

Diversity, Equity and Inclusion Strategy 2023 – 2026

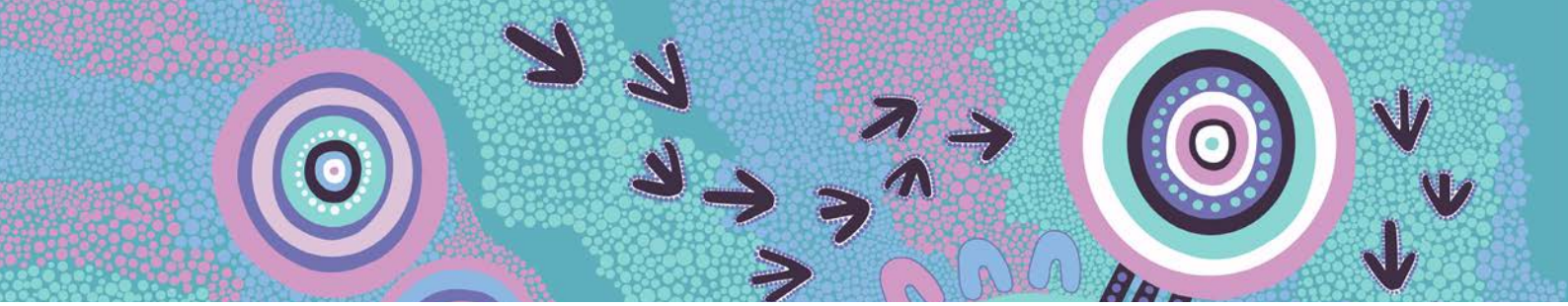
Building a public sector where everyone belongs
and their uniqueness is valued.

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**Government
of South Australia**

Office of the Commissioner
for Public Sector Employment



Acknowledgement of Country

The South Australian Government acknowledges and respects Aboriginal people as the State's first people and recognises their ongoing connection to country.

We acknowledge that the spiritual, social, cultural, and economic practices of Aboriginal people come from their traditional lands and waters, and that their cultural and heritage beliefs, languages and laws are still of importance today.



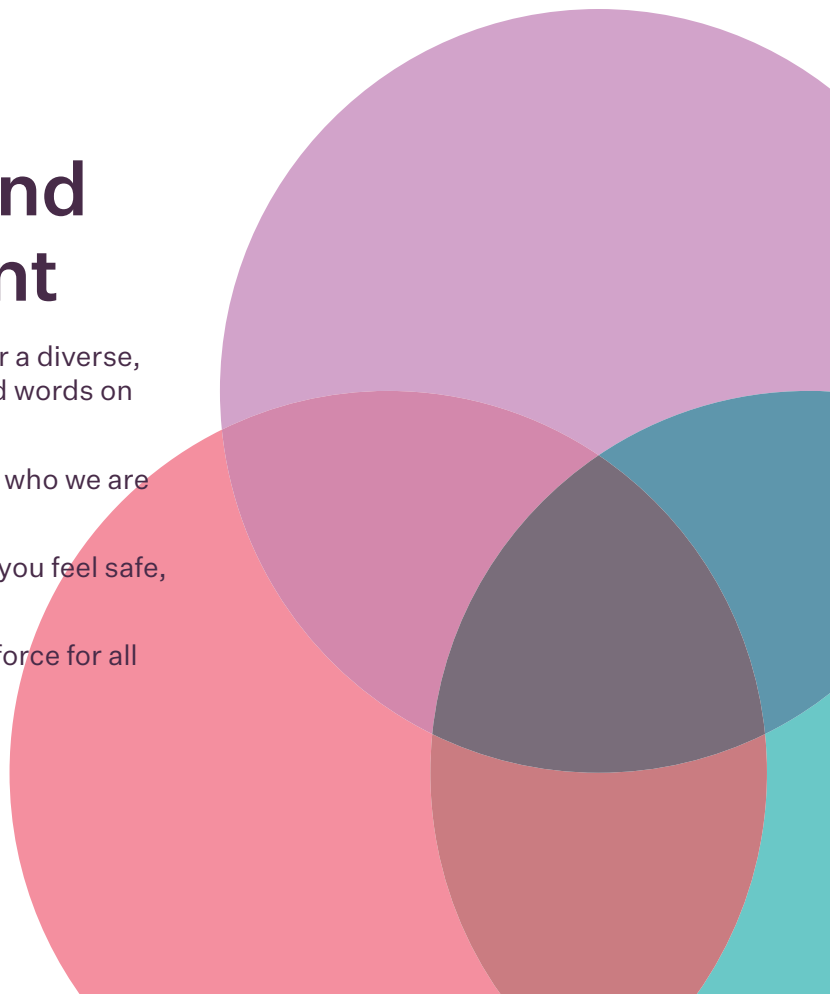
Diversity, equity and inclusion statement

In the South Australian public sector, our vision for a diverse, equitable and inclusive workforce extends beyond words on a page.

