's Reasonable Adjustment Procedure</li> <li>• Promote CHW as a workplace that is supportive and welcoming of the employment of people living with a disability</li> <li>• Provide support to people living with a disability, working at CHW, and their supervisors, to assist them to understand their responsibilities, undertake reasonable adjustments in the workplace and remove barriers for employment to allow people living with a disability to effectively perform and progress</li> <li>• Facilitate the transition of CHW people living with a disability to alternative employment within CHW to help manage their disability and reasonable adjustments</li> <li>• Maintain connections with CHW people living with a disability taking a career break or extended leave due to temporary or permanent disability</li> <li>• Collaborate with Psych Services and other allied professionals in supporting CHW</li> </ul>		

Focus Areas	Objectives	Specific Action	Timing	Measure
		<p>people's mental health and general well-being at work or in returning to work.</p> <ul style="list-style-type: none"> <li>• Managers and staff will have access to diversity and inclusion training / development including: <ul style="list-style-type: none"> <li>○ Disability Awareness and Confidence session</li> <li>○ Manager / Supervisor / Team Leader training in engaging and supporting people with a disability</li> </ul> </li> <li>• Strengthen relationships with occupational physicians and therapists to actively facilitate people's return to work following illness or injury</li> <li>• Continue to require Fit for Work assessments as per CHW's Capacity for Work Procedure (early identification of impairment – keeping people safe)</li> </ul>		
<p><b>d) Indigenous Australians</b></p>	<p>Raise awareness and understanding of Aboriginal / Indigenous culture and history</p> <p>Meet and/or exceed Victorian Government 1% employment expectation</p>	<ul style="list-style-type: none"> <li>• Build and strengthen relationships with Indigenous Australians networks and agencies</li> <li>• Develop and implement CHW's Reconciliation Action Plan</li> <li>• Continued commitment to Memorandum of Understanding with the region's Wadawurrung tribe in relation to Cultural Heritage matters</li> <li>• Develop similar Cultural Heritage Memorandum of Understanding with the region's Dja Dja Wurrung tribe.</li> <li>• Promote CHW as an employer of choice for Indigenous Australians</li> </ul>		

Focus Areas	Objectives	Specific Action	Timing	Measure
	<p>Commit to maintaining cultural heritage in all of CHW's activities</p> <p>Develop strong partnerships with Aboriginal education and employment agencies to provide opportunities</p>	<ul style="list-style-type: none"> <li>• Recognise Aboriginal days of significance, such as NAIDOC Week, Reconciliation Action week and National Sorry Day.</li> <li>• Explore VTAC traineeship targeting Aboriginal trainees and put appropriate support networks to enable successful completion.</li> <li>• Advertise vacancies through Registered Aboriginal Parties and MOU partner networks</li> <li>• Increase the knowledge and understanding of Indigenous issues across CHW through Cultural Awareness training / development</li> <li>• Enable flexible work practices to accommodate balance of the cultural needs, responsibilities and roles of Indigenous Australians working at CHW</li> <li>• Mentor and support Indigenous Australians working at CHW</li> <li>• Contribute to whole of Government reconciliation plans and actions</li> </ul>		
<p><b>e) An Intergenerational Workforce</b></p>	<p>Ensure our practices are inclusive of and consider impacts on people in all age groups</p>	<ul style="list-style-type: none"> <li>• Implement actions in Aging Workforce Strategy (2016) endorsed by PC&amp;SC February 2016 meeting</li> <li>• Examine and identify employment opportunities for mature age people</li> <li>• Promote CHW as having an age inclusive culture and as an employer of choice for people of all ages</li> <li>• Ensure that recruitment practices are free from age bias and discrimination</li> <li>• Improve organisational performance by having age diversity on decision making committees</li> </ul>		

Focus Areas	Objectives	Specific Action	Timing	Measure
		<ul style="list-style-type: none"> <li>• Identify means to support and retain an aging CHW workforce with specific reference to physical health and fitness</li> <li>• Implement transition to retirement programs including phased retirement to support the transition of our older workforce from employment at CHW</li> <li>• Encourage and support CHW's younger (under 35's) to network and grow (and remain) in the Public Sector</li> <li>• Sponsor Young Professionals Network and encourage participation of CHW's younger workforce</li> <li>• Leverage off CHW's MOU with Federation University and local employment agencies to attract candidates from the 20 – 25 years age group</li> </ul>		
<b>f) People from Culturally Linguistically Diverse (CALD) backgrounds</b>	Raise cultural awareness across CHW by acknowledging and celebrating various cultural days of significance	<ul style="list-style-type: none"> <li>• Promote CHW as an employer of choice for people from CALD backgrounds</li> <li>• Celebrate cultural diversity in CHW by being actively involved in community cultural events and networks</li> <li>• Acknowledge and celebrate Harmony Day</li> <li>• Implement programs to support the recruitment of Australians from CALD backgrounds</li> <li>• Research factors affecting multicultural recruitment and implement actions to address issues</li> <li>• Ensure career and development opportunities are inclusive and do not disadvantage or discriminate against people from CLAD backgrounds</li> </ul>		

Focus Areas	Objectives	Specific Action	Timing	Measure
		<ul style="list-style-type: none"> <li>• Develop specific advertisement and career opportunities materials in multiple languages (the predominant ones spoken within the CHW region)</li> <li>• Enable flexible work practices to accommodate balance of cultural and family responsibilities and commitments with the responsibilities and role at CHW</li> <li>• Ensure the workplace is a safe, inclusive environment where individuals who wish to practise their religion do not feel inhibited or at risk and feel encouraged and supported by CHW</li> <li>• Recognise, value and leverage from cultural and linguistic diversity of CHW's workforce</li> <li>• Educate and create stronger awareness in CHW about different cultures and religions</li> </ul>		
<b>g) People who have experienced life-altering events</b>	EAP and other relevant support, flexibility for employees who experience, or care for someone who has experienced traumatic life-altering events.	<ul style="list-style-type: none"> <li>• Raise awareness of life / social issues and promote how people can access support.</li> <li>• Continue to recognise and promote Diversity and Inclusion calendar events including RU OK Day and Mental Health Week</li> <li>• Enact and promote new Enterprise Agreement Clause – Special Leave</li> <li>• Continue to promote CHW's EAP program for our people and their immediate families</li> </ul>		