



Government of **Western Australia**
Department of Transport

Multicultural Plan 2021-24





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Acknowledgement of Country

The Department of Transport acknowledges the Traditional Custodians of this land and their continuing connection to land, waters and community. We pay our respect to all members of Aboriginal communities and their cultures and to Elders past, present and emerging.

This plan is available in
alternative formats upon
request including electronic
format, in standard and large
print, audio disc and online
at transport.wa.gov.au



Message from the Managing Director

I am pleased to present the Department of Transport's (DoT) inaugural Multicultural Plan 2021-24.

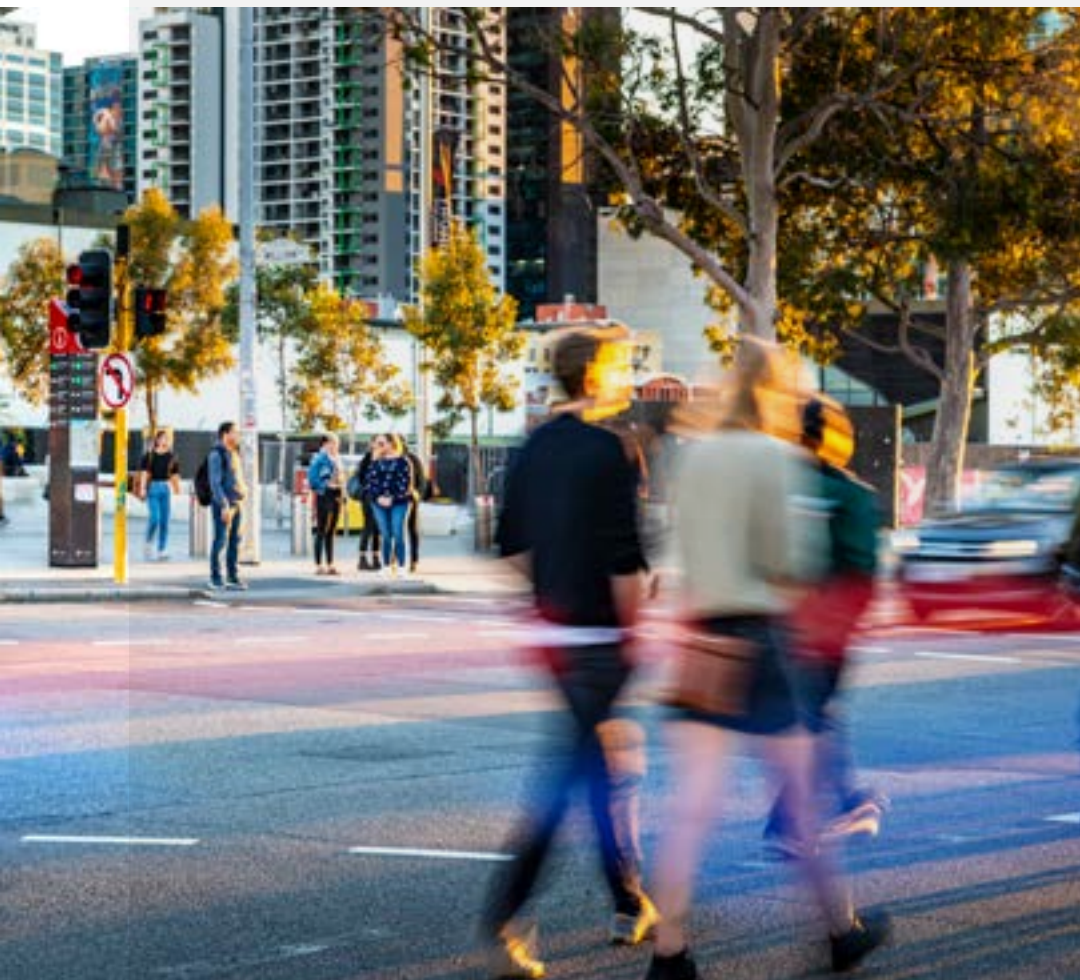
The plan has been developed following the launch of the Western Australian Multicultural Policy Framework in consultation with our customers, stakeholders and employees.

DoT's Multicultural Plan provides actions that enable us to continue to take practical steps towards improving access and opportunities for people from Culturally and Linguistically Diverse (CaLD) backgrounds, in line with the State Government's vision for an inclusive and harmonious WA community, culturally responsive policies, programs and services, and improved economic, social, cultural, civic and political participation.

