



Belonging and Inclusion Strategy

2023-2025

December 2023

Acknowledgment of Country

IPART acknowledges the Traditional Custodians of the lands where we work and live. Our office is located on Gadigal land and our work touches on Aboriginal lands and waterways across NSW. We pay respect to Elders both past and present.

We recognise Aboriginal peoples' unique cultural connections and relationships to land, water and Country, and celebrate the diversity and contributions of all First Nations peoples.

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Executive Summary

At IPART, we know that to best serve our customers, the people of NSW, we must understand and represent them. To support this, we have made a commitment to provide a diverse and inclusive workplace — where our people feel they belong, and the communities we serve feel respected and understood.

IPART's Belonging and Inclusion Strategy 2024-2026 outlines our objectives and actions to drive a culture that encourages and empowers our people to celebrate and seek out diversity and be comfortable bringing our whole selves to work.

The Strategy identifies 5 pillars which will be the focus of improvements to increase a sense of belonging and inclusion in IPART. These pillars are:

- **Education** – building awareness and understanding of elements of diversity and steps to support belonging and inclusion
- **Connection** – improving connection between staff, within IPART and across the public service to build supportive networks and a sense of belonging
- **Leadership** – empowering staff to lead by example, to champion belonging and inclusion and support diversity
- **Representation** – ensuring that IPART staff reflect the diversity in the communities we serve by increasing representation of people with different backgrounds and characteristics
- **Accountability** – maintaining oversight of actions to deliver tangible improvements against identified goals and performance measures.

These 5 pillars form the basis for our Belonging and Inclusion framework, which outlines key factors to achieve belonging and inclusion and illustrative approaches aligned to the pillars to improve belonging and inclusion at IPART.

Action against the framework will be driven through a Belonging and Inclusion Committee, who will be tasked with developing a Belonging and Inclusion Action Plan and overseeing its delivery in collaboration with the relevant subject matter experts.

The Committee will provide a quarterly report to the Executive Leadership Team outlining progress and performance, identifying any issues or opportunities to be actioned. The Strategy will be assessed annually against identified indicators of success.

This Strategy, alongside our IPART's Strategic Workforce Plan, will work to establish belonging and inclusion as the *way we do business* at IPART.

Section 1 ➤

The Belonging and Inclusion Strategy

01

1 Introduction

1.1 What we mean by “Belonging and Inclusion”

IPART recognises the importance of belonging and inclusion in the workplace. An inclusive workplace is one where people feel safe to be their authentic selves - where every employee feels respected, valued, and supported regardless of their background, beliefs, or identity. It means developing a culture of belonging where our differences are valued, and where everyone can participate and thrive.

‘Belonging and Inclusion’ seeks to foster a sense of wellbeing, respect and connection amongst all of our people. It supports diversity by ensuring a holistic and sustainable sense of belonging which promotes psychological safety regardless of individual characteristics.

Having a more diverse workforce who feel they belong and are included will make them more comfortable to contribute. This in turn will increase innovation and richness of deliverables through diversity of thought supporting IPART’s success.

1.2 Why Belonging and Inclusion is important

In 2018, the NSW Public Service Commission undertook researchⁱ to bring together a range of evidence supporting the benefits of a diverse and inclusive NSW Public Sector. This research found:

- Diversity in the workforce, particularly at executive levels, is a predictor of business performance.ⁱⁱ
- Diverse workplaces and inclusive leadership are associated with greater levels of employee commitment and engagement, job satisfaction, and career optimism. These measures have been used as indicators of productivity.ⁱⁱⁱ
- Measurements of how employees currently feel, as well as their future expectations, show that workplaces promoting diversity and inclusivity experience lower employee turnover and are more effective at attracting talent from a broad range of backgrounds.^{iv}
- Organisations with workforces that reflect the diversity of the communities they service are better able to connect, understand and appeal to their customers. This results in higher quality customer experiences.^v
- Diversity of employees promotes diversity of thinking. This can foster innovation, creative problem solving and better decision making. It can also prevent expert overconfidence and group-think.^{vi}
- In the workplace, when diversity and inclusion are prioritised, employees experience higher levels of wellbeing and psychological safety. This means employees are more likely to feel valued and respected, and their unique perspectives contribute to and enhance the core aspects of their work.^{vii}

Moreover, showing commitment to inclusivity and diversity is a vital means for public services to gain public approval to operate and establish trust within the community.^{viii}

The Belonging and Inclusion Strategy is intricately connected to IPART's Strategic Plan, the IPART Values, and key policies in several significant ways. These relationships are outlined in *Appendix A*.