As one of the state's most diverse workforces, it's who we are and what we believe in.

It's where you belong, your uniqueness is valued, you feel safe, and your voice is heard.

To find out more about how we're creating a workforce for all South Australians, visit publicsector.sa.gov.au



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A message from the Commissioner for Public Sector Employment



In the South Australian public sector, we have always recognised the immense value of diversity, equity, and inclusion in our workforce. It is with great enthusiasm that I introduce our newest Diversity, Equity and Inclusion Strategy, which reflects this unwavering commitment to building a public sector where everyone belongs, and their uniqueness is valued.

Our vision for a diverse, equitable, and inclusive workforce reaches far beyond compliance or token gestures. It is deeply rooted in our understanding that diversity fuels innovation, fosters creativity, and enables us to better serve the diverse communities we represent. We celebrate the fact that the South Australian public sector is one of the most diverse workforces in the state, and we appreciate the unique perspectives, experiences, and talents that each individual brings.

To ensure that our commitment to inclusivity is meaningful and impactful, we aim to lead by example by increasing the representation of people with disabilities employed within the public sector. We recognise that disability should never be a barrier to employment, and agencies must cultivate workplaces where people feel safe to declare their status and are supported to do so. It means workplaces must embrace the skills and abilities of all individuals, regardless of their physical or cognitive differences.

Through this strategy, we also want to send a powerful message to all people of diversity: your talents matter, your contributions are valued, and you will find a supportive and inclusive environment in the South Australian public sector.

This is not just about meeting targets or ticking boxes; it is about fostering a culture of respect, understanding, and equal opportunity for all.

Ultimately, it's a call to action for all members of our sector. It is an invitation to embrace diversity, champion inclusion, and cultivate equity. It is a commitment to building a workplace where everyone finds a sense of belonging regardless of their background, circumstance, or identity.

As we understand that true progress is achieved through meaningful engagement and open dialogue, our strategy represents a collective effort and collaboration with employees, stakeholders, and community partners. We commit ourselves to creating spaces where all voices are heard, perspectives are respected, and everyone participates in shaping our future.

I invite every member of the South Australian public sector to wholeheartedly embrace this strategy. Together, we can realise a future where everyone belongs, and their uniqueness is valued.

A handwritten signature in black ink that reads "Erma Ranieri".

Erma Ranieri PSM (she/her)
Commissioner for Public Sector Employment

Introduction

The South Australian public sector's Diversity, Equity and Inclusion (DEI) Strategy 2023 – 2026 outlines the continued commitment towards building a diverse, equitable and inclusive workforce where everyone belongs and is valued for their uniqueness.

This strategy builds on the previous Diversity and Inclusion Strategy 2019 – 2021 and the South Australian Public Sector Disability Employment Strategy. The strategy works alongside existing frameworks and efforts to improve inclusion within the South Australian public sector including Equal Opportunity SA's We're Equal program, Reconciliation Action Plans, agency diversity and inclusion plans and the I Work for SA – Your Voice Survey Action Plan for 2022.

Respecting and including Aboriginal and Torres Strait Islander people's voices is critical to inclusion. We are taking a zero-tolerance approach to all forms of racism, and this commitment is reflected in the South Australian public sector Anti-Racism Strategy.

South Australia has a diverse population. In acknowledging Aboriginal people as the State's first people, we also acknowledge the many people from more than 200 culturally, linguistically and religiously diverse backgrounds who call South Australia home. We also acknowledge the wider diversity of our community, including age, ability, gender diversity, sexuality, and relationship and reproductive status. We are committed to ensuring the South Australian public sector is as diverse as the community it serves, and every member of our workforce feels safe, connected and has equal access to opportunities to develop their career.

The South Australian public sector is accountable for the delivery of this strategy. All employees have a role to play. Together, we will create a work environment where employees are empowered to deliver results and bring their whole selves to work each day.



WHAT WE MEAN BY DIVERSITY, EQUITY, INCLUSION AND INTERSECTIONALITY

Diversity is about recognising, respecting and valuing our differences.

