



Equity and Diversity Strategy
2023- 2024

This publication has been compiled by Inclusion, Equity and Diversity team of Human Resources, Department of Resources.

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Foreword – Path to Treaty

We acknowledge the commitment that has been made to Treaty by the Queensland Government and the Department of Resources. This is a commitment whose time is now. That is why our first nations employee strategy sits alone outside of the department's broader inclusion and diversity strategy. It will also be led by first nations people to ensure they have a seat at the table. This is how we will build help to build a place where the oldest living culture is celebrated as central to the identity of all Queenslanders.

Introduction

Our goal is to have a working environment where our differences are valued and we provide equal opportunities for all our employees – not only because it is the right thing to do, but because it is vital to the success of our business.

We will apply both an internal and external lens to our strategy, this means we will:

- champion an inclusive work culture which promotes diversity, dignity and respect
- ensure customers have access to, and can benefit from, our services
- enable diverse Queensland communities to benefit from employment opportunities and economic advancement.

Background

The 2019 Review of public sector employment laws —*A Fair and Responsive Public Service for All (Bridgman Review)*, identified the need for extra measures to achieve a more equitable and diverse workforce. Recommendations included: new approaches to balancing merit and equity; the role of Special Commissioner to progress the agenda; and improved analysis, planning and reporting of equity and diversity.

This report has been developed in response to the department's equity and diversity audit 2022-2023 and meets the agency's obligations under section 28 of the *Public Sector Act* to develop a specific plan that identifies the measures for improving equity and diversity in relation to employment matters.

We all play a role

Creating a culture of inclusion by intent recognises that diversity doesn't just occur by chance – it requires all staff, regardless of position or role to consciously place inclusion at the forefront of their thinking. A key component of our strategy is to build and maintain connections to champion, mentor and support our employees at three important levels.



Executive Champions 2023- 2024

Our agency will use executive level leaders to lead and drive change across our agency.

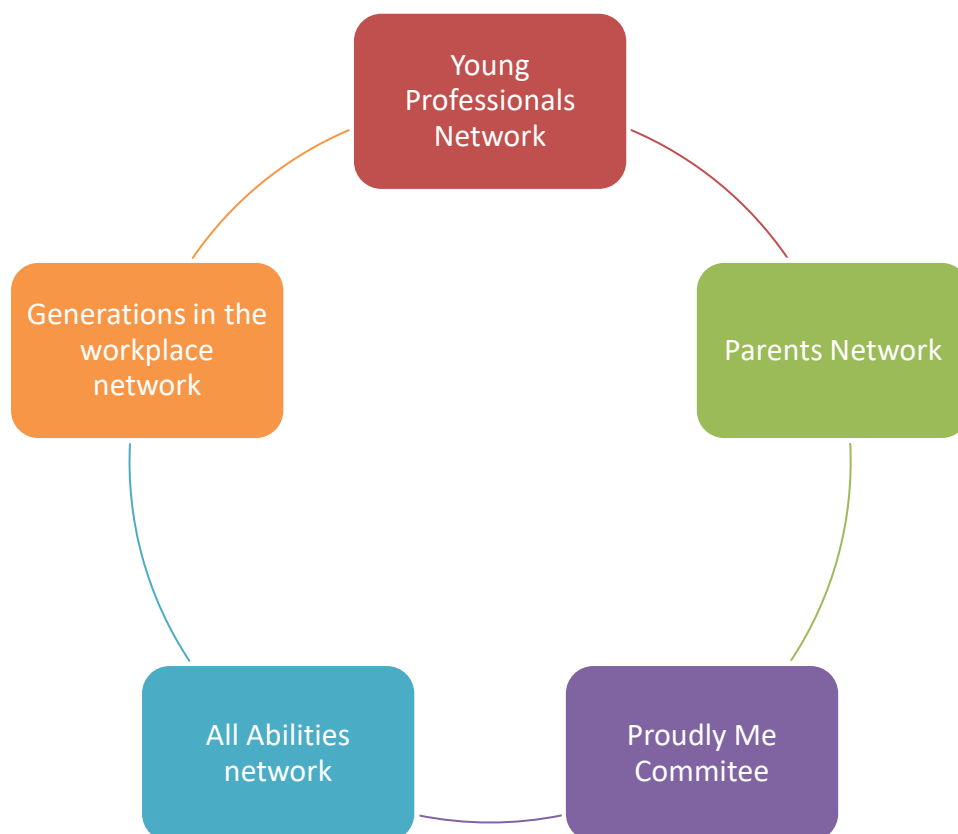
Proudly Me Network	Suzanne Stone
Parents Network	Celia Venables
Gender	Shaun Ferris
Young Professionals	Darren Moor
All Abilities	Claire Cooper
Domestic Family Violence Network	Shaun Ferris

