

Diversity and Inclusion Plan

2020-2023



A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



Our Commitment to Diversity and Inclusion

Pilbara Ports Authority (PPA) is an organisation that is proud of its diverse workforce. We recognise the strategic value diversity brings, and while we acknowledge our achievements in a number of diversity areas, we also acknowledge that other areas require focus, and that diversity and inclusion is an ongoing commitment. Our Plan outlines how we will build on previous success in this area, and ensure PPA remains a diverse and inclusive workplace, now and into future years.

Our operations occur on the traditional lands of the Thalanyji (Ashburton), Ngarluma, Wong-Goo-Tt-Oo, Yaburara and Mardudhunera (Dampier), and the Marapikurrinya clan of the Kariyarra People (Port Hedland) and we acknowledge these groups as the Traditional Owners of the land upon which PPA operates.

We also acknowledge the Yaburara and Mardudhunera (Cape Preston) and the Ngarluma (Anketell and Balla Balla) as the traditional owners of PPA's greenfield ports.

A handwritten signature in black ink, appearing to read "Roger Johnston".

Roger Johnston
Chief Executive Officer
Pilbara Ports Authority



CONTEXT AND PURPOSE



What is diversity and inclusion?

Diversity refers to the mix of people we have in our organisation. The Diversity Council of Australia describes diversity as the differences between people in how they identify in relation to their Social Identity (Aboriginal or Torres Strait Islander background, age, caring responsibilities, cultural background, disability status, gender, religious affiliation, sexual orientation, gender identity, intersex status, and socio-economic background) and their Professional Identity (profession, education, work experiences, organisational level, functional area, division/department and location).

Inclusion refers to the mix of people being able to work together and contribute their perspectives to improve the organisation. This occurs when people (regardless of Social or Professional Identity) feel respected for who they are, connected to their colleagues, feel a sense of belonging, are able to contribute, and progress or develop in their career at work.

Why is it important to us?

We believe that people, no matter what their characteristics, should be treated fairly. Also, when you consider diversity and inclusion from a performance perspective, research has found that diversity and inclusion in the workplace results in improved performance and retention. A study conducted by Deloitte and the Victorian Equal Opportunity and Human Rights Commission (2012) demonstrated that business performance improved when employees felt included in the workplace. The Centre for Ethical Leadership (2013) observed benefits such as increased efficiency, productivity, innovation and engagement and global firm McKinsey found a correlation between diverse and inclusive organisations and financial performance.

How we demonstrate commitment

We recognise the value of diversity and inclusion, and provide an environment where people can work together and achieve success. Our diversity and inclusion plan has been developed to support our goals and outlines how we intend to meet these objectives.

How we intend to measure progress

Progress will be measured through ongoing evaluation of programs and initiatives outlined in our plan. Employee feedback and workforce data will be used to determine success areas and to identify further improvements.

OUR PEOPLE ARE KEY TO OUR SUCCESS



PPA is committed to providing an environment of diversity and inclusion and our people are key to our current and future success. Find out what our employees have to say about our working at PPA.

At Pilbara Ports Authority, I feel valued and respected as an individual

Charmaine, PSC Indigenous Trainee



Working with the people at PPA is great, it is a diverse place where everyone understands the company values and I am recognised for my contributions
Tony, Systems & Database Administrator

"Working at PPA offers a variety of tasks and associated learning opportunities. My colleagues and the leadership team are caring, supportive and knowledgeable making PPA an amazing organisation to work for"

ABBAS, COMMERCIAL SPECIALIST

"Working at PPA has provided me with amazing opportunities. Every day I get to work alongside people that are supportive and embrace new ways of doing things" -

Alyse, Senior Human Resources Officer

Working at PPA has allowed me to excel in a diverse, fast paced and interesting environment. I have gained amazing experience and knowledge and I see a great future for myself at PPA

Gemma, Marine Operations Assistant

OUR PEOPLE AND OUR PROGRESS



87 whose country of origin is outside Australia



40 speak a language other than English at home



38 employees are under 30 years old



10 employees identify as Aboriginal



3 identify as having some form of disability

WORK WITH THE COMMUNITIES IN WHICH WE OPERATE TO INCREASE ATSI EMPLOYMENT

- Provided support and skills training to local groups (Murujuga Land and Sea Unit Rangers)
- Recruitment advertising on the AWDC Jobs Board
- Supported the State Governments Aboriginal Procurement Policy through engagement with Aboriginal owned businesses
- Sponsorship of NAIDOC