I would like to thank the Office of Multicultural Interests within the Department of Local Government, Sport and Cultural Industries for their ongoing guidance and support.

Iain Cameron

Managing Director
Department of Transport



Our business

DoT integrates and enhances coordination of the State's transport operations, regulatory functions, and planning and policy development processes to deliver a diverse range of specialist transport services that benefit and support Western Australians.

Services delivered to the community include:

- vehicle, boat and driver licensing and regulation;
- boating facility management;
- marine safety regulation and education;
- coastal infrastructure planning and project delivery;
- on-demand transport licensing and regulation;
- transport and urban planning and coordination;
- planning and improving bike riding and pedestrian infrastructure;
- aviation regulation and reform;
- freight and ports regulation and reform; and
- marine oil pollution and transport incident response.

With more than 1,300 employees, DoT has the expertise to connect people and places to keep WA moving towards a safer, healthier, and sustainable future.

Our Multicultural Plan

DoT is committed to achieving substantive equality in access and service delivery for the WA community, and continuously looks for opportunities to improve access and outcomes for people with diverse needs. We are dedicated to ensuring our employee profile reflects the community we serve.

DoT's commitment is demonstrated within our core business and our business planning processes, consistent with the principles of the State's Substantive Equality Policy Framework.

Our Multicultural Plan is a four-year plan that will drive the implementation of actions to improve access, service delivery and opportunities for people from CaLD backgrounds.

Our Access and Inclusion Committee champions access and inclusion across DoT and leads the delivery of the Multicultural Plan. The committee is chaired by the Executive Director, Office of the Director General, who, as a member of DoT's Corporate Executive, provides strategic leadership on access and inclusion.

This plan is supported by a detailed implementation plan that will be monitored by the Access and Inclusion Committee. The plan's progress will be reported annually through our annual report, and achievements highlighted three times a year in the Access and Inclusion Communiqué published on our website and intranet.





Policy priority 1

Harmonious and inclusive communities

Policy outcome

- Every Western Australian values cultural, linguistic and religious diversity and feels that they belong.


Strategies

- Promote the benefits of cultural and linguistic diversity and celebrate the achievements of people from culturally diverse backgrounds.
- Address racism and discrimination at both an individual and institutional/systemic level, including implementing the Policy Framework for Substantive Equality.
- Develop workplace cultures that are welcoming and inclusive of all Western Australians.
- Initiate and support events and projects that build mutual understanding and respect between cultures.

Case Study: Settlement Language Pathways to Employment and Training program

Since 2012, DoT has partnered with North Metropolitan TAFE to place work experience students enrolled in the Settlement Language Pathways to Employment and Training program (SLPET). SLPET is an employment focused course aimed at assisting students from the Adult Migrant English Program with the transition to work in Australia.

The SLPET course provides students with the opportunity to learn the necessary skills to enable them to prepare for the Australian workplace and overcome the “no local experience” barrier by providing a work experience placement. Participation in the program provides opportunities for DoT employees to experience and learn from working with people from CaLD communities and assists students to gain confidence to integrate into the Australian workplace.

 Pictured: Neni (on left) from Indonesia had extensive office administration experience and assisted the Statutory Agency Agreements team in Driver and Vehicle Services.





Recognition and Promotion

Celebrating diversity and recognising achievements

Action	Area responsible	Timing	Measures/KPIs
1.1 Communicate DoT's commitment to multiculturalism publicly and report on achievements.	Executive Director, Office of the Director General	Tri-annually September	<ul style="list-style-type: none">• Access and Inclusion Committee Communiqué highlighting key achievements and published three times a year on DoT website.• Achievements published in Annual Report.
1.2 Promote and celebrate multicultural events, such as: <ul style="list-style-type: none">• Harmony Week• Eid al-Fitr "Festival of Breaking the Fast"• Diwali• Chinese New Year	Executive Director, People and Culture	Annually	<ul style="list-style-type: none">• Annual calendar of key multicultural dates and events developed.• Email signatures/newsflashes promoting key events.
1.3 Access and Inclusion Committee to promote achievements, share information.	Executive Director, Office of the Director General	Ongoing (review annually in May)	<ul style="list-style-type: none">• Promotion of achievements by Access and Inclusion members.
1.4 Promote benefits of a CaLD workforce to build reputation as an employer of choice.	Executive Director, People and Culture	Ongoing (review annually in May)	<ul style="list-style-type: none">• Key messages are promoted on diversity and inclusion, during recruitment, and other attraction campaigns (job fairs, seminars), including on digital platforms.
1.5 Job advertisements to include an equity and diversity statement.	Director Workforce Management	Ongoing (review annually in May)	<ul style="list-style-type: none">• 100% of job advertisement include the statement.
1.6 Photography and imagery in DoT publications and advertisements to align with our commitment to a diverse workforce, including photos in the DG's newsletter, DG Direct.	Manager Digital Communications	Ongoing (review annually in May)	<ul style="list-style-type: none">• Larger range of culturally diverse talent in DoT photography library accessible to all business units.• Increased number diversity images in DoT publications and advertisements.• Images in recruitment and selection materials to reflect the diverse community.