Our employee networks

We will build and maintain employee committees and networks to ensure lived-experience insights, advice and co-design are included in the development and implementation of our strategies and plans. Networks will also be utilised to promote positive change through education and awareness raising, in support of the target diversity group they represent. Program leads in human resources will continue to work with employee committees to develop and implement annual work plans and strategies to drive change across the agency.

Our Employee Networks are:

- Young Professionals Network for employees under 30 years
- Parents Network for parents and caregivers of all ages
- Proudly me Committee for LGBTIQ+ support and advocacy
- All Abilities Network for disability support and advocacy
- Generations in the workplace – supporting employees transitioning to retirement



Equity and Diversity Audit

The audit provides a valuable analysis of workforce data, which can be used to gauge:

- the employee experience of inclusion
- the recruitment, retention and progression of employees that identify as belonging to diversity groups (as a measure of equality of opportunity)
- an understanding of the drivers of inequality and the barriers that might exist at a cultural, system or process level

In particular, the audit identified priority 'impact zones', where additional targeted activity is necessary to accelerate the desired change.

Interventions & Impact zones

The Equity and Diversity audit and engagement with employees through diversity networks enables us to identify 'impact zones' where additional targeted activity is necessary to accelerate the desired change. Impact zones for 2022-2023 include:

- Age-friendly workplaces (Youth & Pre-retirement)
- Valuing the talent in all abilities
- Parents (Primary Carers) & Financial wellbeing for women
- LGBTIQ+ Allyship and regional inclusion

Our strategy is underpinned by a series of interventions grouped in four (4) focus areas:



Measures

We will continue to improve our understanding of our people's identities and experience. We will use data and evidence to guide our decision making and program design and to ensure organisational accountability. We will use this information to drive change across our agency through leadership targets and opportunities to champion change.

We will use a large range of data to track our rate progress and help inform both qualitative and quantitative success measures. These include:

- Employee responses in the annual Working for Queensland Survey.
- Workforce metrics derived from broad range of HR data
- Analysis of the above data for particular groups of employees based on age, gender, culture and language diversity, disability, LGBTIQ+, parental or caring responsibilities.
- Employee network surveys on the employee experience
- Employee surveys at departmental events

Network specific plans

Each diversity group network will devise their own 2023 action plan, clearly outlining actions and dates of significance.

2023 Inclusion, Equity and Diversity Calendar

March

6 – 12 March	Queensland Women's Week	IED team
8 March	International Women's Day	IED team

April

11 - 17 April	Queensland Youth Week	Young Professionals Network
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May

1 – 31 May	Domestic and Family Violence Prevention Month	IED team
26 May	National Sorry Day	Futures Team
27 May – 3 June	Reconciliation Week	Futures Team

June

1 June	International Parent's Day	Parents Network
1 – 30 June	International Pride Month	Proudly Me Committee

July

3 – 9 July	NAIDOC Week	Futures Team
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August

1 – 31 August	Multicultural Queensland Month	IED team
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October

1 October	International Day of Older Persons	Generations in the Workplace Network
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November

26 November - 2 December	Disability Action Week	All Abilities Action Group
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Diversity targets

The department is committed to achieving the following 2023-2026 diversity targets. The department will measure progress against the below targets using both Working for Queensland and payroll (ESS) data.

