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ENDORSEMENT AND APPROVAL

Endorsement

Paul Hauenschild  
Director, External Relations

Signature: .................................................
Date: ......................................................

Approval

Mal Grierson  
Director-General

Signature: .................................................
Date: ......................................................

Revision History

<table>
<thead>
<tr>
<th>Version</th>
<th>Date</th>
<th>Additions/Ammendments</th>
<th>Author</th>
<th>Review By</th>
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About the Department

Our role

The Department of Public Works performs a key role by working with other Queensland Government agencies in assisting them to deliver their services to the people of Queensland.

Public Works is the Government’s lead agency for the design, construction, fit-out and maintenance of government buildings; information and communication technology (ICT); procurement; and recordkeeping in Queensland’s public sector. We also provide high quality, standardised corporate services and business solutions to Queensland Government agencies through the Shared Service Agency and CorpTech, and provide the primary point of contact for Queenslanders accessing government services through Smart Service Queensland.

A significant number of the department’s services are delivered through its commercialised business units: QBuild; Project Services; QFleet; CITEC; Goprint; and SDS.

Our guiding business principles

The department’s guiding business principles provide leadership for its business conduct and performance.

- All activities of the department are focused on achieving successful government outcomes.
- We operate in a spirit of consultation and cooperation.
- We use contemporary business practices.
- Our activities are State-wide.
- We provide integrated services.
- We honour our commitments.

Vision

First class service

Mission

To provide first class service delivery, service reform and service policy for the Queensland Government.

Values

The Department of Public Works has seven values that REFLECT the attitude and behaviour sought from employees at all levels.

Respect

For each other, our clients, the diversity of skills in the workforce and diverse cultural backgrounds.

Efficiency

In the way business is conducted and in dealing with clients.

Flexibility

In working arrangements, dealing with clients and dealing with problems.

Leadership

That provides clear organisational strategic direction; that encourages teamwork to achieve the strategic direction; that is visible and consistent; that leads by example; and that allows management and employees to be partners.

Encouragement

In career progression, in personal development and in thinking of innovative ways of doing business.

Communication

That is open, consistent and two way.

Trust

Between management and employees, and between the department and its clients.
About this Plan

External Instrument

Under the Queensland Government’s multicultural policy, *Multicultural Queensland – making a world of difference*, all departments are annually required to prepare and implement a Multicultural Action Plan that fosters multiculturalism in the public service by focusing on the following four common outcome areas:

1. recruitment and retention strategies for staff from culturally and linguistically diverse (CALD) backgrounds
2. cultural competence of staff
3. communication and engagement with CALD communities and/or organisations
4. access to interpreters for clients who have language difficulties.

As many of the Department of Public Works’ core functions are focused on providing services to other Queensland Government agencies, the Department’s Multicultural Action Plan is concentrated primarily on the first two common outcome areas involving recruitment and retention and the cultural competence of staff. It makes a contribution to the third common area (engaging with communities) through Smart Service Queensland (SSQ) and Queensland State Archives. The fourth common area (engaging interpreters) is becoming increasingly relevant with the need to provide interpreter services to members of the public from CALD backgrounds who access government services and information delivered by SSQ. SSQ is being positioned as the ‘one number, one website, one place’ for access to government services.

Implementation of the Government’s Multicultural Policy is coordinated and evaluated by Multicultural Affairs Queensland in the Department of Communities, which encourages departments to take a whole-of-Government perspective in developing initiatives to meet the four common outcome areas.

In reporting to Multicultural Affairs Queensland on the implementation of their Multicultural Action Plans, departments are required to report on the following performance measures, as a minimum:

- **Common Area One**: the number of Queensland Government employees from a CALD background
- **Common Area Two**: the number of Queensland Government employees that are culturally competent
- **Common Area Three**: the number of communication and engagement strategies targeting people from a CALD background
- **Common Area Four**: the number of people with a difficulty communicating in English who accessed interpreters when using Queensland Government services.

Improved performance in the common outcome areas helps provide a benchmark to measure a Department’s achievements and allows for whole-of-Government reporting in these areas.

Current Plan Activities

**Recruitment and retention strategies (Common Area One):**
- promote the use of recruitment and retention procedures that encourage the adoption of equity-based employment principles by recruitment and selection panels in the Department
- supplement these procedures with internal communication strategies that encourage staff from a CALD background to identify as being from a CALD background
- maintain a list of organisations able to assist in sourcing applicants from the Equal Employment Opportunity target groups (including people from a CALD background) on the Department of Public Works intranet site.

