



THE POLICY FRAMEWORK FOR

# Substantive Equality

*RESPONDING TO THE DIFFERENT NEEDS AND PRIORITIES  
OF INDIVIDUALS AND COMMUNITIES*

**A Summary Guide for Chief Executive Officers**

# IMPLEMENTING THE POLICY FRAMEWORK FOR SUBSTANTIVE EQUALITY

## THE ROLE OF THE CEO

As the Chief Executive Officer of your department you need to:

- Annually negotiate with the Commissioner for Equal Opportunity the scope of implementation of the Policy Framework for your department including:
  - Area or division within your department in which the Policy will be implemented for that year
  - Location
  - Objectives
  - Time frames
- Ensure that commitment to the Policy is communicated throughout your department
- Nominate a senior officer who will be the contact person between your department and the Commissioner, through the Substantive Equality Unit
- Report on the achievements of your department in relation to what you have negotiated in your annual report
- Ensure the Policy Framework is reflected in operational, strategic and associated departmental plans.

The Framework helps departments identify key areas for action and provides guidelines to set goals and actions in:

- Undertaking **Needs Assessment** to identify needs and set objectives to meet the needs
- Formulating **Learning and Development** priorities to ensure staff have the competency to meet the needs identified
- Establishing **Organisational Performance Appraisal** systems to assess and monitor organisational performance towards achieving substantive equality
- **Monitoring** strategies and initiatives against set objectives and targets

## WHY A POLICY FRAMEWORK FOR SUBSTANTIVE EQUALITY?

The *Policy Framework for Substantive Equality* recognises the principles of the *WA Charter of Multiculturalism* and is underpinned by the objectives of the Equal Opportunity Act 1984.

The public sector has a key role to play in addressing systemic discrimination:

- By ensuring that *policies* respond to individual and communities' different needs and priorities
- By providing *services* that meet the needs of different Indigenous and ethnic groups
- By having effective work *practices* including recruitment and retention policies

The *Policy Framework for Substantive Equality* provides the public sector with clear direction for addressing systemic racial discrimination and a way forward in responding to different needs. While many public sector services already attempt to do this, the Policy is designed to assist the sector to respond appropriately to the varying needs of people from different Indigenous and ethnic backgrounds.

The Substantive Equality Unit, at the Equal Opportunity Commission will provide assistance and support to the 21 departments represented on the Strategic Management Council, to implement the Policy. The implementation process adopts a five-year developmental process enabling sufficient time to implement the intent and purpose of the *Policy*.

The following five levels show incremental developments over time and allow departments to target specific areas within their business where there is the greatest risk or greatest opportunity in terms of service outcomes for a diverse client base.

### **Level 1 Commitment to implementing the Policy**

Provide staff with appropriate structural support to develop a response for the department

*Outcomes:*

- A commitment to implementing the *Policy framework*
- A corporate and executive policy on the *Policy framework*
- A clear communication strategy for informing and educating staff about the *Policy framework*
- Resources and clear lines of responsibility for implementing the *Policy framework*

### **Level 2 Identifying clients and their needs**

Prepare to develop strategies by identifying clients and their needs and ensuring staff have the ability to identify clients and their needs

*Outcomes:*

- Effective consultation practices for Indigenous and ethnic groups as standard procedure
- A clear understanding of the range of differences between Indigenous and ethnic groups
- A clear understanding of service needs and barriers to service provision for Indigenous and ethnic groups
- Assessed policies that impact on service delivery to identify unmet need and any adverse impact on different Indigenous and ethnic groups
- Increased awareness and understanding of the needs of different Indigenous and ethnic groups among staff

### **Level 3 Setting objectives and developing strategies to meet needs**

Generate a manageable action plan with set targets and objectives for meeting needs

*Outcomes:*

- Objectives for service delivery based on needs assessment and consultation
- Action plans with specific targets to meet objectives
- Implemented action plans

### **Level 4 Monitoring Strategies**

Establish appropriate measures and monitoring systems to sustain the momentum of business and service improvement process

*Outcomes:*

- Information and monitoring systems that assess and measure progress in achieving targets
- An organisational framework for reporting against progress towards achieving targets

### **Level 5 Review and Evaluation**

Review and evaluate strategies and identify priorities for a new cycle of change

*Outcomes:*

- A process for reviewing action plans, evaluating achievements and setting new targets
- On the basis of evaluation, identify any additional priorities of change and start a new cycle of innovation

## SUPPORTING THE PROCESS FOR CHANGE

1. Copies of the Policy can be downloaded from the websites of the Equal Opportunity Commission at [www.eoc.wa.gov.au](http://www.eoc.wa.gov.au) or the Office of Multicultural Interests at [www.omi.wa.gov.au](http://www.omi.wa.gov.au)
2. Presentations at corporate executive meetings, groups of senior managers and all staff with a role in implementing the *Policy* will be provided through the Substantive Equality Unit on request, as well as through a series of seminars.
3. Copies of the *Policy Framework for Substantive Equality*, along with the following resources, will be made available to help managers communicate the importance of substantive equality within their work areas and the service delivery needs of the public:
  - Implementing the *Policy Framework for Substantive Equality*
  - Understanding the *Policy Framework for Substantive Equality*
  - Reporting Framework on the *Policy Framework for Substantive Equality*
4. The reporting framework has been designed as an integral part of the change process to:
  - Enable agencies to make gradual transition towards the aims of the *Policy Framework for Substantive Equality*
  - Develop the *Policy Framework* aims in a supportive and learning environment
  - Move away from the usual generic 'one size fits all' model of reporting, to one which suits the individual needs of agencies
  - Make reporting easier and
  - Increase accountability in relation to providing services to people of different Indigenous and ethnic backgrounds.



Department of the Premier and Cabinet  
Equal Opportunity Commission  
Office of Equal Employment Opportunity  
Department of Indigenous Affairs  
Office of Multicultural Interests

For further information about the *Policy Framework for Substantive Equality* and its implementation please contact:

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