Diversity group	Staffing target by 2026
Women in Senior Officer positions	50%
Women in SES positions	50%
Aboriginal and Torres Strait Islander people	4%
People from a non-English speaking background	12%
People with a disability	12%

Appendix A - Actions

Focus area	Issue	Goal	Action	Division / Team responsible	Metrics to monitor progress and success	Start / end date	Challenges and mitigation actions
LGBTIQ+	<p>Only 56% of LGBTIQ+ employees know an ally in Resources that they can approach for advice and support. (W4Q2022)</p> <p>LGBTIQ+ employees are among the most negative about psychological safety, respect & bullying in the workplace (W4Q2022)</p> <p>5% of inner Brisbane City employees identify as LGBTIQ+ when compared to regions (1%)</p>	<p>Increase in visible allyship in regions and amongst leadership group.</p> <p>Improvement in perceptions of psychological safety in workplace amongst LGBTIQ+ employees</p>	<p>Develop and deliver:</p> <ul style="list-style-type: none"> - the first regional based event for Pride Month (June 2023) - A formal LGBTIQ+ inclusion training and allyship program with Pride in Diversity (commencing June 2023) - Regional (rainbow) Liaison Officers and social networking events in the regions to increase the visibility of allies (commencing June 2023) - An ally toolkit for managers, colleagues and the parents network to enable effective referral to support agencies (commencing August 2023) - Work with the parents network to deliver information and support to parents of LGBTIQ+ children (commencing May 2024) 	<p>Inclusion, Equity and Diversity Team (Human Resources)</p> <p>Executive Champion, Proudly Me Committee</p> <p>Divisions and Business Areas</p>	<ul style="list-style-type: none"> (1) Delivery of actions on time and on budget (2) Working for Queensland targets: <ul style="list-style-type: none"> - 75% of LGBTIQ+ employees know an ally in Resources that they can approach for advice and support. - Reduction in perception of bullying amongst LGBTIQ+ employees (currently 14%) so that rates are commensurate with all employees (9%) 	<p>Start: June 2023 Projected end: December 2024</p>	<p>Proudly Me Committee membership traditionally based in 1 William Street.</p> <p>Mitigate through:</p> <ul style="list-style-type: none"> ✓ Have Executive Champion travel to regions ✓ Purposefully recruit, showcase and communicate allyship in regional areas

Focus area	Issue	Goal	Action	Division / Team responsible	Metrics to monitor progress and success	Start / end date	Challenges and mitigation actions
Primary Carers	<p>W4Q2022 showed that primary carers are concerned about employee perceptions of equality of opportunity, fairness and wellbeing.</p> <p>A survey of parents demonstrated employees were concerned about isolation on leave, lack of onboarding upon return, careers 'on pause' and stigma associated with parenting roles</p>	<p>Increase social and peer support for primary carers, challenge stigma and barriers to males 'sharing the care' and put in place practices and culture to ensure primary carers can thrive in our workplaces</p>	<p>Develop and deliver:</p> <ul style="list-style-type: none"> - Inclusive management training for managers and teams on supporting primary carers from leave to thriving (First session 1 June 2023). - Provide opportunities for networking and social support for parents & use these networks to better understand the employee experience (Ongoing). - Provide onboarding for all primary carers after a 12 month absence (HR commenced automatically identifying employees – maintain). - Promote access to the network for employees on leave - Develop and deliver guidelines for job-sharing (Commence October 2023). - Develop and deliver a toolkit for carers to reduce the impact on employees who suddenly find themselves in emergency caring situations (May 2024). - Develop and deliver content and training materials with the Human 	<p>Inclusion, Equity and Diversity Team (Human Resources)</p> <p>Executive Champion, Parents Network</p>	<p>(1) Delivery of actions on time and on budget</p> <p>(2) Improvement in the parents' network survey in the following areas:</p> <ul style="list-style-type: none"> - 20% increase in number of staff being offered access to the ICT network on leave -20% improvement in number of staff given onboarding/ extensive briefing upon return. -20% improvement in staff perceptions of feeling judged for their caring role/ feeling career has taken a pause. 	<p>Start: June 2023 Projected end: December 2024</p>	<p>QWW 2023 Staff survey overwhelming demonstrated that being a female carer is more acceptable than being a male</p> <p>Mitigate through:</p> <ul style="list-style-type: none"> ✓ Purposeful inclusion of stories of fathers and male carers

