

cenitex

Dis/Ability Action Plan

2021-2024

cenitex
Diversity & Inclusion



Classification: OFFICIAL

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Message from the Chief Executive Officer

I take great pleasure in presenting the inaugural Cenitex Disability Action Plan (DAP).

Diversity is something I am personally passionate about. A diverse workplace should reflect the community in which we live. Fostering a diverse workplace promotes innovation, problem solving, increased productivity and for Cenitex, promotes a culture where we are positive and productive and everyone's voice can be heard.

The DAP aims to position Cenitex as a leader in the Victorian Public Service in inclusive employment practices for people with disability and work towards us being an employer of choice.

As part of the Cenitex 1-3-5 Corporate strategy, inclusiveness is one of the key traits we want to see reflected through the Right Culture program. The DAP will provide a framework for the organisation to ensure an inclusive and disability equitable workplace, it will strengthen people with disability's advancement opportunities. We are committed to celebrating and advancing our diversity, and fostering a workplace which is genuinely inclusive.



Frances Cawthra

About Cenitex

Cenitex serves the Victorian community through our relationships with state government departments and agencies. We provide shared Information and Communications Technology (ICT) services to more than 35,000 members of the public service.

Created as a state-owned enterprise in July 2008, Cenitex delivers to Victorian Government agencies and departments essential services and technology such as identity and network management, security, user workspace and cloud services efficiently and cost-effectively.

The Cenitex vision is to support a modern, agile and productive public sector and is driven by the Government's commitment to a digital Victoria and better outcomes for the community.

Cenitex supports a total of 35 customers from across Victorian Government including most Departments with various services to meet their needs.

What do we mean by disability?

The United Nations Convention on the Rights of Persons with Disabilities defines disability as including those who have long-term physical, mental, intellectual, or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others.

The definition of disability under the Disability Discrimination Act 1992 (Cth) is broad. It includes physical, intellectual, psychiatric, sensory, neurological and learning disabilities. Disability can be permanent or temporary, visible or invisible. Some conditions and impairments are present from birth. Other people acquire or develop disability during their lifetime from an accident, condition, illness or injury. For some people, support requirements can increase over time. Others can experience fluctuating or episodic disability. Some people may have multiple disability, giving rise to different support requirements.

Diversity and Inclusion, including Disability is not 'special' or 'unusual' or 'not our problem'. It is the lived reality of all human beings and therefore everybody's responsibility to ensure all are given an equal chance to experience their educational and social potential in a non-judgmental, inclusive, transparent, accountable and empowering way.

What is disability discrimination?

The *Disability Discrimination Act 1992 (Cth)* states that discrimination on the basis of disability occurs when a person with disability is:

- treated less favourably than a person without disability (direct discrimination); or
- made to comply with a general requirement or condition which the person is unable to comply with because of their disability, and which leads to the person being disadvantaged (indirect discrimination).

Diversity and Inclusion Council

The Cenitex Diversity and Inclusion (D&I) Council was established to represent employee reference groups (for our diverse communities). This group consists of Executive Leadership Team (ELT), General members with particular expertise, a group of general D&I champions, plus representatives from People & Capability (P&C) and Communications.

The Council centres around six key priority areas; Dis/ability, Gender Equality, Age, LGBTIQ+, Indigenous and Culture.

The DAP has been created by the Dis/ability reference group as a sub group of the Diversity and Inclusion Council.

How did we decide what we wanted to achieve?

As part of the broader Diversity and Inclusion Council framework, a reference group for Dis/ability was created and an organisational lead appointed to drive the development of the DAP. Each area the reference group agreed to focus on as part of the Dis/ability Action Plan, sub working groups were established with a member of the reference group taking a lead role in developing the goals, objectives and strategies.

Where Cenitex had limited representation of people living with disability, external expertise from the broader Victorian public service was engaged as part of the sub working groups to collaborate and shape the DAP.