Diversity ensures the public sector is representative of the community we serve and brings a range of perspectives, experiences and opportunities to our work.

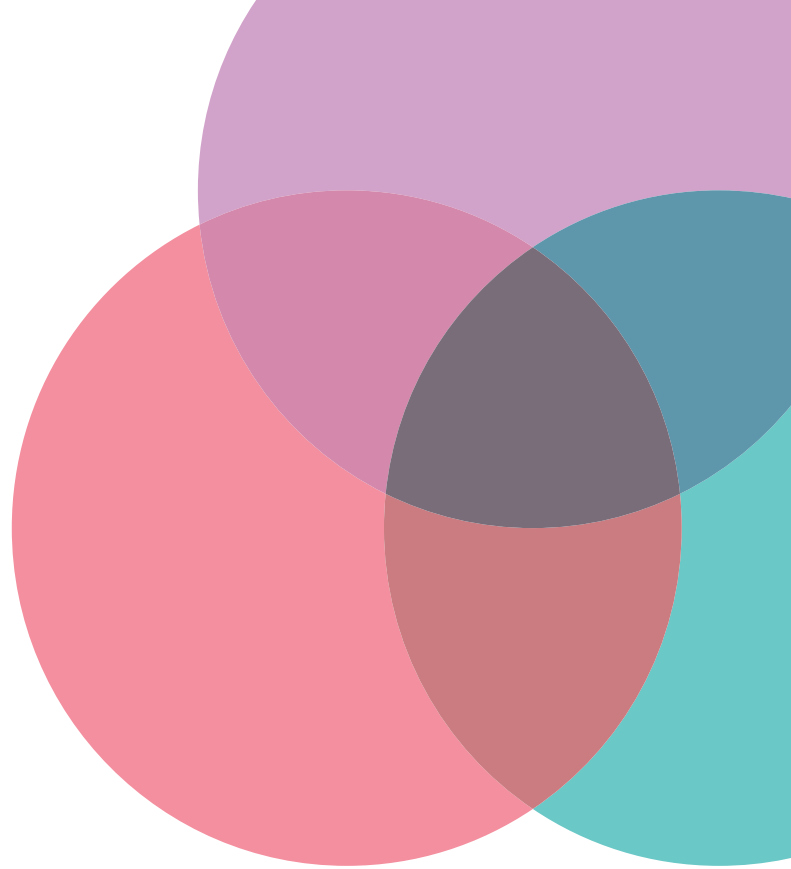
Equity recognises each person has different circumstances and acknowledges different approaches are necessary.

Equity requires public sector agencies address structural barriers and inequalities that may exist in the workforce and takes a proactive approach to promoting fairness and justice.

Inclusion is about creating a workplace culture where people feel and are respected, valued, trusted and safe to contribute the diversity of their lived experiences.

Inclusion ensures the public sector is a welcoming and supportive environment for all employees and stakeholders, regardless of their background or identity.

Intersectionality recognises people's lives are shaped by their identities, relationships and social factors. These combine with attitudes, systems and structures in society. An intersectional lens or approach is required to achieve inclusion and equity.



Strategic overview

This Strategy has been shaped by the following inputs:

- Results from the 2021 I Work for SA – Your Voice Survey
- Learnings from the Disability, Diversity and Inclusion (DDI) Community of Practice
- Our workforce composition and State of the Sector Report
- The sector’s learnings through the COVID-19 pandemic
- Public Sector values, the Code of Ethics, and the Public Sector Act 2009
- The Disability Inclusion Act 2018

To foster diversity, equity and inclusion in the workplace, this Strategy recognises that people will have different needs based on their differing, intersecting identities and experiences.

The actions will be delivered from 2023 and have been developed for maximum impact in elevating diversity, equity and inclusion within the sector.

Strategic goals

- Our diverse, equal and inclusive culture empowers all voices.
- People from diverse backgrounds choose the public sector to achieve their career goals.
- Diversity, equity and inclusion is central to all we do.
- Advancing disability employment and engagement is a priority.