Focus area	Issue	Goal	Action	Division / Team responsible	Metrics to monitor progress and success	Start / end date	Challenges and mitigation actions
			<p>Rights Commission on discrimination on the ground of family formation. (Commence May 2024).</p> <ul style="list-style-type: none"> - "Share the Care" session for Fathers across the agency on Fathers' Day to reduce stigma and ensure males are getting equal opportunities for leave and flexible work (First session September 2023). 				

<p>Disability</p>	<p>Around 20% of staff with a disability view disability as a barrier to success (W4Q2022)</p> <p>The 2023 Interactive session for employees of all abilities identified that awareness & expertise and flexibility in how we work are the biggest barriers for employees with a disability</p> <p>All abilities employees are the most negative about psychological safety and wellbeing in the workplace (W4Q2022)</p> <p>All abilities employees are under-represented (invisible) in management/ leadership roles and have higher rates of role longevity.</p> <p>All abilities employees are twice as likely to identify in W4Q (16%) when compared to payroll system (8%)</p>	<p>Increase the awareness and expertise of managers and team members to recognise and support the needs of employees of all abilities. Provide employees with a clear reason/ benefit for identifying.</p> <p>Move from reactive to proactive/ timely provision of reasonable adjustment.</p> <p>Challenge stigma by increasing the visibility of disability in all roles, the talent in neurodiversity and continued open conversation.</p>	<p>Join the Australian Network on Disability and complete the Access and Inclusion Index benchmarking self- assessment by June 2024</p> <p>Use the results of the 'interactive session for employees of all abilities' to devise a road map to support the department's participation in the Index (by February 2024). This roadmap will cover actions from recruitment to adjustment.</p> <p>Establish "Centres of Excellence" (for neurodiversity & workplace accessibility) in several regions to implement the actions in road map and provide all abilities inclusive management training (by February 2024)</p> <p>Develop and implement the Resources "disability passport" to capture a range of employee adjustment needs ranging from preferred communication styles, FWAs and workplace adjustments. (Commencing Disability Action week 2023)</p>	<p>Inclusion, Equity and Diversity Team (Human Resources)</p> <p>Executive Champion, All Abilities Network</p>	<p>(1) Delivery of actions on time and on budget</p> <p>(2) Improvement in the all abilities network survey in the following areas:</p> <ul style="list-style-type: none"> - 15% increase in number of staff that consider managers are skilled enough to listen and grow in the needs of employees of all abilities -20% improvement in number of staff who consider that we readily ask about and arrange reasonable adjustment for events, meeting and functions and know how to make documents and communications material accessible. <p>(3) Divisions to maintain and monitor progress against diversity targets</p>	<p>Start: June 2023 Projected end: December 2024</p>	<p>The 2023 Interactive session for employees of all abilities demonstrated that employee's privacy, stigma and fear of discrimination are stopping employees identifying on the payroll system and they see no clear reason/ benefit for doing so.</p> <p>Mitigate through:</p> <ul style="list-style-type: none"> - The Disability passport and increased managerial capability to provide a range of workplace adjustments designed to make our employees thrive. (ie Give employees a clear benefit for identifying)