Systemic Changes

Changes to operations (i.e. review of policies, facilities)

Action	Area responsible	Timing	Measures/KPIs
1.7 Collaborate with Transport Portfolio partners to share and develop multicultural strategies.	Director Governance and Audit	Bi-annually	<ul style="list-style-type: none"> Bi-annual meetings with Portfolio partners to discuss strategies, latest developments and opportunities.
1.8 Continue to monitor racism and discrimination complaints received to identify potential systemic discrimination or business improvement opportunities.	Director Governance and Audit	Ongoing (review May annually)	<ul style="list-style-type: none"> Liaison with business areas.
1.9 Biennial review of Portfolio Access and Inclusion Policy and supporting departmental Access and Inclusion Guidelines.	Director Governance and Audit	November 2022	<ul style="list-style-type: none"> Biennial review of Portfolio Policy and departmental Guidelines to ensure clear guidance on workplace culture and Substantive Equality Framework.
1.10 Review Code of Conduct to ensure DoT's Discrimination and Harassment Policy remains current.	Director Workforce Management	Annually	<ul style="list-style-type: none"> Code of Conduct updated annually as required and changes communicated to all employees.
1.11 Regularly review HR policies and procedures to support inclusion and ensure anti-discrimination.	Executive Director, People and Culture	Biennially	<ul style="list-style-type: none"> HR policies reviewed and updated. Review when Equal Employment Opportunity (EEO) legislation, Public Sector Commission (PSC) and Office of Multicultural Interests (OMI) policies and actions plans are updated.
1.12 Review Proof of Identity (POI) Policy to reduce barriers experienced by customers with only a Document for Travel To Australia as proof of identification.	Executive Director Drivers and Vehicles	Dec 2022	<ul style="list-style-type: none"> POI Policy reviewed and updated. Development, review and endorsement of proposed process change documentation. Publication of Licensing Information to communicate changes to the business and stakeholders.



Partnerships and Initiatives

Initiate and support events and projects

Action	Area responsible	Timing	Measures/KPIs
1.13 Continue to partner with North Metropolitan TAFE to place work experience students enrolled in the Settlement Language Pathways to Employment and Training Program.	Director Governance and Audit	Ongoing (4 terms per year) (review May annually)	<ul style="list-style-type: none">• Nominations for work experience student placements are sought each term.• Feedback from students, TAFE and business areas is received.
1.14 Raise awareness of OMI and Equal Opportunity Commission (EOC) events and news.	Director Governance and Audit	Ongoing (review May annually)	<ul style="list-style-type: none">• OMI and EOC events and news are promoted.
1.15 Participation in community events.	Executive Director Drivers and Vehicles	Ongoing (review May annually)	<ul style="list-style-type: none">• Number of events attended and engagements.



Workforce

Recruitment, training and talent management (i.e. mentoring, career progression)