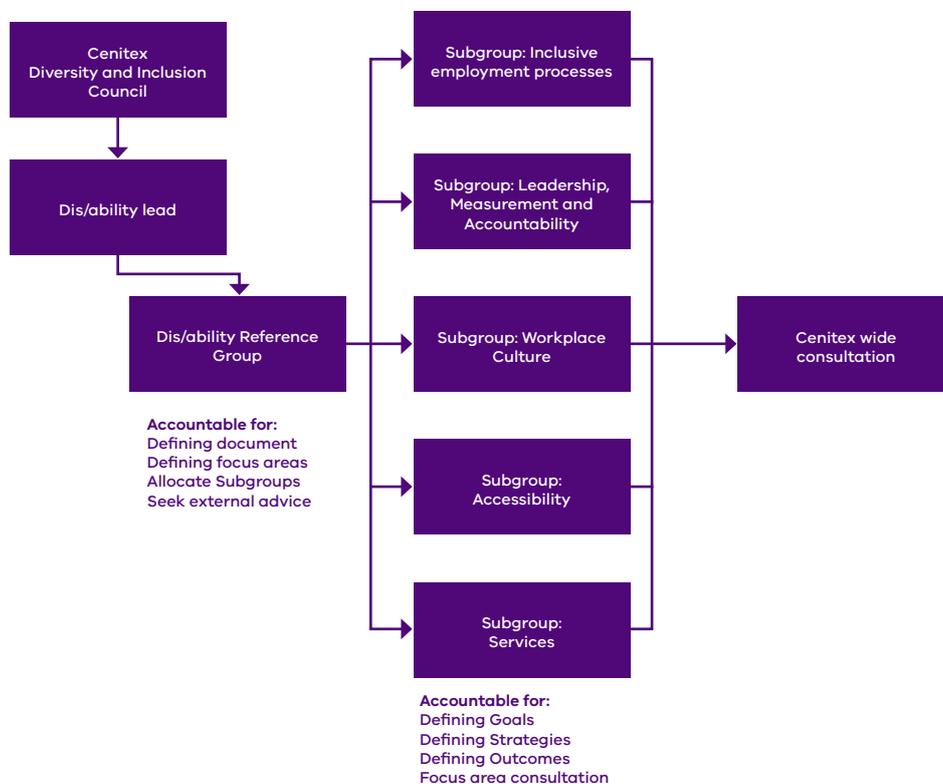


Figure 1. Process and working groups established to define DAP

What is Diversity & Inclusion at Cenitex?

Cenitex developed a Diversity & Inclusion framework and implemented through the Diversity and Inclusion Council will meet a business key objective to support and champion an inclusive workplace that fosters and celebrates diversity.

Cenitex recognises a diverse and inclusive workforce is good for employees and it's also good for business to work in an inclusive team.

Cenitex will strive for an inclusive culture where diversity, equity and inclusion will be obvious and supported universally. To do this Cenitex will:

Celebrate

- Understand and track the diversity which already exists at Cenitex.
- Highlight employee stories and experiences within our organisation and broadly.
- Celebrate events and share information reflective of the diverse Victorian communities which we serve.
- Build a culture where differences are recognised and valued, and where understanding and acceptance is promoted.

Advance

- Enable and embed practices which support diversity and inclusion.
- Improve representation of people from diverse backgrounds at Cenitex.
- Provide a voice and vehicle for diverse groups to share ideas.
- Measure and track our performance against targets.
- Partner with providers and suppliers who share our commitment to diversity and inclusion.

Foster

- Increase awareness, understanding and acceptance for all staff.
- Increase knowledge and confidence for managers in supporting diversity.
- Better understand barriers which exist for those from diverse backgrounds, and challenge ourselves to reduce these.
- Provide supportive and flexible work places and work practices.

What do we want to achieve?

Implementation of the Cenitex 2021-24 Disability Action Plan (DAP) is an opportunity for staff to acknowledge and reflect on the challenges experienced by people with disability in the work environment, and strive towards a workforce which better reflects the diversity of the Victorian community it serves.