PROVIDED AVENUES FOR YOUTH TO BUILD SKILLS THAT WILL ENABLE THEM TO SEEK EMPLOYMENT WITHIN A PORT ENVIRONMENT

- Successful design and implementation of a Marine Cadet program
- Developed two Graduate Positions for under 25
- Additional Apprenticeships
- Partnership with Hedland Senior High School providing traineeships in administration and trades
- Partnership with PSC in their indigenous traineeship programs

RECOGNISE THE SKILLS OF PEOPLE WITH DISABILITIES AND ENCOURAGE THEM TO APPLY FOR ROLES WITHIN PPA

Additional measures communicated during the recruitment process

MAINTAINED DIVERSITY IN OUR WORKFORCE

We have maintained our cultural diversity and the number of employees from different cultural backgrounds has increased by 45% since 2017.

Promoted gender equality throughout the organisation

1:2 Ratio on internal Leadership Development Program has been achieved.

Flexible working arrangements and return to work plans are accommodated where operationally viable.

Career planning, mentoring and leadership training is encouraged.

OUTCOME 1

The organisation values EEO and diversity and the work environment is free from racial and sexual harassment.

Strategies	Actions	Timeframe	Accountability	Measures of success	Status
Equal Employment Opportunity (EEO) and Diversity Principles are incorporated into corporate values, business planning and workforce plans.	<ul style="list-style-type: none"> PPA's Values, Vision, Code of Ethics and Conduct and other procedures reflect EEO and diversity principles. 	Biennially	Executive Committee	Changes are reviewed and endorsed by Executive Committee, Chief Executive Officer and Board.	■
	<ul style="list-style-type: none"> PPA images are reflective of our commitment to diversity within the workplace. 	Biennially	Corporate and Government Affairs and relevant teams.	PPA website, PPA intranet and publications reflect workforce diversity.	■
	<ul style="list-style-type: none"> The annual workforce plan considers the requirements of the Diversity and Inclusion Plan. 	Annually (Q2)	Human Resources	Diversity is considered during the workforce planning process.	■
Employees are aware of their EEO responsibilities and how to positively contribute to an inclusive workplace culture.	<ul style="list-style-type: none"> Responsibilities are communicated upon commencement and reinforced via training programs. 	Ongoing	Human Resources in collaborations with relevant teams.	No unresolved issues recorded relevant to EEO, equity or diversity.	■
	<ul style="list-style-type: none"> "Working with Respect" training incorporates EEO and Code of Ethics and Conduct modules and is delivered to all employees. 			Training is delivered within six months of commencement and refresher training every two years.	■
	<ul style="list-style-type: none"> Diversity and Inclusion Plan is socialised with employees and are encouraged to participate where possible. 			Discussed and provided at commencement, promoted twice annually and publicly available on PPA website.	■



Implemented



In Progress



Not Started

OUTCOME 1

The organisation values EEO and diversity and the work environment is free from racial and sexual harassment.

Strategies	Actions	Timeframe	Accountability	Measures of success	Status
Inductions and programs incorporate EEO and diversity principles, including awareness of the Diversity and Inclusion Plan.	<ul style="list-style-type: none"> Inductions incorporate EEO principles and employees are made aware of relevant documents and where they are located. 	Ongoing	Human Resources in collaboration with relevant teams	100% acknowledgement via Learning Management System of Human Resources Induction.	■
	<ul style="list-style-type: none"> PPA keeps up to date with changes to EEO responsibilities and legislative amendments. 	Annually (Q4)		Annual review of PPA intranet and PPA website confirms information is accessible and is the most recent version.	■
	<ul style="list-style-type: none"> Attend information forums when possible. 	Annually (Q4)		Attendance of two Human Resources personnel each financial year.	■
A Diversity and Inclusion Working Group is established to support diverse and inclusive practices.	<ul style="list-style-type: none"> Establish a Diversity and Inclusion Working Group that supports and delivers diversity strategies. 	Q2FY21	Human Resources and Organisational Development Committee	The recommendation to establish a Diversity and Inclusion Working Group is considered by the Organisational Development Committee.	■



Implemented



In Progress



Not Started

OUTCOME 2

Workplaces are free from employment practices that are biased or discriminate unlawfully against employees or potential employees.