Our workforce



HEADCOUNT

114,735

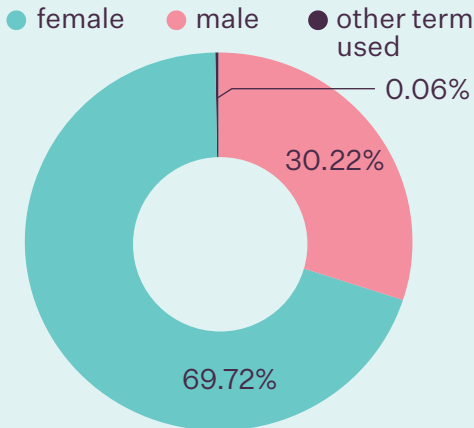
+1.49% change 2022 to 2023



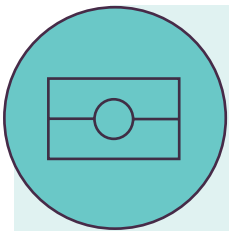
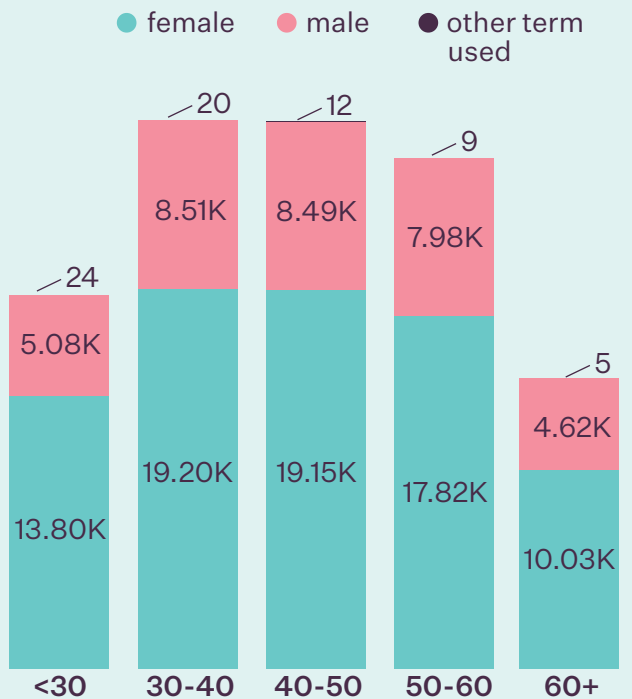
AVERAGE AGE

44

GENDER SPLIT



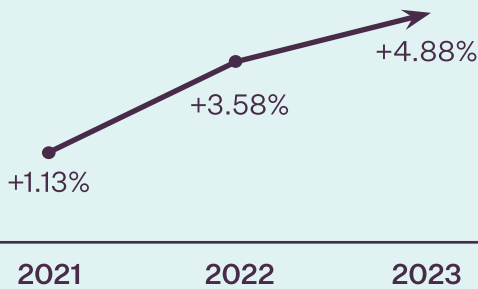
AGE DISTRIBUTION



ABORIGINAL EMPLOYEES

2.19%

+4.88% change 2022 to 2023



EMPLOYEES WITH DISABILITY

1.35%

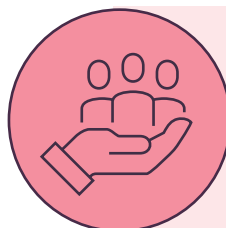
+0.06% change in persons employed since 2022

*Above figures as of 30 June 2023, reported through the Workforce Information Report 2023.



LANGUAGE OTHER THAN ENGLISH SPOKEN AT HOME

14%



EMPLOYEES WITH REPORTED CARING RESPONSIBILITIES

31%

*Above figures reported through the 2021 I Work for SA - Your Voice Survey.

Where are we now?

The 2018 I Work for SA – Your Voice Survey results informed the development of the sector’s first Diversity and Inclusion Strategy and Plan. The 2021 survey results allowed us to check in on how we are progressing and to identify future opportunities.

The first Diversity and Inclusion Strategy established actions to improve inclusivity within the sector. This resulted in the sector working together to achieve the following highlights:

- Public sector agencies have established their own agency specific diversity and inclusion strategies.
- The Diversity and Inclusion Strategic Committee (DISC) was established to steer the strategic priorities of diversity and inclusion for the sector.
- We launched the SA Public Sector Disability Employment Strategy and Toolkit.
- The Disability, Diversity and Inclusion (DDI) Community of Practice was established, with representation of over 120 public sector employees who champion diversity and inclusion for their agencies and across the sector.
- We continued to support the career development of employees from diverse backgrounds by delivering programs including the Aboriginal Leadership Program and offering targeted scholarships for the Governor’s Leadership Foundation Program and Queensland University of Technology’s Public Sector Management Program.
- 29 public sector agencies achieved White Ribbon Australia Workplace Accreditation, committing to promoting a culture of zero tolerance towards violence against women and providing safe and respectful workplaces in which women can excel as public sector employees.