Cenitex aims to achieve the following by 2024:

- Increase the representation of people with disability across the entire organisation.
- Improve the representation of people with disability in senior leadership positions.
- Establish an evidence base (accurate workplace profile) and use longitudinal data to measure and track performance.
- Identify and address key issues and barriers in mainstream employment situations.
- Provide an exemplary employee experience for people with disability.
- Ensure and enhance inclusive practices throughout the employment life cycle.
- Set measurable targets and ensure accountability for meeting targets.
- Continue culture surveys to consistently indicate safety, voice, visibility and inclusion for people with disability across all levels of the organisation.
- Eliminate of all forms of disability discrimination.
- Increase manager competency and confidence to manage and work effectively with diversity.

- Implement innovative practices, technology and thinking developed by people with disability is adopted and mainstreamed into the workforce.
- Foster all staff to working towards an inclusive Victoria which supports people with disability to live satisfying everyday lives.
- Ensure that accessibility is front of mind for all products and services and position Cenitex as a leader in the Victorian Public Service in disability inclusion.

Approach

Cenitex is committed to the five key focus areas of the DAP:

1. Inclusive Employment Practices - inclusive employment policies and practices to strengthen career opportunities for people with disability.
2. Accessibility - physical and digital environments which provide a model for an inclusive employee experience.
3. Workplace Culture - a disability inclusive and equitable workplace, which values fairness and respect.
4. Leadership, Measurement and Accountability - disability initiatives championed by senior leaders using comprehensive workforce data to inform progress and accelerate change.
5. Supporting our customers, the Public Service – by ensuring our own services are accessible and accommodate people of different abilities.

Implementation

The Dis/ability reference group led by the Dis/ability Lead will work in partnership with People & Capability and all Cenitex divisions to implement initiatives from the DAP relevant to their respective work function and operations.

All Cenitex teams will be encouraged to identify and implement initiatives within the DAP to include in their own work area's strategic plan.

Progress will be reported annually to the Diversity and Inclusion Council via an annual Disability Performance Report.

1. Inclusive employment practices

Objective: By 2023 increase the representation of people with disability at Cenitex by introducing and improving people related practices and strategies throughout the employment life cycle. This includes recruitment, retention, performance management, promotion, talent identification, succession planning, remuneration, professional development and end-of-employment.

Goal: Increase the representation of people with disability across the entire organisation through recruitment strategies and activities.

Accountability: People Managers with support from People & Capability

Strategy:

- Review and revise job descriptions, targeting job requirements that may create barriers to entry for people with disabilities. (Year 1)
- Broaden search processes to attract people with disabilities, particularly in mainstream employment areas and in leadership positions. (Year 1)
- Leverage diversity of recruitment channels to expand reach. (Year 2)
- Support the active engagement and recruitment of people with disabilities through building strong partnerships with local disability employment providers. (Year 2)
- 'Fast track' shortlisting process for applicants with disability for those who match the selection criteria. (Year 3)

Outcomes:

- The representation of people with disability at Cenitex increases by 2023.
- The Cenitex workforce is more representative of the Victorian community that it serves.
- The number of people sharing information about having a disability at Cenitex increases.

Goal: Recruitment practices ensure the equitable participation of candidates with disability in the process.

Accountability: People Managers and People & Capability

Strategy:

- Ensure reasonable adjustments are offered to candidates with disabilities for the recruitment and selection process. (Year 1)
- Implement unconscious bias/disability confidence training for hiring managers and for those on interview and short-listing panels. (Year 1)
- Encourage disability representation on short-listing and interview panels where appropriate and including staff with disability if available. (Year 2)
- Review interview practices, techniques and guidelines through a disability lens. (Year 2)
- Mandatory training to educate hiring managers on diversity & inclusion, including unconscious bias and provide strategies to address these. (Year 3)
- Monitor data on applications received, short-listed candidates and offers accepted by classification level of people with disability. (Year 3)

Outcomes:

- Increase the percentage of people with disability within the short-listing pool by 2022.
- Increase hiring manager awareness on diversity and inclusion, including unconscious bias.

Goal: Jobs advertised by Cenitex are welcoming for people with disability.

Accountability: People & Culture

Strategy:

- Welcome and encourage people with disability to work at Cenitex. (Year 1)
- Include reference to the DAP on the recruitment section of the Cenitex website. (Year 1)
- Review advertising collateral to ensure that they speak to people with disability. (Year 1)
- Ensure accessibility of recruitment and selection process (i.e. alternate formats, web accessibility, focus on inherent requirements of the role). (Year 2)

Outcome: Advertising is accessible and inclusive and results in increased applications from people with disability.