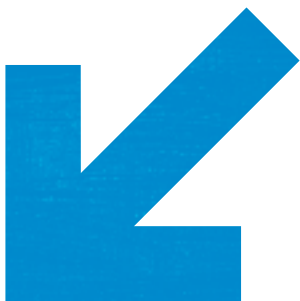
Action	Area responsible	Timing	Measures/KPIs
1.16 Raise cultural awareness among DoT staff to highlight benefits of diversity and how to prevent and respond to racism and discrimination.	Director Capability and Change	Dec 2022	<ul style="list-style-type: none"> 80% of DoT staff have completed training. Key messages developed and communicated. Managers communicate key messages to raise awareness. Investigate all staff to complete online refresher training every two years.
1.17 All DoT employees to complete EEO and anti-discrimination training as part of induction. Refresher training to be completed every two years.	Executive Director, People and Culture	Ongoing (review May annually)	<ul style="list-style-type: none"> 95% of new employees complete Code of Conduct training, which includes EEO and anti-discrimination training as part of induction. 90% of employees complete refresher training on Code of Conduct annually.
1.18 Educate employees on DoT's commitment to diversity at employee and manager inductions.	Executive Director, People and Culture	Ongoing (review May annually)	<ul style="list-style-type: none"> 95% of new employees complete online training within six months of commencing. Annual review of content of on-line training. Communicated commitment to diversity and inclusion at facilitated induction for all employees.
1.19 Continue to deliver values driven workshops to promote a culture of inclusion where people want to belong.	Director Capability and Change	March 2021	<ul style="list-style-type: none"> Facilitated workshops completed across all business areas of DoT.
1.20 Continue Diverse WA online training (modules one and two) as part of the mandatory online induction for new starters.	Executive Director People and Culture	Ongoing (review May annually)	<ul style="list-style-type: none"> 100% of new starters (on DoT payroll) assigned to complete module one and two within four weeks of commencing with DoT.
1.21 Create awareness of unconscious bias amongst people leaders and build leadership skills; develop and deliver suitable training for people leaders.	Executive Director People and Culture	December 2023	<ul style="list-style-type: none"> 80% of people leaders complete the training by 2023.



Engagement and Participation

Engagement, representation and consultation with members from CaLD backgrounds

Action	Area responsible	Timing	Measures/KPIs
1.22 Continue to work with OMI and EOC on projects/initiatives to improve outcomes for CaLD communities.	Director Governance and Audit	Ongoing (review May annually)	Regular collaboration and participation in workshops, meetings and forums with OMI and EOC.
1.23 Participation in Department of Justice open days to engage with communities around identity management, driver education and vehicle safety.	Executive Director Drivers and Vehicles Executive Director, Regional Services	Ongoing (review May annually)	DoT participation in Department of Justice open days providing vehicle and driver licence services and education including education for the Practical Driving Assessments.
1.24 Collaboration with community and industry groups to improve access to driver education and licensing.	Executive Director Drivers and Vehicles Executive Director, Regional Services	Ongoing (review May annually)	DoT presentations/workshops to improve access and education to the driver and licensing services.



Policy priority 2

Culturally responsive policies, programs and services

Policy outcomes

- All Western Australians are informed and have equitable access to government services.
- Programs and services are culturally appropriate to the needs of all Western Australians.
- Customised CaLD specific services are provided for those who need them.
- A workforce that is culturally competent and representative of its community, and business and client needs.

Strategies

- Integrate multicultural policy goals into strategic and corporate planning, procurement and review processes.
- Identify inequities in service access and outcomes for Western Australians from CaLD backgrounds and develop strategies to address them.
- Provide language services to ensure language is not a barrier to equitable access to information and services, including complaints processes.
- Collect and analyse cultural and linguistic data to contribute to the identification of client needs, the development of policies and programs, and evaluation of outcomes.
- Enable culturally diverse communities to have meaningful input into policies, programs and systems through co-design and planning, co-delivery and implementation, and evaluation processes.
- Implement recruitment and selection processes that facilitate workforce diversity, and provide opportunities for the development of cultural competencies across the workforce.

Case Study: DoT website usability testing

In 2019, Digital Communications conducted usability testing with members of the public to understand how key user groups navigate DoT's website.

Working with two North Metropolitan TAFE students who have English as a second language, the pair each completed 15 tasks related to gaining a Learner's Permit and Driver's Licence, provided feedback on the DoT website and shared their experience with the Graduated Driver Training and Licensing process in Australia.

The invaluable data provided from the tests helped inform improvements to the information available on the Learner and Novice Driver webpages and the overall functionality of the DoT website.

 Pictured: Website tester Rahma discussing her website experience with the Digital Communication's team.





Systemic Changes

Changes to operations (i.e. review of policies, facilities)