- We established a public sector LGBTIQ+ allies program and published resources to promote LGBTIQ+ inclusive workplaces.

Our sector’s first strategy achieved meaningful outcomes, and this is worth celebrating. When we compare our 2021 and 2018 I Work for SA – Your Voice Survey results, we can see that these actions have improved the engagement of Aboriginal and Torres Strait Islander employees, and those living with disability, and who are culturally and linguistically diverse.

While employees who identified as living with disability reported increased satisfaction in 2021 compared to 2018, the result was still below the sector average and indicates a less favourable employee experience.

We still have a long journey ahead and much work to do.

The world has changed significantly since the launch of our first strategy. With every challenge comes opportunity and the pandemic has presented new avenues to increase inclusivity by working in new ways, however, it has also highlighted barriers to inclusion that we must address.

The Diversity, Equity and Inclusion Strategy 2023-2026 builds on the achievements and progress made through our first strategy, and complements agency specific diversity and inclusion plans, Reconciliation Action Plans and Disability Access and Inclusion Plans. It also aligns with the Anti-Racism Strategy, State Disability Inclusion Plan and SA Women’s Equality Blueprint.

As a sector we must continue to work together to build a culture of inclusion and address barriers to contribution and participation at all levels, creating a work environment where everyone feels they belong and are valued for their uniqueness.

THE CURRENT LANDSCAPE

This Diversity, Equity and Inclusion Strategy connects all initiatives within the South Australian public sector, which are designed to create and foster workplaces where everyone belongs.

As sponsor of this strategy, the Office of the Commissioner for Public Sector Employment (OCPSE) aims to identify areas of alignment and collaboration across the sector's diversity, inclusion, and equity landscape to reduce the resource demand and overwhelm of implementation within agencies.

Reducing silos between diversity, equity and inclusion initiatives will be integral to the strategy's success. As a first step, this table illustrates the scale and breadth of some of the activities currently tasked to agencies to administer.

Key Agency Leads

- Office of the Commissioner for Public Sector Employment
- Wellbeing SA
- Department of Human Services
- Office for Autism
- Multicultural Affairs in the Department of Premier and Cabinet
- Equal Opportunity SA
- Office for Women
- Attorney-General's Department

Public Sector Strategies

- Anti-Racism Strategy
- SA Public Sector Mentally Healthy Workplaces
- Agency specific Diversity and Inclusion plans
- Reconciliation Action Plans

Statewide Strategies

- State Disability Inclusion Plan
- Healthy Workplaces
- Autism Strategy
- South Australian Multicultural Charter
- We're Equal program
- South Australian Gender Pay Gap Taskforce
- SA Women's Equality Blueprint
- South Australia's Implementation Plan for the National Agreement on Closing the Gap

National Strategies

- National Strategy to Achieve Gender Equality
- National Agreement on Closing the Gap
- National Plan to End Violence against Women and Children 2022-2032

Diversity, equity and inclusion is central to all we do

Our policies and processes prioritise inclusiveness

The I Work for SA – Your Voice Survey results told us that while 68% of respondents felt that their agency was committed to creating a diverse workforce, this number was notably lower for respondents from diverse backgrounds.

This strategic goal works to increase leadership commitment to inclusion, and to improve our policies, processes, data and systems to make sure we have the right foundations for a truly inclusive workplace culture.

Achieving a truly inclusive workplace relies on policies being developed with input from employees with lived experience. We will actively create opportunities for employees from diverse backgrounds and with lived experience to help shape our inclusion initiatives and policy, particularly relating to HR and people practices. We are committed to better understanding the views and experiences of all employees and will value their insights as we seek to develop richer and more inclusive policies.

Working in new ways and adopting contemporary practices elevates the public sector as an employer of choice for all and removes the barriers that prevent inclusion and participation of people from diverse backgrounds and with diverse lived experience. To highlight this, we will recognise outstanding leadership in diversity and inclusion.

Our leaders will be expected to model a strong commitment to inclusive behaviours and recognise their teams for doing the same or holding them to account when they don't. While systems, processes and policies need to be aligned to our desired inclusive culture, leaders and their teams are the key to bringing it to life.

We need to understand what respectful and inclusive behaviours look like and hold ourselves and our colleagues to account to model those. We also need to adopt an inclusive mindset, actively listen and try to understand other people's experiences of the world.