Strategies	Actions	Timeframe	Accountability	Measures of success	Status
Recruitment and selection practices provide equal opportunity and flexibility for all employees and potential employees.	<ul style="list-style-type: none"> PPA's Recruitment and Selection Procedure and Plan are reviewed and are consistent with EEO and legislative requirements and consider diversity principles. 	Q4FY21	Human Resources	Executive Committee review and approval.	■
	<ul style="list-style-type: none"> PPA ensures that applicants with a disability are accommodated during the recruitment process and assessed on their merits (not on their disability). 	Ongoing		Internal review.	■
	<ul style="list-style-type: none"> Selection panels represent diversity within PPA and the wider community. 				■
	<ul style="list-style-type: none"> PPA's commitment to diversity and inclusion is included in job advertisements. 				■
Training in bias free methods is provided to selection panel members.	<ul style="list-style-type: none"> Panel members are provided with training and familiarised with PPA's Recruitment and Selection Procedure. 	Ongoing	Human Resources	100% of panel members are trained prior to undertaking recruitment.	■
Retention and career development practices provide equal opportunity and flexibility for all employees.	<ul style="list-style-type: none"> Flexible working arrangements are assessed and facilitated by PPA when operationally viable, including shorter work weeks and/or work hour flexibility to manage family responsibilities as well as disability/illness. 	Ongoing	Human Resources in collaboration with relevant teams.	Flexible arrangements are considered where possible.	■
	<ul style="list-style-type: none"> Individual plans and opportunities for career progression are available. 		Line Managers	Performance and career discussions are held annually.	■



Completed



In Progress



Not Started

OUTCOME 2

Workplaces are free from employment practices that are biased or discriminate unlawfully against employees or potential employees.

Strategies	Actions	Timeframe	Accountability	Measures of success	Status
EEO and cross cultural awareness training is provided to all staff.	<ul style="list-style-type: none"> Cultural Heritage Awareness and Working with Respect Training is mandatory training for all employees. 	Ongoing	Human Resources	100% training compliance.	■
Human resource management practices are reviewed for both direct and indirect bias and potential barriers.	<ul style="list-style-type: none"> Internal reviews are undertaken to ensure all Human Resources processes are free from discrimination. 	Q4FY21	Enterprise Risk and Sustainability in collaboration with Human Resources	Internal review.	■
	<ul style="list-style-type: none"> Partner with Job Access to undertake a review of Human Resource practices to identify improvements. 		Human Resources	Review with recommendations for improvement.	■
There is an effective grievance resolution process where people feel able to raise concerns and issues.	<ul style="list-style-type: none"> A Grievance Procedure is in place and available to employees through the Document Management System and access/support is available from Human Resources. 	Ongoing	Human Resources	Grievances are managed and resolved through the appropriate and least intrusive process.	■
	<ul style="list-style-type: none"> Human Resources personnel are trained in grievance resolution processes. 	Q4FY21		Two Human Resources personnel are trained.	■



Completed



In Progress



Not Started

OUTCOME 3

Employment programs and practices recognise and include strategies for EEO groups to achieve workforce diversity

Strategies	Actions	Timeframe	Accountability	Measures of success	Status
Demographic data is collected and analysed to monitor and report on the diversity trends within the organisation.	<ul style="list-style-type: none"> Monitor and report on workplace equity and diversity to the Executive Committee and Organisational Design Committee. 	Half-yearly	Human Resources	Reports are provided to PPA's Executive and Organisational Design Committees.	■
	<ul style="list-style-type: none"> Key Performance Indicators aimed at increasing diversity in the business are developed and implemented. 	Q3FY21		Key Performance Indicators are developed and included in the Chief Executive Officer and employee Key Performance Areas.	■
	<ul style="list-style-type: none"> Equal pay reviews are conducted and reported to the Executive Committee and Organisational Design Committee. 	Annually		Reports are provided and if required, remediation strategies are discussed and implemented.	■
	<ul style="list-style-type: none"> An Internal Labour Map is developed using career levels to examine changes overtime, and to mark progress on implementation of Diversity and Inclusion strategies. 	Implemented Q1FY22 then annually		Internal Labour changes are reported to the Executive Committee and the Organisational Development Committee annually and if required, intervention strategies are developed and implemented.	■
■	Completed	■	In Progress	■	Not Started

OUTCOME 3

Employment programs and practices recognise and include strategies for EEO groups to achieve workforce diversity