Goal: Ensure support is available to retain and celebrate staff with disabilities at Cenitex.

Accountability: People & Capability

Strategy:

- Ensure staff are trained on disability awareness and their accountabilities in the workplace. (Year 2)
- Implement a listening framework for 'nothing about me, without me' approach to improving the workplace that will ensure staff with disability are involved in all matters affecting them. (Year 2)
- Build strategic relationships with not-for-profit organisations which provide support for people with disabilities to enter and remain in the workforce. (Year 3)

Outcomes:

- Future People Matter survey results show improved employee experience for those with disability.
- Staff with disabilities at Cenitex have access to the support they need to succeed in the workplace.

Goal: Everyone has access to flexible working arrangements.

Accountability: People Managers

Strategy: Ensure all managers and staff are aware and promote the use of flexible arrangements where appropriate, to support the full participation in employment for people with disability. (Year 1)

Outcome: Flexible working arrangements are accessible and appropriate for people with disability.

Goal: Ensure Cenitex policies and procedures are inclusive of people with disability.

Accountability: All policy owners

Strategy:

- Consult with people with disability and other relevant stakeholders when making decisions that may impact people with disability. (Year 1)
- Ensure a robust process for making reasonable adjustments for any new and existing employees. (Year 1)
- Consider the benefit of establishing a centralised budget for workplace adjustments. (Year 2)
- Conduct a detailed assessment of policies and practices to ensure disability confident and inclusive practices throughout the employment journey. These are applicable to recruitment, retention, performance management, promotion, talent identification, succession planning, remuneration, professional development and end-of-employment. (Year 3)

Outcomes:

- Audit of policies show no barriers to success for people with disability.
- Onus on individual to ask for reasonable adjustments is removed.
- Future People Matter survey results show that overall job satisfaction for people with disability increases.

2. Accessibility

Objective: A physical and digital environment that provides an exemplar and inclusive employee experience.

Goal: Improve and enhance physical accessibility of our built environment.

Accountability: Communications, People & Capability, All staff

Strategy:

- Engage an expert to review the accessibility of the built environment and develop a plan to prioritise, invest in and improve access of the existing infrastructure as required or when major changes to the built environment are proposed. These changes should follow design for dignity principles and universal design principles. (Year 1)
- Advocate and ensure building owners are compliant with the Disability Discrimination Act building codes. (Year 1)
- Ensure all Cenitex staff with disability who need a Personal Evacuation Plan have one as a matter of priority. (Year 1)
- Ensure internal and external Cenitex events and workshops are accessible to people with disability and accessibility features promoted as standard in all advertising materials. (Year 1)

Outcome: People with disability can access all areas of the work environment.

Goal: Improve and enhance our accessibility of communications

Accountability: Communications

Strategy:

- Develop an action plan to improve the accessibility of Cenitex communication and information.
- (Year 1)
- Ensure all online documents are provided in accessible formats. (Year 1)
- Regularly monitor and review Cenitex websites (internet and intranet) to ensure they comply with the Victorian Government access standard as defined by the Whole of Government Web Digital Standards Framework. (Year 2)
- Make content accessible when designing and developing new technology services. (Year 2)

Outcomes:

- People with disability can access all communications.

3. Workplace culture

Objective: Cenitex is cited as a leader in accessibility and inclusion for people with disability by reputation and is welcoming of people with disability.

Goal: All staff are committed to contribute to a respectful and inclusive work environment.

Accountability: All staff

Strategy:

- Create a safe environment for employees to raise awareness through sharing of personal stories. (Year 1)
- Suitable disability awareness training to be sourced and made available to all staff and managers. (Year 2)
- Create strategy and content framework for forums and events to showcase best practice in inclusion of people with disability. (Year 2)
- Build staff comfort and confidence to share information about having a disability that will benefit the employee experience and improve corporate knowledge (Year 2)
- Actively contribute to community initiatives relevant to people with disability (Year 3)

Outcomes:

- Future People Matter survey results show more people with disability believe their immediate supervisor actively supports diversity in the workplace.
- Future People Matter survey results continue to show people with disability believes their work colleagues actively support diversity in the workplace.