1.3 The purpose of a Belonging and Inclusion Strategy

The Belonging and Inclusion Strategy provides a clear direction, goals and targets, and outlines our approach to become a more diverse and inclusive workplace where staff feel they belong. The approach is underpinned by a framework which identifies five key factors to support Belonging and Inclusion in the workplace: Education, Connection, Leadership, Representation and Accountability.

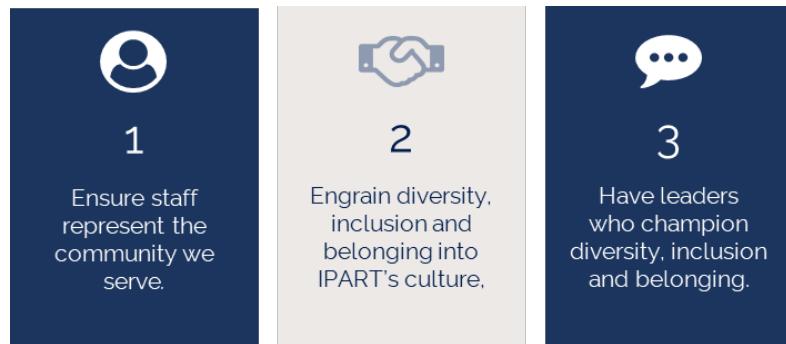
Our aim is to embed belonging and inclusion in the way we do business ((see Figure 1.1, below, IPART is currently moving through Level 2).

Figure 1.1 The Australian Human Research Institute's Belonging and Inclusion maturity levels



2 Strategy objectives

The aim of the Belonging and Inclusion Strategy is to progress towards the third level of Belonging and Inclusion maturity (see Figure 1.1, previous page). This gives rise to 3 objectives:



To help us measure the progress and success of the Strategy, key indicators have been identified for each of these objectives. These are outlined below. These indicators will be measured and reported on annually. It should be noted, that the complexity of these objectives and indicators mean that changes should only be considered significant as they occur across the lifetime of the Strategy.

2.1 Ensure staff represent the community we serve

Representing the diversity of the community we serve will enable IPART to deliver our work more effectively by increasing diversity of thought and improving our ability to engage with and understand the people of NSW.

The Public Service Commission has developed diversity targets for the NSW public sector. IPART is committed to achieving these targets and progress will be measured against them.

Our workforce diversity goals for 2025:



Where we are now:



We recognize that there are aspects of individual identities beyond these targets and that they may influence staff feelings of belonging and inclusion at IPART. For example, age, LGBTQIA+, mental and other health conditions that are not considered a disability. The implementation of this strategy aims to encompass all relevant individual characteristics, not just those relevant to our workforce diversity targets.

2.2 Engrain diversity, inclusion and belonging into IPART's culture

Through this objective we hope to support a culture where diversity, inclusion and belonging are the standard way of doing business. Through this, all staff should live the IPART values at work, in particular through 'Respect & Inclusion' and 'Curiosity & Openness'.

Progress against this objective will be measured through improvement against the following indicators including:

- reduction in reports of negative workplace behaviours reported by employees (i.e., bullying, sexual harassment, discrimination and racism)
- increases in the percentage of employees responding positively to questions related to wellbeing, diversity, equity, inclusion and belonging (see Table 2.1)

Table 2.1 Belonging and inclusion culture objective indicators

Topic	People Matters Employee Survey questions	% favourable 2023	difference from 2022 ^a
Wellbeing	In general, my sense of wellbeing is...	61%	-8
	I am satisfied with current workplace practices to help me manage my wellbeing	76%	-
Inclusion & diversity	People in my workgroup treat each other with respect	86%	-4
	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	88%	+2
Grievance handling	I am comfortable sharing a different view to others in my organisation	78%	-
	I feel that I belong in my organisation	72%	+4
Grievance handling	If I experienced a grievance at work, I would be comfortable in raising it with my organisation	75%	-

Where possible, PMES results will be compared across different respondent social groups, including gender and sexual orientation, age group, cultural and linguistic background, Aboriginal and Torres Strait Islander status and disability. This will help to provide a more robust understanding of the Strategy's impacts. It also ensures that any negative trends or experiences shared by employees in minority social groups are not masked by overall improvements in PMES scores. Where ethical and appropriate, internal data may be used to provide additional insight from the PMES.