Improving our data means that we better understand our workforce and can use these insights to shape our decisions. We will set new standards for diversity data and will establish gender equality data standards for the sector. This will be key to informing our policy decisions and improvement initiatives. We will also prepare the sector for Workplace Gender Equality Agency reporting.

The 2021 I Work for SA – Your Voice Survey highlighted workplace flexibility as an area for focus. Results told us that overall satisfaction has decreased with female respondents seeing the largest fall in positive responses compared to the 2018 results. The satisfaction of employees with caring responsibilities also decreased. The way we work has changed and to be an employer of choice we must respond. We will redefine and promote the sector's proposition around flexible work practices.

WHERE WE ARE HEADING

Our policies and processes across the sector prioritise inclusiveness and our employees feel included, safe, visible and represented.

WHAT WILL IT LOOK LIKE WHEN WE GET THERE?

- We leverage contemporary practices to increase the diversity of our workforce.
- Data insights and people's lived experiences shape our policy decisions.
- Leaders are proactive and accountable for creating inclusive workplaces and supporting this strategy.

DELIVERABLES

- Engage with employees with diverse backgrounds and lived experiences to update and implement policies and HR practices aligned with this strategy.
Led by agencies, HR directors and the DDI Community of Practice
- Grow and share sector learnings through cross-sector engagement and collaboration.
Led by agencies and the DDI Community of Practice
- Promote the We're Equal program campaign and resources to agencies to create consistency in messaging across the sector.
Led by OCPSE in partnership with Equal Opportunity SA
- Enhance the sector's diversity, equity and inclusion data to inform decision making and inform policy development.
Led by OCPSE and in partnership with agencies and Shared Services SA
- Redefine and promote the sector's proposition around flexible working practices to enhance inclusion.
Led by OCPSE and agencies
- Encourage the appointment of women to boards and committees through the use of the Premier's Women's Directory.
Led by agencies
- Promote gender equality in the sector including participating in a pilot collaboration with the Workplace Gender Equality Agency.
Led by OCPSE in partnership with the Office for Women

Key measures

A process to include lived experience in policy decision-making

CEs meet their diversity and inclusion goals as outlined in their CE performance agreements

An award for leadership in diversity and inclusion is established as part of the Premier's Excellence Awards

Increase in employee satisfaction with their agency's flexible working options

Empowering all voices

We are known for our inclusive culture with zero tolerance for all forms of discrimination and harassment

This goal focuses on creating inclusive workplace cultures where everyone feels valued and safe to speak up.

Excellence in leadership sets the standard for an inclusive culture and invites contribution and unique perspectives from the workforce. To support this goal we will implement a new public sector leadership excellence framework and ensure programs offered through the South Australian Leadership Academy highlight the role of leaders in creating an inclusive culture.

We will invest in strategies to reduce the rate of bullying, harassment and discrimination in the sector. The Mentally Healthy Workplaces Framework and Toolkit will be refreshed and guidelines on preventing bullying and harassment will be promoted to agencies for local implementation. The roll out of the Anti-Racism Strategy in partnership with Wellbeing SA and agencies considering becoming LGBTIQ+ Rainbow Tick accredited or members of Pride in Diversity will further support the creation of safe and supportive workplaces where employee wellbeing and diversity is fostered.

We will ensure the public sector continues to address gender inequality and the prevention of sexual harassment and violence against women, through encouraging workplace initiatives such as White Ribbon Australia Workplace Accreditation.

The 2021 I Work for SA – Your Voice Survey told us that the highest neutral scoring question (43%) was ‘I am confident relating my agency’s Reconciliation Action Plan to my work’. To address this and make the most of the opportunity presented we will promote and elevate the importance of Reconciliation Action Plans and Closing the Gap to increase awareness of cultural learning through sector-wide communication and engagement.

WHERE WE ARE HEADING

All our employees will feel welcome in the public sector and empowered to speak up. Employees know their concerns will be taken seriously and discrimination and harassment addressed.

WHAT WILL IT LOOK LIKE WHEN WE GET THERE?

- There is zero tolerance for all forms of discrimination and harassment.
- We cultivate culturally and psychologically safe workplaces with inclusive leadership practices which enable all employees to feel safe to share their views.
- Leaders seek employees’ views to improve engagement and belonging.