Strategies	Actions	Timeframe	Accountability	Measures of success	Status
Demographic data is systematically collected to monitor and report on the progress of all diversity groups.	<ul style="list-style-type: none"> Employee terminations are monitored through exit interviews and outcomes are evaluated to determine emerging patterns. 	Annually	Human Resources	Reports are provided to PPA's Executive and Organisational Design Committee.	■
	<ul style="list-style-type: none"> Consider employee engagement survey responses by gender to identify where greater supports are needed. 	Annually		Engagement survey reports are analysed and plans are put in place where engagement scores are falling below the Australian labour market average.	■
	<ul style="list-style-type: none"> Undertake benchmarking to similar Government Trading Enterprises (GTE) for comparison and planning purposes and to assist with implementation of the Diversity & Inclusion Plan. 	Implemented by Q1FY22 then annually		Statistical information is used as a reference point.	■
	<ul style="list-style-type: none"> A dashboard that highlights PPA's diverse workforce is made available for employees on PPA's intranet. 	Q2FY21		Publication of Power BI dashboard.	■



Completed



In Progress



Not Started

OUTCOME 3

Employment programs and practices recognise and include strategies for EEO groups to achieve workforce diversity

Strategies	Actions	Timeframe	Accountability	Measures of success	Status
Workforce planning incorporates appropriate strategies to attract and retain employees from diversity groups.	<ul style="list-style-type: none"> Workforce planning processes consider the requirements of the Diversity and Inclusion Plan. 	Annually	Human Resources in collaboration with relevant teams.	Diversity and Inclusion is considered and discussed in the Workforce Plan.	■
Role design and attraction methods are reviewed to attract a diverse field of applicants and remove barriers.	<ul style="list-style-type: none"> Job descriptions (JDF) are reviewed to ensure language used is appropriate and inclusive and selection criteria is designed to remove potential employment barriers. 	Implemented by Q4FY21 and then ongoing	Human Resources in collaboration with relevant external organisations.	JDF's are reviewed for language when updated.	■
	<ul style="list-style-type: none"> Job advertisements are reviewed to ensure language used is appropriate and inclusive. 			Inclusiveness review is recorded.	■
	<ul style="list-style-type: none"> Advertisements are placed on Aboriginal Workforce Development Commission and the National Disability – Job Access job boards. 			Monitor and track recruitment portal utilisation.	■



Completed



In Progress



Not Started

OUTCOME 3

Employment programs and practices recognise and include strategies for EEO groups to achieve workforce diversity

Strategies	Actions	Timeframe	Accountability	Measures of success	Status
A Diversity and Inclusion Working Group (DIWG) is considered to coordinate implementation of Diversity and Inclusion strategies.	<p>Establishment of a DIWG with an Executive Sponsor. The group will be responsible for:</p> <ul style="list-style-type: none"> • Monitor the implementation of the Diversity and Inclusion Plan. • Facilitate diversity and inclusion surveys that measure the impact of the Plan. • Identify improvement opportunities and recommend/deliver initiatives and programs as required. • All employees can contribute to the Diversity and Inclusion Plan. 	Q4FY21 then Half Yearly	Human Resources to make recommendation then Executive Sponsor and Executive Committee	Approval to establish DIWG or similar.	■
Females in Leadership	<ul style="list-style-type: none"> • Performance development and career planning for females demonstrating potential that are wanting to transition into leadership positions. 	Q2FY21	Line Managers	80% of career planning initiatives agreed during reviews are implemented.	■
	<ul style="list-style-type: none"> • Gender equity in the Leadership Development Program nominations. 	Q2FY21	Executive Committee	Females are represented in the nomination process and intake reflects a ratio of 5:7 or better.	■
	<ul style="list-style-type: none"> • Partner with external mentoring program to develop and retain high performing females wanting to transition into leadership positions. 	Q3FY21	Human Resources in consultation with Executive Committee	Partnership with an external provider is established.	■



Completed



In Progress



Not Started

OUTCOME 3

Employment programs and practices recognise and include strategies for EEO groups to achieve workforce diversity

Strategies	Actions	Timeframe	Accountability	Measures of success	Status
Aboriginal Australians	<ul style="list-style-type: none"> Support the Public Sector Commission Indigenous Traineeships Program by providing placement positions for trainees. 	Ongoing	Human Resources in partnership with the business	PPA offers placements and trainees complete their traineeship.	■
	<ul style="list-style-type: none"> Review cultural leave arrangements to ensure suitable arrangements are in place. 	Q4FY21		Leave arrangements are reviewed and updated.	■
	<ul style="list-style-type: none"> Promotion of available roles with local organisations in the Pilbara regions through ongoing consultation. 	Ongoing		Regional based positions are shared and promoted with local organisations.	■
	<ul style="list-style-type: none"> Celebration of NAIDOC and acknowledgement of Reconciliation week. 	Annually		Events are coordinated across all PPA sites.	■
People with disabilities	<ul style="list-style-type: none"> Partner with the National Disability Recruitment Coordinator and review our processes with the intent to identify any barriers to employment. 	Q4FY21	Human Resources	Review and consider recommendations.	■
	<ul style="list-style-type: none"> Identify work placement opportunities for people with disabilities. 			Facilitate two placements.	■
People from culturally diverse backgrounds	<ul style="list-style-type: none"> PPA supports cultural diversity through the acknowledgement of significant religious events represented in our workforce and celebration of Harmony day. 	Ongoing	Human Resources in partnership with the OMI	Religious events significant to PPA employees are acknowledged. Two multicultural events are celebrated each year.	■
	<ul style="list-style-type: none"> Partner with the Office of Multicultural Interests (OMI) to ensure recruitment and retention practices support people from culturally diverse backgrounds. 			Recommendations by OMI are considered.	■