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<p>Gender</p>	<p>Women over-represented in A02-A05 roles contributing to a gender pay gap of 7%</p> <p>One in 5 women work part-time and 66% of women that work part-time in Lands and Georesources are A05 and below.</p> <p>QWW 2023 survey showed that 30% of women were experiencing financial distress</p> <p>Gendered roles, women over-represented in BCP (including leadership roles) and under-represented in Georesources</p>	<p>Increased male representation in corporate and lower-level administrative roles.</p> <p>Increased female representation in STEM roles and leadership roles in Georesources</p> <p>Increased financial security for women</p>	<p>Deliver additional financial wellbeing awareness sessions for women, particularly part-time workers (during QWW 2024)</p> <p>Develop and deliver guidelines for job-sharing and implement a LinkedIn pilot platform to support (by March 2024)</p> <p>Conduct additional workshops and surveys during Queensland Womens' Week to measure progress and promote financial and personal wellbeing. Menopause has been identified by employees as a particular topic of concern (by March 2024)</p> <p>Undertake a skills gap assessment in conjunction with an aspiration and capability assessment to understand the potential to uplift employees in lower-level roles into vital career pathways (by June 2024)</p>	<p>Inclusion, Equity and Diversity Team (Human Resources) in partnership with business areas</p> <p>Executive Champion, Gender</p> <p>Divisions responsible for achieving gender targets</p> <p>Organisational capability (Human Resources)</p>	<p>(1) Delivery of actions on time and on budget</p> <p>(2) Improvement in employee surveys in the following areas:</p> <ul style="list-style-type: none"> - At least 50% of staff consider it possible to be part-time manager (improvement of 20% in W4Q) - At least 50% of part-time staff discussed a range of flexible work options with their manager (other than just part-time work in QWW survey) - At least 50% of part-time women are aware of the impact on their superannuation (in QWW survey) <p>(3) Divisions to maintain and monitor progress against diversity targets</p>	<p>Start: June 2023 Projected end: December 2024</p>	<p>Difficulty in recruiting women into STEM roles.</p> <p>Mitigate through EVP which considers and highlights family friendly workplaces and women in STEM roles.</p>
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<p>Domestic Family Violence</p>	<p>W4Q 2022 demonstrated that 1 in 5 employees (1 in 4 males) did not feel confident to appropriately respond to a colleague that might be experiencing DFV.</p> <p>Rapid legislative reform in 2023 in relation to coercive control.</p> <p>Survey of employees during DFV prevention month showed 70% of employees would be confident that they could recognise coercive control, however only around 50% would be confident in being to approach or respond appropriately to someone experiencing coercive control.</p>	<p>Contemporary training program for staff that captures current legislative framework and approach to respect in the workplace</p> <p>Increased confidence by staff that they could appropriately approach or respond appropriately to someone experiencing coercive control</p>	<p>Rescope content and delivery of by-stander and mate programs to contemporise content (by June 2024)</p> <p>Continue to raise awareness of DFV in the community through fundraising events (maintain)</p>	<p>Inclusion, Equity and Diversity Team (Human Resources) in partnership with business areas</p> <p>Executive Champion, DFV</p>	<p>(1) Delivery of actions on time and on budget</p> <p>(2) Improvement in employee surveys in the following areas:</p> <ul style="list-style-type: none"> - At least 70% of staff feel confident that they would know how to appropriately recognise and respond to a colleague that may be experiencing DFV (W4Q) 	<p>Start: June 2023 Projected end: December 2024</p>	<p>Difficulty in starting a conversation about DFV</p> <p>Mitigate through training which involves role playing and scenarios.</p>
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<p>Age – young employees</p>	<p>W4Q2022 demonstrated that 13% of employees under the age of 29 had experienced discrimination on the basis of age and 19% said age was a barrier to success.</p> <p>Feedback from the young professionals network identified opportunities to build merit/ demonstrate experience as well as a culture that doesn't simply reward longevity of service as having the most positive impact.</p>	<p>A culture that values younger generations and their skills and new ways of thinking and working.