DELIVERABLES

- A new public sector leadership excellence framework is implemented which sets the standards for what good leadership looks like.
Led by OCPSE and agencies
- Inclusion, integrity and mental health and wellbeing are built into the sector's leadership and management programs to help create inclusive cultures free of bullying and harassment.
Led by OCPSE
- The Mentally Healthy Workplaces Framework is refreshed and reinvigorated, with agencies using this to create safe and psychologically supportive workplaces.
Led by OCPSE
- Promote guidance materials to address bullying and harassment.
Led by OCPSE
- Public sector induction resources are updated to clearly articulate expectations of employees to create positive and inclusive workplaces.
Led by OCPSE in partnership with agencies
- Consider LGBTIQ+ Rainbow Tick accreditation or Pride in Diversity membership and share good practice with other agencies.
Led by DHS in partnership with the DDI Community of Practice
- Continue to prioritise and implement diversity and inclusion policies and actions (see page 9).
Led by agencies in partnership with relevant lead agencies
- Streamline delivery of diversity and inclusion training by supporting the implementation of contemporary training with subject matter expertise on content, presentation and delivery.
Led by agencies
- White Ribbon Australia Workplace accredited agencies share good practice on taking action to prevent violence against women.
Led by OCPSE and agencies

Key measures

Agencies implement a diversity and inclusion plan tailored to their agency

CEs and their executive teams sign up to the We're Equal Statement of Commitment on behalf of their agencies

Agencies adopt OCPSE guidance on bullying and harassment into their policies and procedures and there is a reduction in incidents of bullying and harassment

Reflecting the community we serve

People from diverse backgrounds choose the public sector to achieve their career goals

Perceptions of workplace culture are shaped throughout the employee journey.

Recruitment and career development opportunities were highlighted as areas for improvement in the I Work for SA – Your Voice Survey results.

Enhancing the experience of people from diverse groups throughout the career life cycle strengthens our ability to attract and retain a workforce that reflects the broader South Australian community.

To make the South Australian public sector an employer of choice for diverse groups we will review the sector's employee value proposition as well as the I Work for SA Jobs platform to highlight the opportunities available at all levels in the public sector.

We will also promote existing employment pathways to our workforce and enhance recruitment guidance for the sector. Using an intersectional lens, we will identify and seek to address barriers that people experience when seeking to gain and retain employment within the public sector. We will address bias and embed inclusion into our practices. This will include information to assist hiring managers and all employees to make inclusive recruitment decisions.

We will promote existing programs such as the Aboriginal Traineeship program and other South Australian Leadership Academy offerings to encourage the development and promotion of employees from diverse groups. We will continue to develop an innovative, responsive and diverse public sector through encouraging ongoing learning experiences for leaders.

WHERE WE ARE HEADING

The sector is positioned as an inclusive employer of choice and our workforce reflects the community we serve.

WHAT WILL IT LOOK LIKE WHEN WE GET THERE?

- Our commitment to our employees' diverse needs and wellbeing is a source of pride and a competitive advantage making us an employer of choice.
- We offer employment pathways to attract and support career progression for all diversity groups.
- The uniqueness of candidates is valued and we challenge unconscious bias and discrimination.
- We value and maximise the contribution of a highly engaged, diverse workforce.
- Diverse employees are represented in the general workforce and in executive positions.

DELIVERABLES

- Ensure the sector is a preferred employer for our state's diverse communities through employee value propositions and inclusive recruitment processes.
Led by OCPSE with agencies
- Review and update the sector's recruitment policy, guidelines and supporting resources to create inclusive attraction and selection practices, inclusive language and remove bias.
Led by OCPSE
- Upgrade the digital jobs platform to highlight our desire to attract and advance diverse employees at every level.
Led by OCPSE
- Continue to deliver the public sector Aboriginal Traineeship Program.
Led by OCPSE and agencies
- Maximise participation of diversity groups in South Australian Leadership Academy programs.
Led by OCPSE and agencies
- Create more traineeship and graduate employment opportunities for employees from diverse groups.
Led by agencies
- Identify key issues in employment for our diverse communities through engagement activities, the DDI Community of Practice, and the People Matter Employee Survey.
All agencies in partnership with the DDI Community of Practice



Key measures

Increase in engagement scores for diverse groups in the People Matter Employee Survey

Increase percentage of total workforce representation of employees from diversity groups

Increase the number of executives from diversity groups

New targets to advance disability employment

A positive employee experience attracts and retains more people with disability to work in the sector

Our workforce composition and the I Work for SA – Your Voice Survey results have highlighted that we must do more to support disability employment outcomes and engagement.