^a difference in percentage points

2.3 Leaders champion belonging, inclusion, and diversity

Leaders are responsible for championing an environment which supports belonging, inclusion and diversity. They do this through modelling the IPART Values, demonstrating inclusive behaviour and mindsets, holding others accountable to do the same, and creating a psychologically safe space for staff to actively participate.

Progress against this objective will be measured through improvements in leadership related PMES results including:

Table 2.2 PMES questions relevant to the Belonging and Inclusion Strategy

Topic	Target question	% favourable 2023	difference from 2022 ^b
Inclusion & diversity	Senior managers support the career development of all employees	62%	-6
Enabling practices	My manager provides recognition for the work I do	81%	-3
Leadership	Senior managers listen to employees	72%	-3
	My manager communicates effectively with me	82%	0
	My manager encourages and values employee input	86%	-1

2.4 Additional measures of success

The Strategy's high-level objectives will be complimented by more action specific targets or measures of success. These will be established in an Action Plan, which will be developed and implemented by the Belonging and Inclusion Committee.

Additional elements of measuring the Strategy and Action Plan's success may include:

- governance structures to monitor and report on our strategy and deliver collectively through the Belonging and Inclusion Committee, sharing progress with our people
- reporting for raising issues around discrimination, bullying, harassment and disrespect in the workplace and systems to support our people
- recognition of belonging and inclusion successes through an Awards and Recognition framework, IPART's Values awards, and sharing inclusion moments.

^b difference in percentage points

Section 2 ➤

The Belonging and Inclusion
Framework



3 Belonging and Inclusion Framework

The Belonging and Inclusion Framework has been designed to inform our Strategy and is aimed at nurturing a diverse, inclusive, and respectful culture at IPART. This framework consists of 2 central elements: the IPART Values and the 5 pillars of Belonging and Inclusion. Together, these components guide our strategic approaches and enable us to evaluate the extent of inclusion maturity within IPART.

3.1 Values-based foundations

The IPART Values are core components of the Belonging and Inclusion Framework and are the foundation in the way we work. Every action taken in relation to belonging and inclusion must reflect our values (see Figure 3.1).

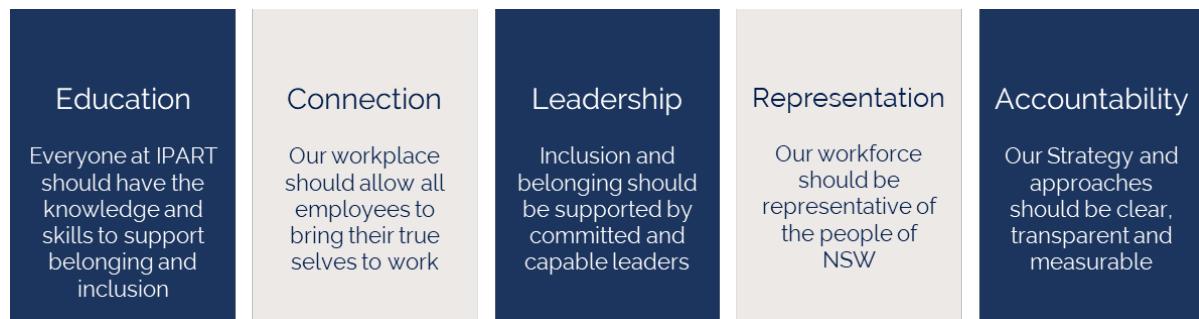
Figure 3.1 IPART Values

			
Integrity & Courage	Respect & Inclusion	Curiosity & Openness	Making a difference
We treat people fairly	We are courteous and considerate	We seek out and develop new ideas that will improve our work	We pursue better outcomes for the people of NSW
We are willing to make the difficult decisions	We encourage and recognise everyone's contributions	We listen to understand and to gain new perspectives	We consider the context and impact of our actions and decisions
We act and make decisions transparently	We bring together diverse experiences and skills to generate better solutions	We invite challenge to our thinking	We apply skill, diligence and creativity to our work
We own our mistakes and learn from them	We approach people with empathy	We support each other to learn and develop	We empower people by sharing our knowledge and experience

Further detail on these values can be found on IPART's [intranet site](#).

3.2 Five Pillars of Belonging and Inclusion

The Belonging and Inclusion Framework is guided by 5 pillars:



These pillars guide priorities and approaches to delivering the strategy, and are our key focus areas for successful inclusion strategies.

