



Government of Western Australia  
North Metropolitan Health Service

# NMHS Workforce Diversity and Inclusion Strategy 2022 – 2025



**One team, many dreams.**

Care / Respect / Innovation / Teamwork / Integrity





NMHS is dedicated to employing and retaining a workforce as diverse as the community we support. This conviction is embedded in our core values and in *Our People Strategy 2019-2024*, with a specific goal to 'Plan for, build and maintain a diverse and agile workforce that has the capability and capacity to meet the needs of our community and to deliver NMHS's Strategic Priorities.'

NMHS recognises the need for an open and inclusive workplace culture where diversity is valued, cultural backgrounds are respected, and all employees are provided an environment free from discrimination, harassment and unconscious bias. To achieve this, it is important to understand the varied cultures, beliefs, socio-economic circumstances, educational backgrounds and lifestyles of our employees as it has been proven that a diverse workforce broadens workplace

knowledge and experience, generates new ideas and insights and enhances service delivery.

To cultivate understanding and increase equity and inclusion of employees, we have developed initiatives to educate, develop, empower and celebrate the broad range of employees who make up the NMHS workforce. Whilst *Our People Strategy 2019-2024* and *NMHS Values* outline actions to be more inclusive and supportive of all employees, in this strategy we have developed specific initiatives to attract and retain Aboriginal^ employees, people with disability, people who are culturally and linguistically diverse, women\*, young people and those who identify as LGBTQIA+.

^ Within Western Australia, the term “Aboriginal” is used in preference to “Aboriginal and Torres Strait Islander” in recognition that Aboriginal people are the original inhabitants of Western Australia. No disrespect is intended to our Torres Strait Islander colleagues and community.

\*NMHS currently has a large representation of women, so strategies focus on enabling women to be equally represented in leadership positions and facilitating family friendly arrangements to support continued employment and career progression.

The six groups listed above are the focus of this strategy, as specified in the *Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020–2025*. However, NMHS aims to improve practices for all to attract, develop and engage a productive and cohesive workforce.

Some initiatives within this strategy are also contained in other specific plans and frameworks including:

- NMHS Aboriginal Health and Wellbeing Strategy
- NMHS Disability Access Inclusion Plan (DAIP)
- NMHS Multicultural Plan
- WA Health Aboriginal Health and Wellbeing Framework

The actions will be aligned and reported accordingly, with progress monitored and evaluated.

This strategy has the dual goal of attracting and developing more diverse employees for NMHS to better reflect the community we serve, and ensuring they feel safe and included. The initiatives align with the objectives listed in the *Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020–2025*:

- Educate and Empower
- Attract and Develop
- Lead and Build
- Account and Celebrate

The following initiatives will be implemented to benefit all current and future employees.





# General Initiatives

## General Initiatives

- Provide education on the personal and business benefits of diversity and inclusion.
- Work towards creating a culture where employees feel safe sharing information about their social and cultural identities.
- Promote NMHS as a people-focused and inclusive workplace with a positive purpose, strong values and meaningful work opportunities.
- Communicate and educate to remove unconscious bias, discrimination and harassment in recruitment, training and workforce practices and culture.
- Monitor and report on progress of initiatives and employment targets.
- Publicise and observe days or events which relate to or celebrate diversity.

# Aboriginal

## Aboriginal

- Explore different ways to establish an Aboriginal employee Pipeline.
- Identify ways to improve recruitment practices to attract more Aboriginal employees.
- Provide opportunities for Aboriginal employees to network and build personal and professional skills.
- Proactively identify opportunities to grow Aboriginal employment.
- Establish different ways to increase the safety and engagement of Aboriginal employees.





## Culturally and Linguistically Diverse (CaLD)

- Maintain a dedicated CaLD hub page for staff to access relevant resources.
- Promote completion of the Diverse WA – Cultural Competency training modules to improve awareness and understanding.
- Partner with CaLD representatives to review and co-design inclusive recruitment practices.
- Identify alternative advertising avenues to target CaLD candidates.
- Actively encourage employees from CaLD backgrounds to nominate for committees and working groups to ensure equitable representation of diversity on all committees.
- Celebrate Cultural Diversity events.
- Report and analyse data on CaLD representation and identify under-represented areas.
- Increase visibility of CaLD employees at NMHS.