In South Australia about 1 in 5 people live with disability, however only 1.35% of the public sector workforce or 1552 employees have formally disclosed that they live with a disability (June 2023). The low rate of recording a disability may indicate that many employees living with disability are hesitant to share this with their agency. We will seek to make it safe to share by building confidence in the sector as an inclusive employer, with a zero tolerance for discrimination and other behaviours that create disadvantage. We will also implement a target for disability employment of 3% to double the number of people living with disability working in the public sector, and to achieve this we will work closely with the Department of Human Services.

To increase inclusion, we will proactively seek input from employees living with a disability in relation to how the sector can better support their careers and their overall employment experience in the public sector.

Managers will be supported with guidance on job design, recruitment and engaging with disability employment service providers to achieve high quality recruitment outcomes.

Our sector will continue to invest in increasing disability inclusion within the sector by increasing agencies' understanding of accessibility standards and supporting them to meet these. We will also review the disability inclusion training on offer across the sector to ensure what is provided increases the confidence and inclusivity of our managers and workplaces.

WHERE WE ARE HEADING

More people living with a disability choose a career within the sector and their employee experience is positive.

WHAT WILL IT LOOK LIKE WHEN WE GET THERE?

- Employment targets encourage the recruitment of people living with a disability.
- Employees living with a disability are confidently progressing their careers.
- Employees feel safe to share their disability status, knowing the sector has zero tolerance for discrimination and other behaviours that create disadvantage.
- Our workplaces contribute to the wellbeing of our employees living with a disability.

DELIVERABLES

- Implement a sector wide employment target for people living with a disability of 3% to be achieved by the end of 2026.
Led by agencies
- Proactively seek the views of our employees living with a disability to share their ideas on how we could improve their experiences working in the sector through the People Matter Employee Survey.
Led by OCPSE
- Agencies to build employee confidence and streamline the process for sharing disability status.
Led by agencies in partnership with OCPSE, DHS and DDI Community of Practice
- Implement contemporary best practice in disability awareness and inclusion training identified by the State Disability Inclusion Plan and DDI Community of Practice.
Led by OCPSE in partnership with DHS and the DDI Community of Practice
- Review employment resources including OCPSE's Disability Employment Toolkit and promote the Australian Human Rights Commission's IncludeAbility resources when designing jobs and recruiting.
Led by OCPSE
- Engage with disability employment service providers to build partnerships that attract and retain employees with a disability.
Led by agencies
- Create employment pathways to increase engagement and participation of neurodivergent employees.
Led by agencies in partnership with DHS and the Office for Autism
- Agencies should have a documented plan for meeting the Digital Service Standard with a focus on clear communication and accessible service delivery. The Online Accessibility Toolkit offers practical guidance on creating an inclusive website experience for everyone.
Delivered by agencies

Key measures

Establish a baseline measure to record the number of candidates from Disability Employment Service providers to inform disability recruitment practices

Increase employee confidence to share their disability status on HR systems to measure the progress of the disability employment target

Increase in engagement scores on People Matter Employee Survey for employees living with disability

Governance, monitoring and reporting

Achieving the South Australian public sector's vision of a diverse, equitable and inclusive workforce is a shared responsibility and we can all contribute to implementing this Strategy and create a future where everyone belongs, and their uniqueness is valued.

The OCPSE will coordinate the governance and implementation for this Strategy. Progress will be reported in the Commissioner for Public Sector Employee's annual State of the Sector report.

To support the implementation of the Strategy:

- The **Diversity and Inclusion Strategic Committee** (DISC) will function as a key collaborative leadership group with a whole-of-government perspective. The DISC comprises of executive leaders from across the public sector who contribute to endorsing whole-of-government initiatives and approaches, and monitoring progress and will report to the Senior Leadership Council.
- The **Disability, Diversity and Inclusion** (DDI) Community of Practice will support the OCPSE and DISC in reporting on implementation of the Strategy, collaboration and the sharing of resources and expertise across the sector. The DDI Community of Practice will comprise members from across the public sector who actively support diversity and inclusion in their agency, across public sector agencies or the broader community.
- Additional public sector Community of Practice groups and networks will be engaged to promote and implement the Strategy and foster collaboration across the sector on diversity, equity and inclusion initiatives.

- Public sector agencies are encouraged to develop and implement agency level plans to further support building a diverse and inclusive workforce, tailored to their context.

We recognise that as implementation progresses, we will need to reflect on and refine the Strategy. We will review progress annually using data and reports including the People Matter Employee Survey, feedback from our diverse employees and reports from our community of practice networks to inform priorities and ensure best practice.

**The Office of the Commissioner
for Public Sector Employment**

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**Government
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Office of the Commissioner
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