3.2.1 Education

Education plays a crucial role in building a workplace where everyone feels like they belong and are included. This includes everyone being actively engaged in fostering inclusion. The aim of this pillar is for all of IPART's people to not only understand the importance of belonging and inclusion but to also actively engage in allyship, developing the capabilities to support one another.

Education should not be a one-time or annual checklist item; it underpins an ongoing commitment to creating an inclusive workplace culture.

A wide range of approaches that can be used to advance this pillar, such as:

- training for all our people on subjects including culturally competency, respectful communication, workplace equity and fairness, recognising unconscious biases and microaggressions, and the principles of allyship.
- inclusive Leadership training for managers to better support the wellbeing and diverse needs of their team members.
- promoting external events and learning opportunities
- education approaches which stay ahead of the game by being responsive to current events and trends inside and outside of IPART, ensuring our workforce is equipped to address evolving challenges and opportunities.

Education opportunities should take variety of forms to support robust capacity building in ways that suit the needs of our diverse workforce. This may include mandatory and voluntary training, coaching, mentoring, workplace events and on-the-job learning. Education could take place in both formal or informal settings, with face-to-face or online delivery methods.

3.2.2 Connection

Building a sense of belonging means creating a connected and inclusive workplace. This connection hinges on open communication and respect, allowing employees to bring their true selves to work.^{ix} The aim of this pillar is to facilitate this kind of working environment. We want to cultivate a connected and supportive workplace where our people can express differences and have productive conversations on difficult topics.^x

We can help to facilitate a connected workplace through approaches such as:

- establishing safe forums for employees to share experiences, ideas and feedback related to belonging and inclusion
- promoting peer-to-peer learning and support through employee resource groups and networks
- identifying and leveraging cross-agency professional networks and employee wellbeing supports, including those that cater for professionals from marginalised groups (e.g. people with disability, people who identify as LGBTQIA+, or people with Aboriginal and/or Torres Strait Islander backgrounds)
- promoting and normalising regular constructive feedback and open communication between employees and leaders
- reviewing guidelines and processes for reporting and addressing unacceptable workplace behaviour (i.e. bullying, harassment and discrimination) and ensuring all staff understand their rights and responsibilities
- policies that promote effective teamwork and collaboration
- ensuring through internal communications that all employees understand how to access wellbeing supports including the Employee Assistance Program.

It is important to ensure Connection approaches are supported by Education, Leadership and Accountability approaches which help foster a work environment of knowledge, safety, trust, and strong Inclusive Leadership capabilities (see Appendix A.5 for further detail on Inclusive Leadership).

3.2.3 Leadership

Evidence has shown that the organisations leading the pack for diversity and inclusion have committed leadership which supports innovative and ambitious initiatives.^{xi} The aim of this pillar is to cultivate the strong leadership capabilities and buy-in required to effectively support genuine belonging and inclusion.

Leadership is required at all levels in IPART – that is, inclusion is everyone's responsibility. However, the Executive Leadership Team and all People Leaders especially have a responsibility to support the Belonging and Inclusion Strategy at all times. This can be done through:

- modelling the IPART Values
- demonstrating inclusive behaviour and mindsets, including Inclusive Leadership traits (see Appendix A.5 for further detail on Inclusive Leadership)
- building rapport, connection and open communication with employees

- ensuring accountability for themselves and their business units
- remaining aligned to the Strategy's intent in all decisions and activities.

During the development of IPART's Strategic Workforce Plan, we agreed that effective leadership is required for the success of our employees and organisation as a whole. In particular, the Strategic Workforce Plan identified 2 priority leadership skills:

1. Influence through communication and relationship-building
2. Creating a psychologically safe workplace through inclusive leadership.

These leadership skills are directly relevant to fostering a workplace environment of belonging and inclusion. As such, effective Leadership approaches within the Belonging and Inclusion Strategy should deliver on, or compliment, the relevant findings and recommendations of the Strategic Workforce Plan. This could look like:

- Increasing investment in developing communication and relationship-building skills in our people leaders through training, on-the-job coaching and recruitment priorities
- Increasing investment in equipping leaders with the tools and strategies to promote psychological safety, foster trust and value diversity. This includes tools and strategies to recognise and address potential psychological safety issues
- Integrating Inclusive Leadership traits into focus capabilities in the role descriptions of all leadership positions, and reflecting this in Performance Development Plan objectives and feedback processes for people leaders
- Implementing mandatory training in Inclusive Leadership for all people leaders.