**Cultural competence of staff (Common Area Two):**
- encourage staff involvement in Harmony Day celebrations
- offer Valuing Diversity information sessions through Human Resources
- establish a Diversity Matters staff network that includes staff with an interest in fostering multiculturalism
- use the Department's intranet site to promote multicultural awareness
- include a segment on the multiculturalism policy in the Department's on-line staff induction program
- develop and introduce a special on-line training module on multiculturalism
- arrange special training sessions in workplaces where language may be a barrier.

Engaging with CALD communities (Common Area Three):
- promote the benefits of engagement with visiting delegations from overseas and staff exchanges for encouraging multiculturalism
- participate in the Queensland Multicultural Festival
- promote access to the Queensland State Archives’ public records by people from CALD backgrounds and ethnic community groups
- ensure access to Queensland Government services and information through the phone, online and counter channels for CALD communities
- engage with ethnic community organisations (e.g. MDA, Access Inc, ECCQ) to promote the possibility of building contractors from CALD backgrounds seeking prequalification with QBuild.

Arranging for interpreter services (Common Area Four):
- ensure that staff are aware of the processes in place to arrange for an interpreter when one is needed
- maintain through SSQ a dynamic scripting tool that will allow the inclusion of scripts that link in with relevant interpreter services
- ensure access is provided to interpreter services through the Government’s main website
- provide interpreter services when necessary, in particular by maintaining access to interpreter services for CALD customers using SSQ phone and counter services
- investigate options for automatic, on-line software based translation of website content into other languages.

Future Directions
The Department’s Multicultural Action Plan activities have been ongoing at an operational level for a number of years. The Plan will be reviewed in the future in response to any significant policy developments at a whole-of-Government level, initiated through Multicultural Affairs Queensland in the Department of Communities.
## Plan Detail

### External Requirement: Common Area One: Recruitment and Retention Strategies

**DPW Objective:** Improve organisational capability

**Plan Objective:** People from CALD backgrounds are equitably represented in the Department’s workforce

<table>
<thead>
<tr>
<th>KPI:</th>
<th>Expected Completion Date</th>
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<tbody>
<tr>
<td>The percentage of staff identified as being from a CALD background reaches the target set in the Department’s Strategic Workforce Management Plan 2010-2011.</td>
<td>Ongoing</td>
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<td>Target: 13.5% (same as 2009-2010)</td>
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<table>
<thead>
<tr>
<th>Strategies:</th>
<th>Responsible Officer/Area:</th>
<th>Expected Completion Date:</th>
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<tbody>
<tr>
<td>• Promote the use of recruitment and retention procedures that encourage the adoption of equity-based employment principles by recruitment and selection panels in the Department.</td>
<td>Human Resources Directorate</td>
<td>Ongoing</td>
</tr>
<tr>
<td>• Supplement these procedures with internal communication strategies that encourage staff from a CALD background to identify as being from a CALD background.</td>
<td>Human Resources Directorate</td>
<td>Ongoing</td>
</tr>
<tr>
<td>• Maintain a list of organisations able to assist in sourcing applicants from the Equal Employment Opportunity target groups (including people from a CALD background) on the Department of Public Works intranet site.</td>
<td>Human Resources Directorate</td>
<td>Ongoing</td>
</tr>
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External Requirement: Common Area Two: Cultural competence of staff

**DPW Objective:** Improve organisational capability

**Plan Objective:** Adopt measures that raise awareness among management and staff of their obligation to support the Queensland Government’s multicultural policy.

**KPI:** Levels of satisfaction with the Department’s acceptance of diversity felt among staff from a CALD background remains similar to that of all Department of Public Works staff, as measured in the Staff Opinion Survey.