Action	Area responsible	Timing	Measures/KPIs
2.1 Business areas to: <ul style="list-style-type: none">• Consider opportunities to improve service delivery for people with different needs as part of Business Planning and if necessary, identify areas to undertake Substantive Equality Needs and Impact Assessments.• Assess the impact of all new / revised policies and initiatives relating to service delivery in the initial planning stages, or when undergoing a revision to ensure non-discrimination for people with different needs.• Consider consultation with CaLD communities where required to ensure effective service delivery and accessibility.	Strategic and Business Management Manager	Ongoing	<ul style="list-style-type: none">• Feedback from customers from formal and informal communication channels.
2.2 Progression of final recommendation from the Substantive Equality Needs Impact Assessment of the Graduated Driver Training and Licensing System, relating to the period that a visitor can drive on their overseas licence.	Executive Director Drivers and Vehicles	June 2022	<ul style="list-style-type: none">• Implement final recommendation.
2.3 Promote seminars, workshops, forums and information sessions provided by EOC, OMI, PSC and other external organisations as practicable to inform planning, design, delivery and implementation of policy and services.	Director Governance and Audit	Ongoing (review May annually)	<ul style="list-style-type: none">• Promotion of relevant events to business areas.
2.4 Consider customer experience journey mapping when designing new DoT services or publications to assist people from CaLD backgrounds to engage with the services and products.	All Executive Directors	As required	<ul style="list-style-type: none">• Number of customer experience initiatives undertaken as part of product/service design.



Workforce

Recruitment, training and talent management (i.e. mentoring, career progression)

Action	Area responsible	Timing	Measures/KPIs
2.5 Workforce representation of CaLD people is reflective of our customers.	Executive Director, People and Culture	Ongoing (review May annually)	Workforce dashboards reviewed bi-annually.
2.6 Ensure recruitment and selection policies, procedures and practices are free from discrimination and bias, and are inclusive and equitable to attract and retain employees.	Executive Director, People and Culture	Dec 2021	<ul style="list-style-type: none">Recruitment and selection policies updated in line with any changes to the PSC Employment Standards, and Commissions Instructions 1 and 2.Reduced barriers to inclusion of CaLD groups at selection process.
2.7 Collect and analyse cultural and linguistic data to inform pragmatic attraction and retention strategies in line with business unit workforce plans.	Director Workforce Management	Quarterly	<ul style="list-style-type: none">Data and data capture methods at onboarding and on our payroll system correctly capture our CaLD workforce aligned to EEO legal requirements, and EEO, PSC and MOIR¹ definitions for reporting requirements.Review PSC Action Plan Targets to identify gaps in workforce representation of people from CaLD backgrounds.Produce quarterly workforce composition dashboards.Staff disclosure rates measured as a percentage of total workforce annually.

¹ Minimum Obligatory Information Requirements

Action	Area responsible	Timing	Measures/KPIs
2.8 Provide training in recruitment and selection for panel members and hiring managers, to ensure recruitment and selection decisions are free from discrimination and bias.	Director Workforce Management	By June 2021	<ul style="list-style-type: none"> • 100% of recruitment panel members are trained in discrimination and bias. • Trained hiring managers and panel members on approaches to increase employment outcomes for minority groups including Sections 51 and 66R of the <i>Equal Opportunity Act 1984</i>. • No successful breach of standards due to discrimination.
2.9 Ensure information on DoT website provides guidance to people with different needs.	Manager Digital Communications	Commencing after 1 July 2021	<ul style="list-style-type: none"> • Business units to review and update information on DoT website to provide guidance to people with different needs, as part of the Website Content Strategy Project.
2.10 Using customer data and profiles to continue to identify strategies to improve services and outcomes to meet needs of customers.	Business units (customer facing)	Ongoing (review May annually)	Business units to identify and implement strategies to improve services and outcomes to meet needs of customers.

Case Study: Overseas driver's licence translation

In 2019, Licensing Policy engaged in collaboration with the National Accreditation Authority for Translators and Interpreters (NAATI) and the Australian Institute of Interpreters & Translators (AUSIT) to improve the overseas driver's licence translation process with NAATI translators.

The improved process allows a more flexible approach when engaging with NAATI translators across Australia. Previously, international driver's licence cards would need to be sent to a NAATI translator for translation, rendering overseas customers unable to drive throughout the translation process as they were not in possession of their licence card.

The change in policy alleviated this frustration for customers and allowed DoT improved access to overseas customers' recognition of previous driving experience when applying for a WA driver's licence. Licensing Policy continue to work with NAATI and AUSIT for further recommendations and updates to DoT policies.