3.2.4 Representation

Having a workforce that reflects the diversity of the people we serve is crucial for promoting a sense of belonging, encouraging innovative thinking, and achieving better outcomes.^{xii} It is especially important at the leadership level.^{xiii} The aim for this pillar is for IPART to develop a workforce which is broadly representative of our customer base – the population of NSW.

Achieving this aim requires a range of approaches to sustainably engage a more diverse workforce. This means not only considering recruitment practices, but also factors which impact the engagement, satisfaction, retention and development of employees.^{xiv} Approaches could include:

- reviewing our recruitment policies and processes to ensure they are equitable
- establishing partnerships with businesses, organisations or communities which enable IPART to more effectively engage and attract talent from under-represented groups (for example, Aboriginal and Torres Strait Islander people or people with disability)
- investing in developing long-term career development pipelines or programs for under-represented groups, with a focus on fostering diversity at the leadership level
- reviewing policies and securing support from people leaders, to ensure that performance management and feedback processes are transparent, effective and equitable
- investing in improving IPART's reputation as an inclusive employer, and communicating an inclusive workplace as part of our employee value proposition

- explore insights from exit interviews and online job reviews to identify potential trends or issues impacting IPART's retention and reputation as an employer.

Complementary approaches from the Connection and Leadership pillars are especially important for ensuring that new employees from diverse backgrounds are supported and feel a sense of belonging at IPART.

In providing better representation for the people of NSW, we must also work to improve our stakeholder engagement capabilities. This is particularly important for ensuring that we can effectively engage with disadvantaged or marginalised communities. While this form of representation will be addressed as part of broader IPART Strategy, including through more inclusive regulation and engagement and improved Aboriginal engagement, representation of these groups within IPARTs will position us well to deliver on these.

3.2.5 Accountability

Accountability ensures that our efforts to promote inclusion work well and are transparent. Organisations that do a good job with inclusion and diversity usually have strong accountability.^{xv} The aim for this pillar is to ensure that each component of our Belonging and Inclusion Strategy has clear goals, monitoring processes and lines of accountability in place.

Accountability approaches should include:

- ensuring that all initiatives in the Belonging and Inclusion Action Plan:
 - are justified by the Belonging and Inclusion framework
 - have appropriate, feasible and measurable progress indicators and objectives/goals which relate to the framework or the Strategy's high-level measures of success
 - include a schedule of monitoring and reporting on progress indicators
 - have clear lines of accountability (i.e., to a specific person)
- ensuring the Belonging and Inclusion Committee engages in transparent and equitable processes in line with the Committee's Terms of Reference
- developing an internal communications plan to keep all employees informed of Strategy updates, progress and annual reporting on the Strategy's measures of success
- providing accessible opportunities for all employees to be able to participate in the Strategy, including providing feedback or ideas, through the Committee or other channels.

Approaches could also include:

- ensuring a level of accountability for improvements in belonging and inclusion within each business unit is held by the appropriate Executive Leader
- establishing a mix of leadership-driven and employee-driven approaches and accountabilities^{xvi}
- conducting an initial belonging and inclusion audit to establish an analytical baseline for continued monitoring and reporting.