**Target:** No difference in 2011 between perceptions of all staff and staff from CALD backgrounds as measured in the biennial staff survey (0.5% difference in 2009 cf 2% in 2007)

### Strategies:

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Responsible Officer/Area</th>
<th>Expected Completion Date</th>
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<tbody>
<tr>
<td>Encourage staff participation in celebrations marking relevant occasions, notably Harmony Day in March each year, through marketing and communications mechanisms (in regional offices as well as in Brisbane).</td>
<td>External Relations</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Encourage the involvement of relevant staff in Valuing Diversity and other training activities prepared and presented by Human Resources to enhance awareness of the Multicultural Policy and other relevant issues.</td>
<td>Human Resources Directorate</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Coordinate and foster the development of a departmental Diversity Matters network to act as a reference group on Equal Employment Opportunities matters including multiculturalism.</td>
<td>Human Resources Directorate</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Monitor opportunities to use the Department's Intranet site and other internal communication tools, such as the staff newsletter, to promote multiculturalism among staff (e.g. national days continue to be highlighted on the intranet home page).</td>
<td>External Relations</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Include a segment on the Department’s multiculturalism agenda and its relationship to the Queensland Government multicultural policy in the Department’s on-line induction package for new staff.</td>
<td>Human Resources Directorate</td>
<td>December 2010</td>
</tr>
<tr>
<td>Develop and introduce a special on-line training module on multiculturalism on the Department’s intranet site.</td>
<td>Human Resources Directorate</td>
<td>June 2011</td>
</tr>
<tr>
<td>Arrange ‘Communication in the Workplace’ training in business areas with high numbers of employees with CALD backgrounds where language may be a barrier.</td>
<td>Human Resources Directorate</td>
<td>Ongoing</td>
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</table>
### External Requirement: Common Area Three: Engaging with CALD communities

**DPW Objective:** Improve organisational capability

**Plan Objective:** Actively support people from CALD backgrounds within the community whenever practical

<table>
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<tr>
<th>KPI: Positive feedback from stakeholder organisations in the ethnic communities sector</th>
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<tbody>
<tr>
<td><strong>Target:</strong> Significant positive feedback on the Department’s MAP in the annual review of all MAPs by Multicultural Affairs Qld and invited stakeholders</td>
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#### Strategies:

1. Promote the benefits that arise from working with people from CALD backgrounds, particularly through being involved with visiting delegations from overseas and participating in staff exchanges.

   **Responsible Officer/Area:** Human Resources Directorate  
   **Expected Completion Date:** Ongoing

2. Take part in the Queensland Multicultural Festival.

   **Responsible Officer/Area:** Queensland State Archives  
   **Expected Completion Date:** October 2010

3. Ensure people from a CALD background are aware of the public records held, and services available to them, at Queensland State Archives, including a Harmony Day display relating to different multicultural groups each year.

   **Responsible Officer/Area:** Queensland State Archives  
   **Expected Completion Date:** Ongoing

4. Ensure that all government service delivery channels such as phone, online and counter are available for CALD communities to easily access government services and information.

   **Responsible Officer/Area:** Smart Service Queensland  
   **Expected Completion Date:** Ongoing

5. Engage with ethnic community organisations (e.g. MDA, Access Inc, ECCQ) to promote the possibility of building contractors from CALD backgrounds seeking prequalification with QBuild.

   **Responsible Officer/Area:** Human Resources Directorate  
   **Expected Completion Date:** December 2010
## External Requirement: Common Area Four: Access to interpreters when required

**DPW Objective:** Improve organisational capability

**Plan Objective:** Engage interpreters to assist communication with stakeholders when language may be a barrier

**KPI:** All staff are aware of process to arrange for interpreters if the need arises

**Target:** Interpreter services always sourced when needed

<table>
<thead>
<tr>
<th>Strategies:</th>
<th>Responsible Officer/Area:</th>
<th>Expected Completion Date:</th>
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<tbody>
<tr>
<td>• Ensure that all staff are aware of the processes involved if an interpreter is required.</td>
<td>Human Resources Directorate</td>
<td>Ongoing</td>
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<tr>
<td>• Maintain a dynamic scripting tool that will allow the inclusion of scripts that link in with the Interpreter Service. This script will be available to all Customer Service Agents (Call Centre and Counter) at all times.</td>
<td>Smart Service Queensland</td>
<td>Ongoing</td>
</tr>
<tr>
<td>• Provide interpreter services when necessary, in particular by maintaining access to interpreter services for CALD customers using SSQ phone and counter services.</td>
<td>Smart Service Queensland</td>
<td>Ongoing</td>
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<tr>
<td>• Investigate options for automatic, on-line-software-based translation of website content into other languages.</td>
<td>Smart Service Queensland</td>
<td>Ongoing</td>
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