# Disability

## Disability

- Develop a guide for disability inclusive recruitment practices.
- Create a one-page guide to what workplace adjustments are and how to access them.
- State that NMHS endeavours to support reasonable workplace adjustments and flexibility in all job adverts.
- Engage with disability employment agencies to distribute job vacancies to their networks and to search for candidates.
- Include people with lived experience of disability in workforce access and inclusion planning.
- Increase attraction of people with disability to NMHS.
- Share stories of people with disability who have been successfully employed.
- Celebrate International Day of People with Disabilities.



A pink banner with rounded corners. The text 'LGBTQIA+' is written in large, white, bold, sans-serif font in the center. The background of the banner is decorated with faint, light pink icons of interlocking circles and gender symbols (male and female) scattered around.

# LGBTQIA+

## LGBTQIA+

- Maintain a dedicated LGBTQIA+ hub page for employees to access relevant resources.
- Educate on terms related to LGBTQIA+ culture to increase understanding and acceptance.
- Schedule regular meetings and activities of NMHS Pride Network to enable peer support.
- Promote NMHS as a LGBTQIA+ supportive employer.
- Review language use on forms to be more inclusive of gender diverse employees.
- Build an inclusive culture to ensure LGBTQIA+ employees feel safe and accepted.
- Recognise and celebrate LGBTQIA+ diversity events.



## Women

- Educate and enable managers to be supportive of flexible working arrangements.
- Increase visibility of senior women at NMHS.
- Investigate if women are equitably distributed through the management tiers and address as required.
- Acknowledge and celebrate International Women's Day.





# Young People

## Young People

- Review existing entry pathways including traineeship and graduate programs, with a view to expanding the opportunities on offer.
- Investigate the retention of young people after graduate, internship, traineeship and other programs.
- Celebrate International Youth Day.
- Identify factors to increase attraction of young people to work at NMHS.
- Build relationships with universities and promote careers at NMHS.

# Implement, monitor and report

The NMHS Workforce Diversity and Inclusion Strategy 2022 – 2025 will be underpinned by an implementation plan outlining the actions, responsibilities and timeframes. The strategy's effectiveness will be measured overall with the intended outcomes being:

1. Increased diversity group representation.
2. Increased engagement by NMHS employees from diversity groups with evaluation indicating they feel safe and included.
3. Reduction in reported incidents of discrimination and harassment.

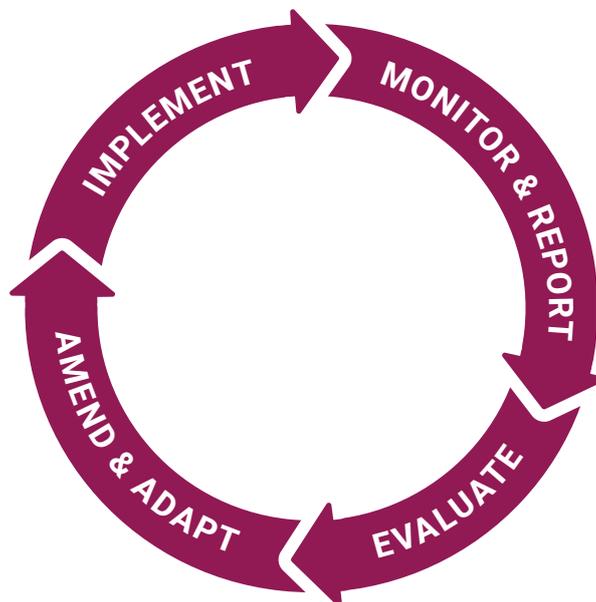
Strategy progress will be reported quarterly.

## Implement

Implement the actions in consultation and collaboration with key stakeholders.

## Amend & adapt

Adapt the actions as needed to better deliver required outcomes.



## Monitor & report

Monitor implementation and report progress.

## Evaluate

Assess whether the strategy and the underlying actions are on track to meet the objectives.

This document can be made available in alternative formats on request.





**Aboriginal**

**CaLD**

**Disability**

**LGBTQIA+**

**Women**

**Young People**