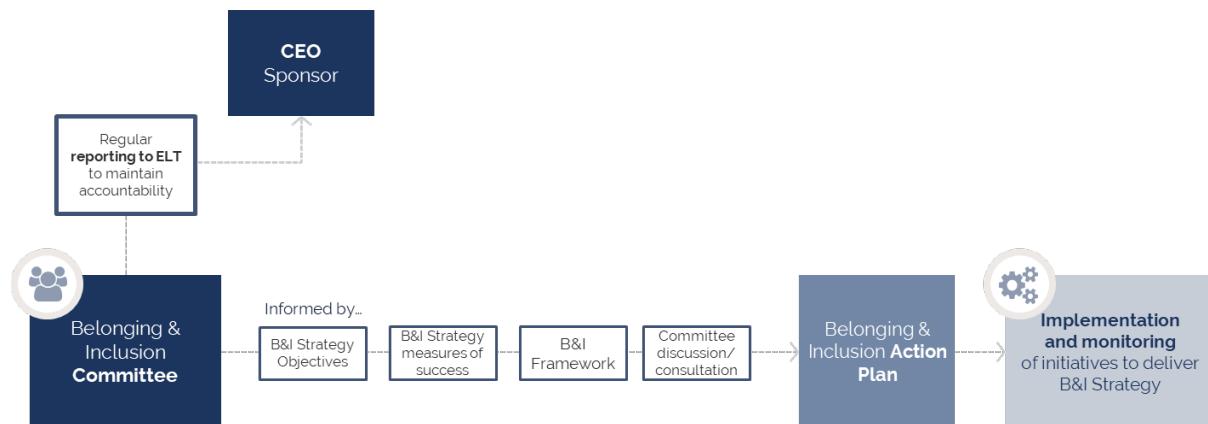
Section 3 ➤

Implementation



4 Implementation

Implementation of the Belonging and Inclusion Strategy will be led by a Belonging and Inclusion Committee (B&I Committee) who will report to the Executive Leadership Team (ELT). The ELT are ultimately accountable for the success of the Strategy:



4.1 Belonging and Inclusion Committee

The B&I Committee will provide a forum for employees and management to discuss issues and ideas relating to diversity, inclusion, respect and belonging. The Committee will also lead the development and implementation of an Action Plan for the strategy. It is suggested that they review and assess the Action Plan's performance against the Belonging and Inclusion strategy and report this to ELT and staff on a regular basis.

A B&I Committee Terms of Reference lay out the Committee's purpose, duties and functions, governance and procedures.

4.2 Belonging and Inclusion Action Plan

The B&I Committee will be responsible for developing a Belonging and Inclusion Action Plan to deliver the goals identified in this Strategy. Once endorsed by the ELT, the Committee will be accountable for the monitoring and delivery of the Action Plan.

The Belonging and Inclusion Action Plan will align with the goals outlined in this Strategy and aim to progress the identified measures of success. It will outline key processes, deliverables, timelines and monitoring procedures for the delivery of the strategy.

Initiatives which may be included in the Action Plan include:

- the approaches to support the Belonging and Inclusion Pillars described in Section 2
- reviewing of current policies and procedures to ensure they are equitable and sufficiently consider belonging and inclusion. These could relate to, but are not limited to:

- recruitment, hiring and onboarding
- capability and career development
- probation, performance and feedback
- internal communications
- mandatory training requirements
- leadership capability frameworks
- procedures for reporting incidents of bullying, discrimination and harassment.

5 Governance

While ownership of the Strategy sits within the Strategy team, it is heavily supported by the Human Resources team.

The following structure outlines planned governance arrangements:



6 Document control

Title	Belonging and Inclusion Strategy 2023-25
Author	Claire Van Der Woude, Graduate Analyst (HR)
Version	V 2.0
Effective Date	xx xx 2024
Owner	Tegan Tembe, Director Strategy
Reference	D23/29553
Approval	Andrew Nicholls, Chief Executive Officer
Review Date	xx xx 2024

Appendices

A Connections with IPART's Strategic Plan, Values and Policies

A.1 Connections with IPART's Strategic Plan

The Belonging and Inclusion Strategy directly supports IPART's 'People' aspirations in the 2023 IPART Strategic Plan: "We trust, inspire and support each other to perform at our best". The B&I Strategy does this by supporting initiatives which aim for all IPART employees, regardless of their background or identity, to feel valued and supported in their roles, contributing to the organization's objectives. It also supports multi-disciplinary analysis approach by fostering an inclusive environment that brings together diverse perspectives and skills.

This strategy will support the 'Stakeholder' aspiration that 'A broader range of stakeholders has meaningful input in our processes'. By fostering a workplace where a diverse range of employees are respected and valued, IPART is better positioned to meaningfully engage with stakeholders.

Additionally, the Belonging and Inclusion Strategy reinforces IPART's commitment to innovation and best practice regulation, as well as

A.2 Connections with IPART's Strategic Workforce Plan

The Strategic Workforce Plan sets out 3 diversity targets for the public sector to better reflect the population of NSW. These are:

- 50% of senior leadership roles held by women by 2025
- increase in the number of Aboriginal people in senior leadership roles
- 5.6% of government sector roles held by people with a disability by 2025.

These priorities were part of the previous Premier's Priorities (as of 2022). While they are no longer current Premier's Priorities, they continue to be used across the NSW Public Service and are appropriate diversity targets for IPART's Belonging and Inclusion Strategy.