Goal: Cenitex celebrates diversity and includes people with disability.

Accountability: All staff

Strategy:

- Showcase achievements of people with disability through Cenitex publications and mainstream media. (Year 1)
- Cenitex recognises and celebrates relevant significant days. (Year 1)
- Ensure people with disability are included in marketing and employment materials. (Year 2)
- Develop relevant material that support campaigns promoting inclusion of people with disability (including invisible disability) and the elimination of discrimination. (Year 2)

Outcomes:

- Future People Matter survey results shows that more people with disability believe that there is a positive culture within their organisation in relation to employees with disability.

Goal: Strengthen disability networks and relationships with professional associations.

Accountability: People & Capability, All staff and managers

Strategy:

- Establish a Cenitex Enablers Network to provide peer support and advocate for and support cultural change. (Year 1)
- Increase network membership (including allies), ensuring representation from every organisational unit. (Year 2)
- Create a mentor program for people with disability in Cenitex as both mentors and mentees. (Year 2)
- Acknowledge staff contributions to this Plan (including network participation) as part of their performance review process. (Year 2)
- Help lead the conversation in People with Disability in employment (for example, participate in roundtable with the Australian Network on Disability) (Year 3)
- Establish annual membership with the Australian Network on Disability, Australia's peak disability organisation. (ongoing)
- Cenitex Enablers Network to meet quarterly and report actions to VPS Enablers Network and Diversity and Inclusion Council. (ongoing)

Outcomes:

- Cenitex is cited by reputation as leader in accessibility and inclusion for people with disability.

Goal: Our partners and suppliers are committed to achieving equitable outcomes for people with disability.

Accountability: Procurement

Strategy:

- Incorporate accessibility and inclusion as selection criteria in procurement practices and decisions. (Year 2)
- Cenitex prefers suppliers and corporate partners who are committed to inclusive practices and the employment of people with disability, including Employee Assistance Program provisions. (Year 3)

Outcomes:

- Our partners and suppliers are able to demonstrate a commitment to diversity, inclusion and equity through the social procurement framework reporting requirements.

Goal: Promote a positive work environment that increases awareness of mental health and wellbeing.

Accountability: People Managers with support from People & Culture

Strategy:

- Develop and implement the Cenitex Mental Health Charter. (Year 1)
- Continue to develop and update policies, processes and practices to support mental health and wellbeing at work that are consistent with existing Occupational Health and Safety and Workplace adjustment policies. (Year 2)

Outcomes:

- People Matter survey results show people experiencing mental health and wellbeing issues feel supported within the workplace.
- Greater awareness and utilisation of the Employee Assistance Program at Cenitex.

4. Leadership, measurement and accountability

Objective: Disability initiatives are championed by senior leaders, and evidence base used to inform progress for people with disability and accelerated change.

Goal: Ensure our leaders champion diversity initiatives.

Accountability: Executive with support of the VPSC and Enablers Network

Strategy:

- Establish an Executive Champion for the Plan. (Year 1)
- Senior leaders to promote and proactively drive the Cenitex DAP. (Year 2)
- Develop leaders as access and inclusion champions to promote awareness and role-model inclusive behaviour. (Year 3)

Outcomes:

- Disability champions are visible and active across the organisation.
- The DAP is communicated and well understood across Cenitex.
- Experience of staff who identify with having disability has improved.

Goal: Cenitex leaders are accountable for driving positive change and inclusion for people with disability.

Accountability: Executive with support from People & Capability

Strategy:

- Leaders take practical action to achieve the representation of people with disability at Cenitex. (Year 1 or ongoing)
- ELT members to focus on three strategies in the DAP which will have a significant impact on their business area. (Year 2)
- Include diversity and inclusion indicators in the performance plans of all executive members. (Year 3)
- Consider the establishment of KPIs for Executives to increase representation of people with disability in their Divisions/Branches and remove barriers. (Year 3)

Outcomes:

- There is clear leadership accountability and responsibility to drive change.
- People Matter Survey results show increase in leadership support provided for staff with a disability.
- Experience of staff who identify with having a disability has increased.
- Increased representation of staff with a disability at Cenitex

Goal: Establish accurate workforce profile of people with disability at Cenitex.