Completed





In Progress



Not Started




OUTCOME 3

Employment programs and practices recognise and include strategies for EEO groups to achieve workforce diversity

Strategies	Actions	Timeframe	Accountability	Measures of success	Status
Youth (People under 24)	<ul style="list-style-type: none"> Continue to support young Australians by facilitating options to transition into employment through cadetships, traineeships and graduate programs. 	Ongoing	Human Resources	Successful recruitment and retention of roles.	
Other	<ul style="list-style-type: none"> Promote 'champions' of diversity through the DIWG. 	Quarterly	Human Resources	1x PPA intranet story highlighting diversity.	

OUTCOME 4

Maintain a relevant and achievable EEO management plan through communication, review and amendment and evaluation

Strategies	Actions	Timeframe	Accountability	Measures of success	Status
The Plan and its policies and programs are communicated to all staff and programs are evaluated to determine the effectiveness of the Plan.	<ul style="list-style-type: none"> Diversity and Inclusion Plan to be available and be promoted (as per earlier initiatives). 	Ongoing	Human Resources	Review PPA Intranet and PPA Website.	
	<ul style="list-style-type: none"> Programs and policies will be evaluated to examine activities, characteristics and outcomes. 	Ongoing		Amendments to program and policies as required.	
Equity and diversity events are promoted and celebrated.	<ul style="list-style-type: none"> Development of a 'Cultural and Diversity calendar' outlining events and religious events. 	Q4FY21	Human Resources in collaboration with Diversity and Inclusion working group	Develop and publish a Cultural and Diversity Calendar on PPA's Intranet with details of key events.	
The Plan is monitored, reviewed and amended to ensure strategies remain relevant to the operations of the organisation.	<ul style="list-style-type: none"> The Diversity and Inclusion Plan will be monitored and reviewed to determine progress and program effectiveness. 	Ongoing	DIWG	Amendments to the Plan as required.	



Completed



In Progress



Not Started

SOURCES OF INFORMATION AND RESOURCES



<https://www.dca.org.au/>

<https://publicsector.wa.gov.au/site/search/Diversity%20%26%20Inclusion>

<https://publicsector.wa.gov.au/workforce-and-diversity/director-equal-opportunity-public-employment-deope/equal-employment-opportunity-eeo-management-plans>

<https://publicsector.wa.gov.au/workforce-and-diversity/diversity-and-inclusion>

<https://www.communities.wa.gov.au/media/2379/stronger-together-action-plan.pdf>

<https://www.communities.wa.gov.au/media/2335/stronger-together-plan.pdf>

<https://www.mercer.com.au/content/dam/mercer/attachments/asia-pacific/australia/campaigns/2020/when-women-thrive-australia-report-2020.pdf>

<http://culturaldiversity.humanrights.gov.au/>

<https://www.mckinsey.com/business-functions/organization/our-insights/delivering-through-diversity>

<https://www2.deloitte.com/content/dam/Deloitte/au/Documents/human-capital/deloitte-au-hc-diversity-inclusion-soup-0513.pdf>

<https://www.mckinsey.com/business-functions/organization/our-insights/delivering-through-diversity>

<https://www.kornferry.com/challenges/diversity-and-inclusion>

<https://news.microsoft.com/en-ca/2020/02/24/diversity-inclusion-and-belonging/>

<https://www.employment.gov.au/diversity-and-inclusion-strategy/vision-purpose-our-commitment>

<https://www.chieflearningofficer.com/2019/12/19/the-most-important-time-to-support-a-womans-career-development-is-in-her-20s/>

https://www.dca.org.au/sites/default/files/inclusion-at-work-index/dca_inclusive_index_2019_synopsis_online_new_accessible.pdf