A.3 Connections with the IPART Values

The Belonging and Inclusion strategy aligns closely with the IPART Values, particularly 'Integrity & Courage', 'Respect & Inclusion', and 'Making a Difference'. It promotes integrity by ensuring fair and transparent treatment for all employees, embodies respect and inclusion by valuing diversity, and contributes to making a difference by striving for better outcomes for employees and the people of NSW. The IPART Values form the foundation of the Belonging and Inclusion Framework, outlined in Section 4.

A.4 Connections with key policies

The Belonging and Inclusion strategy builds upon the standards and commitments for a safe, inclusive and productive workplace that IPART has already put in place.

[The Respectful Workplace Behaviours Statement](#) sets out standards in relation to workplace behaviour, and IPART's commitment to responding to concerns.

[The Positive and Productive Workplaces Guide](#) provides a detailed overview of what makes a workplace respectful, fair and inclusive. It provides guidelines for what constitutes 'unacceptable behaviour' – that is, bullying, harassment, discrimination, or other behaviours which may breach IPART's Code of Ethics and Conduct or not align with the IPART Values. The guide also establishes resolution pathways, expectations around reporting concerns, and guidance for having discussions about workplace behaviours. The nine themes of positive and productive workplaces outlined in Table 1 (below) can help to create behavioural change and foster inclusive workplaces.

Table A.1 Nine themes of a positive and productive workplace

Theme	Behavioural mindset
Inclusion	When I include everyone on my team, I'm creating a positive and inclusive workplace.
Collaboration	When we work together, we go further.
Expectations	I success when I'm accountable for the work I do and the way I behave.
Leadership	I make a positive contribution to the team when I support others in reaching their goals.
Adapting	When there is a change, we find ways to support each other, to adapt and learn new skills
Story telling	The stories I tell can shape a positive and constructive workplace.
Speaking up	When I speak up openly and respectfully, I create a more positive and productive workplace.
Learning environment	When learn from our mistakes and support each other, we are creating a positive workplace.
Acting early	Spotting the warning signs and speaking up helps maintain a positive and inclusive workplace.

A.5 Inclusive Leadership

Inclusive Leadership reflects an emerging way of leading teams which places a focus on treating people fairly, leveraging diverse thinking, and valuing each individual's uniqueness while also fostering a sense of belonging as part of their team and organisation.

Inclusive Leadership models help organisations to support their leaders in developing the mind-sets and skills that next generation public sectors require. While diversity and inclusion matters are a strong component of these models, they also emphasise the importance of other leadership traits required for collaboration, psychological safety and wellbeing.

[Deloitte's inclusive leadership model](#) is an example of an Inclusive Leadership model that has been considered by the NSW Public Service Commission¹⁷ (see Table 2).¹⁸ The traits in this model could potentially help to inform expectations and focus capabilities for IPART's people leaders.

Table A.2 Six traits of inclusive leaders - Deloitte's inclusive leadership model

Trait	Elements	Description
Commitment	<ul style="list-style-type: none"> • Personal values • Belief in the business case 	Diversity, inclusion fairness and equality of opportunity align with personal values and beliefs. Commitment is underscored by an "authenticity" in matching verbal commitment with resource allocation to address inclusion.
Courage	<ul style="list-style-type: none"> • Humility • Bravery 	Courageous in challenging entrenched attitudes or ways of doing things. Courage operates at three levels: with others, with the system and with themselves.
Cognisance of bias	<ul style="list-style-type: none"> • Self-regulation • Fair play 	Aware of their natural biases, however, take active step to not only challenge themselves, but take active steps to confront entrenched attitudes by re-tooling policies, processes and structures to mitigate bias at an organisational level.
Curiosity	<ul style="list-style-type: none"> • Openness • Perspective-taking • Coping with ambiguity 	Have an open mind, are aware of their limitations, and are able to tolerate ambiguity in the pursuit of innovative solutions to complex problems.
Cultural intelligence	<ul style="list-style-type: none"> • Drive • Knowledge • Adaptability 	Seek out opportunities to learn about difference cultures and experience diverse environments. Are adaptable to cultural settings, seeking information on local context, changing approaches and communication styles when appropriate.
Collaborative	<ul style="list-style-type: none"> • Empowerment • Teaming • Voice 	Empower individuals to make decisions that impact their work, holding them accountable for performance they can control. Assemble and leverage the thinking of diverse groups, and anticipate and take appropriate action to address conflict. Create a safe environment and ask follow-up questions.

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