</p>	<p>Maintain and grow the young professionals network</p> <p>Role out the 'hot share' pilot program across Resources to provide short-term program opportunities to build merit and breadth of experience for our young employees (commencing May 2023)</p> <p>Following the Young Professionals Network Panel, develop an action plan and areas of focus for Queensland Youth Week 2023</p>	<p>Inclusion, Equity and Diversity Team (Human Resources) in partnership with business areas</p> <p>Executive Champion, Gender</p>	<p>(1) Delivery of actions on time and on budget</p> <p>(2) Improvement in employee surveys in the following areas:</p> <ul style="list-style-type: none"> - At least 75% of staff under the age of 29 do not consider age to be a barrier to success (improvement of 11%) 	<p>Start: June 2023 Projected end: December 2024</p>	<p>Culturally acceptable to use youth/ lack of experience as a reason for not progressing.</p> <p>Mitigate through design of recruitment processes (more skills based activities)- as well as age discrimination training with Human Rights Commission.</p>
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<p>Age – mature aged employees</p>	<p>W4Q2022 demonstrated that 22% of employees over the age of 65 had experienced discrimination on the basis of age and 20% said age was a barrier to success.</p> <p>Feedback from the generations in the workplace network identified 58% were most likely to plan the next phase of career rather than retirement. However, 36% felt this was recognized by Manager and team. 80% were interesting in volunteering or working in some capacity after formal retirement.</p> <p>80% feel employees could be better supported by life coaching to help plan retirement goals. 47% consider retirement is a taboo topic. 75% had never had a conversation with Manager about retirement.</p> <p>85% said that there was no clear succession plan in place for them and they wanted more opportunities</p>	<p>Open up conversations in the workplace about retirement planning and matching development opportunities to post retirement goals. Use these conversations as an opportunity to discuss training and mentoring and other opportunities to make employees feel valued.</p>	<p>Maintain & reshape the Generations in Workplace network.</p> <p>Deliver Benestar session(s) – Retiring from work not life session (October 2023)</p> <p>Develop Managerial Guidelines and Training for developing a pre-retirement plan (October 2023)</p> <p>Provide HRC training – direct and indirect age discrimination (October 2024)</p> <p>Launch Retirees Alumni Volunteering program (May 2024)</p>	<p>Inclusion, Equity and Diversity Team (Human Resources) in partnership with business areas</p>	<p>(1) Delivery of actions on time and on budget</p> <p>(2) Improvement in employee surveys in the following areas:</p> <ul style="list-style-type: none"> - At least 60% of staff over the age of 65 do not consider age to be a barrier to success (improvement of 17%) - At least 50% of staff who are thinking about retirement have had a conversation with their manager about plans and goals 	<p>Start: June 2023 Projected end: December 2024</p>	<p>Culturally unacceptable to mention the word retirement for fear of age discrimination.</p> <p>Work through this issue with appropriate training and guidelines.</p>
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	to mentor and train younger staff.						
Cultural and Language Diversity	Maintain and monitor	Continue to meet diversity targets and promote the value of cultural and language diversity in our workplaces	<p>Work with Multicultural Australia to identify increased opportunities for refugees to apply for roles with Resources (commencing end 2023)</p> <p>Promote and acknowledge Multicultural month through cultural capability and awareness training (August 2023 and 2024)</p>	<p>HR Operations</p> <p>Inclusion, Equity and Diversity Team (Human Resources) in partnership with business areas</p>	(1) Delivery of actions on time and on budget	Start: June 2023 Projected end: December 2024	
Recruitment	Recent changes to the <i>Public Sector Act 2022</i> and the need to ensure contemporary recruitment practices and understanding to enable diverse applicants to succeed.	Recruitment practices are inclusive, flexible and allow equality of opportunity.	Develop and deliver revised guidelines, policies and training in line with changes to the <i>Public Sector Act 2022</i> . (by June 2024)	HR Workforce Management team	(1) Delivery of actions on time and on budget	Start: June 2023 Projected end: December 2024	