Engagement and Participation

Engagement, representation and consultation with members from CaLD backgrounds

Action	Area responsible	Timing	Measures/KPIs
2.11 Participate in the WA Multicultural Policy Framework (WAMPF) Interagency Network to identify and share information on key issues affecting WA CaLD communities in order to facilitate the development of strategic responses.	Director Governance and Audit	Ongoing (review May annually)	Information is shared internally. Strategic responses developed as required.
2.12 Information sessions held quarterly for migrant groups to provide education and information on how to apply for WA drivers licence (including required ID/documentation, what to expect in the theory and hazard perception tests, and what to expect in a practical driving assessment).	Executive Director Drivers and Vehicles	Four sessions each year	Conduct at least one information session each quarter. Aim for 50 attendees at each information session. Collect feedback from participants to identify ways to improve.
2.13 Seek input from our current staff on identified barriers in our service delivery relating to people from CaLD backgrounds.	Executive Director Drivers and Vehicles	Ongoing (review May annually)	Regular Fresh Think Tank Challenges (inviting ideas) promoted via DoT's intranet - Transporta.
2.14 Co-design and consult with CaLD staff on matters and outcomes pertaining to them.	Director Change and Capability	Ongoing (review May annually)	Proactively seek input from staff from CaLD backgrounds on initiatives, potential barriers to inclusion, and days of significance to ensure they are involved in designing plans, outputs and initiatives.



Access and Communications

Strategies for accessible information

Action	Area responsible	Timing	Measures/KPIs
2.15 Ensure relevant staff are aware on how to access translation and interpreter services.	Director Governance and Audit	August 2022	Review Language Services Policy and Procedures. WA Language Services Policy resources shared with relevant staff.
2.16 Ensure relevant staff complete the Diverse WA training module on working with interpreters.	Business units (customer facing)	Ongoing (review May annually)	Provide training to staff (particularly frontline staff).
2.17 Liaise with business areas utilising interpreters and gain feedback on process including performance of provider.	Contract Performance and Improvement Manager, Driver and Vehicle Services	Bi-annually	Feedback on the performance of provider is sought on a bi-annual basis.



Policy priority 3

Economic, social, cultural, civic and political participation

Policy outcomes

- Western Australians from CaLD backgrounds are equitably represented in employment and on boards, committees and other decision-making bodies.
- Western Australia's CaLD community is harnessed to grow economic, social, cultural, civic and political development.

Strategies

- Implement recruitment and career development processes that support employment and progression of staff from CaLD backgrounds.
- Achieve equitable representation of people from CaLD backgrounds at all levels and in decision-making roles.
- Identify, develop and promote initiatives that support the development of businesses and the entrepreneurial potential of Western Australia's CaLD community.
- Identify, develop and implement initiatives that encourage social, cultural, civic and political participation by members of Western Australia's CaLD community.

Case Study: Driver's licence seminars

DoT are currently rolling out a formalised community engagement program that proactively engages with the WA community about driver and vehicles education and services. There will be a suite of presentations and workshops that will be tailored to schools, diverse community groups, driving instructors, not for profit community organisations and industry stakeholders. A recent example was a presentation to Kingsway Christian College to 110 Year 11 students about preparation for upcoming Practical Driving Assessments (PDA).

This was presented by three Driver Assessors and other DoT representatives who covered the following topics:

- Getting your permit
- Theory tests
- Practice and recommended driving supervision
- Myth busting
- Hints and tips in preparation including research of all available DoT material, such as the Driving Techniques for Safer Drivers booklet
- Assessment framework
- End to end expectations for the candidate including arrival, identity, greeting, phases of the assessment including the exercises, assessment, feedback and result.

The 90-minute presentation included a mock PDA assessment with members of the audience with strong enthusiasm from the students.

The presentation ended with an interactive Q & A session.



 Pictured: Presenting to students at Kingsway Christian College



Workforce

Recruitment, training and talent management (i.e. mentoring, career progression)

Action	Area responsible	Timing	Measures/KPIs
3.1 Ensure CaLD employees include an individual learning and development plan in their Performance Partnership Program (PPP) to build their skills and capability for current and future roles.	All Executive Directors	Ongoing (review May annually)	Tracked as part of organisation-wide completed PPPs.
3.2 Maintain multicultural representation on the Access and Inclusion Committee.	Director Governance and Audit	Ongoing (review May annually)	25% of CaLD representatives on the Access and Inclusion Committee.
3.3 Continue to educate and empower managers and leaders of the benefits of a diverse and inclusive workforce at all levels of decision making to meet strategic outcomes.	Director Change and Capability	Ongoing (review May annually)	Data provided in the form of dashboards, including equity index, relating to diversity representation within management and leadership roles. Communicate and distribute relevant information that supports a diverse and inclusive workplace. Capability development offered and monitored.

Contact

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This information contained in this publication is provided in good faith and believed to be accurate at time of publication. The State shall in no way be liable for any loss sustained or incurred by anyone relying on the information (March 2023).