Accountability: People & Capability

Strategy:

- Establish methodology to accurately collect and monitor workplace profile data for people with disability. (Year 1)
- Establish workplace profile (benchmark data) of people with disability at Cenitex using the P&C data system (biennially) and People Matter Survey results (annually). (Year 1)
- Establish workforce/cultural data on representation, appointment, promotion, exit, leave, flexibility and other key employment issues. (Year 3)

Outcomes:

- Annual snapshot data and accurate longitudinal data base is established for people with disability.

Goal: Identify key employment, accessibility and cultural issues impacting barriers for success for people with disability.

Accountability: People & Capability

Strategy:

- Identify key issues (employment, access and culture) of people with disability via annual People Matter Survey and focus groups and develop strategy and action plans to redress any imbalance. (Year 1)
- Submit annual evaluation for the Australian Network on Disability Access and Inclusion Index. (Year 2)
- Monitor enquiries, requests for reasonable adjustments, complaints and any reports of discrimination (annually) and address any emerging key issues. (Year 2)
- Conduct pay equity analysis of people with and without disability to identify possible pay gaps. (Year 3)

Outcomes:

- Future People Matter survey results show more people with disability believe disability is not a barrier to success.
- Future People Matter survey results show people with disability experiencing discrimination decreases.
- People Matter survey results show intention to stay increases.

Goal: Report on progress against actions taken.

Accountability: People & Capability

Strategy:

- Regularly monitor and analyse data to show areas of improvement at including at Division and team level where possible (drilled down data). (ongoing)
- Provide annual disability performance report to the Board on achievements, gaps and recommendations (including key findings from annual People Matter surveys and Australian Network on Disability Index Benchmarking) against the Plan. (ongoing)

Outcomes:

- Regular monitoring shows significant improvement and effectiveness of strategies.

5. Supporting our customers in the public service

Objective: Cenitex services are accessible and our front-line staff are trained and knowledgeable on accessibility issues.

Goal: Ensure our customers have the support they need when they need it.

Accountability: Delivery General Managers with the support from Service Leads

Strategy:

- Establish an external facing process for staff to request reasonable adjustments on their ICT equipment. (Year 1)
- Accessibility brown bag sessions are held frequently for customers free of charge. (Year 1)
- Ensure training is available to uplift front-line staff with knowledge of accessibility issues. (Year 2)
- Partnering with our customers to support technology related activities on their disability action plans. (Year 3)

Outcomes:

- Cenitex is seen as a leader in ICT accessibility in the public service.
- Cenitex's services are accessible.
- Improved access to reasonable adjustments across the customer-base.

The broader regulatory framework

The relevant laws, standards and guidelines considered in the development of the Cenitex Disability Action Plan include:

- United Nations Convention on the Rights of Persons with Disabilities (2006)
- Disability Discrimination Act 1992 (Cth)
- Fair Work Act 2009 (Cth)
- Equal Opportunity Act 2010 (Vic)
- Charter of Human Rights and Responsibilities Act 2006 (Vic)
- Absolutely Everyone: State Disability Plan 2017-2020 (Vic)
- Disability Act 2006 (Vic).

WebContent Accessibility Guidelines

Web Content Accessibility Guidelines (WCAG) are a set of internationally recognised guidelines produced by W3C (World Wide Web Consortium). These guidelines are used by web developers and other stakeholders and define how to make web content more accessible to people with disability.

The whole of [Victorian Government Digital Standards Framework](#) is now best practice Victorian Government digital services practitioners. The digital standards framework is made up of Digital Design Principles and how-to guides covering all Victorian Government digital activities. The framework and its standards cover external digital assets, for example websites, social media accounts and mobile applications. They also apply to 'internal' digital assets, for example, intranets and applications.

Further information

Additional information regarding the Cenitex Disability Action Plan 2021-2024 is available by contacting the Dis/ability Lead or chair of the Diversity and Inclusion council.