

# Equity and Diversity Plan 2024-2027

Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts

## Vision

A thriving diverse and inclusive workplace where all people feel safe, valued and respected, and where the principles of employee inclusion, diversity and embracing difference are strongly reflected in our culture and values.

## Purpose

The purpose of this plan is to foster and support an equitable, diverse and inclusive workplace reflective of the communities we serve, that is culturally capable and culturally safe.

## How we'll get there

**Leadership and accountability:** Develop an inclusive, flexible, compassionate and culturally safe workplace that embodies cultural integrity; and respects, protects and promotes the human rights of all Queenslanders.

**Human capital investment:** Invest in the learning and capability development of our staff, ensuring that their safety, health and wellbeing are prioritised.

**System levers:** Engage with staff to harness their voices.

## Background

The Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts was established in May 2023. The department is committed to advancing the Queensland Government's commitment to reflect the diversity of the communities we serve, having a strong focus on recruiting a diverse workforce.

The department is also committed to embracing intersectionality by supporting our diverse workforce to bring their whole selves to work. We strive to support individuals across a spectrum of cultural backgrounds, languages, religions, sexualities, genders, disability, neurotypes and lived experiences.

Employee group	Actuals	Targets
	30 September 2023	PSC target
Aboriginal and/or Torres Strait Islander employees	17.35%	4%
Employees with disability	6.70%	12%
Culturally and linguistically diverse employees (CALD1) (Born overseas in an English speaking/non-English speaking country)	10.38%	12%
Culturally and linguistically diverse employees (CALD 2) (Speaks a language other than English at home)	8.67%	12%
Women	69.78%	-
Women in leadership – Senior officer roles	56.52%	50%
Women in leadership – Senior SES roles	66.04%	

## Alignment to other plans and strategies

Actions and objectives within this plan align with the following related strategies and plans:

- [Cultural Capability Action Plan](#)
- [Disability Service Plan](#)
- [Strategic Plan](#)
- [Strategic Workforce Plan](#)
- [Reframing the Relationship Plan](#)
- [Cultural Engagement Framework](#)
- [Queensland Inclusion and diversity strategy](#)
- [Queensland Public Sector LGBTIQ+ Action Plan](#)
- [Queensland Multicultural Action Plan](#)
- [Queensland Reconciliation Action Plan](#)
- [Queensland Women's Strategy](#)
- [Queensland LGBTQIA+ Strategy](#)

## How we will measure success

- Diversity census targets and audit data, with increased results in the following measures:
  - employees from diverse backgrounds employed in decision making roles
  - women in leadership aligns with total proportion of women
  - Aboriginal women and/or Torres Strait Islander women and Culturally and Linguistically Diverse (CALD) employees in the Senior Executive Service roles
  - employees with disability.
- Improvement in Working for Queensland survey results, tracked annually on the following categories:
  - employee engagement
  - leadership
  - keeping you well
  - social support
  - equitable treatment (diversity)
  - flexible work
  - performance management and capability development.

## Our acknowledgement

Our department respectfully acknowledges the Traditional Owners and Custodians of country throughout Queensland and their ongoing connection to the land and water. We pay our respects to their cultures and Elders past and present. We acknowledge that self-determination of Aboriginal and Torres Strait Islander peoples is a human right enshrined in the United Nations Declaration on the Rights of Indigenous Peoples and recognised in the *Human Rights Act 2019* (Qld).

## Our human rights commitment

Our decision-making and actions will respect, protect and promote human rights as a cornerstone of a fair, just and inclusive society.

## Our values

Customers first



Ideas into action



Unleash potential



Be courageous



Empower people



*This plan provides the foundations for future work. These actions will be reviewed and refreshed annually to ensure they remain relevant and appropriate to the changing needs of the department.*

## Leadership and accountability

We develop an inclusive, flexible, compassionate and culturally safe workplace that embodies cultural integrity; and respects, protects and promotes the human rights of all Queenslanders.

### Focus area

- Collective responsibility

### Goals

- Our Leaders at all levels **role model and demonstrate behaviour that encourage a culture of equality, respect and belonging.**
- We all **demonstrate inclusive behaviours and attitudes in all interactions** with colleagues and team members.
- We all **set a standard for others to follow** acting as role models for positive change within the department.

### Exemplified inclusive behaviour

#### Actions

- We **model** inclusive behaviour and exemplify a commitment to diversity and inclusion through demonstrated actions and behaviours.
- We enhance and **reinforce** inclusivity through strengthened cultural competence, ensuring cultural safety, advocating for gender equity, fostering diversity across age groups, raising awareness of disability, and supporting LGBTIQ+ inclusivity.
- We **support** member events and resources associated with the departmental membership of the Australian Network on Disability (AND) and the Diversity Council of Australia (DCA).

### Drive continuous improvement

- We encourage **open dialogue, collaboration,** and active participation to ensure diverse perspectives are supported and valued
- We conduct regular **positive performance management** discussions that highlight individual strengths, identify growth opportunities and foster a supportive environment for professional development
- We engage employees from diverse backgrounds in **decision making** processes to ensure that a variety of perspectives are considered before final decisions are made.

### Walking the walk

- We set an **example** for others by demonstrating kindness, empathy and inclusivity in all interaction with each other, clients and stakeholders
- We **act as an ally** by actively supporting our colleagues' inclusion and well-being in the workplace.
- We **join networks and partnerships** within the department and across the broader sector to support the implementation of diversity and inclusion initiatives that advance representation, belonging and equity in the workplace.

# Human Capital Investment

We attract and retain a diverse workforce reflective of the communities we serve.

We invest in the learning and capability development of our staff, ensuring their safety, health and wellbeing are prioritised.

Focus areas	Goals
<ul style="list-style-type: none"> <li>• Employer branding</li> <li>• Learning and development</li> <li>• Keeping you well</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Enhance attraction and Retention:</b> Our workforce reflects the diversity within our communities at all levels across the department.</li> <li>• <b>Increase diversity targets</b> highlighted in the Equity and Diversity Audit 2024:               <ul style="list-style-type: none"> <li>○ We increase women in emerging leadership roles across the department.</li> <li>○ We increase the representation of Aboriginal women and/or Torres Strait Islander women and Culturally and Linguistically Diverse (CALD) employees in the Senior Executive Service.</li> <li>○ We attract and retain more people with disability.</li> <li>○ We improve workforce diversity participation and identification rates.</li> </ul> </li> </ul>

Actions

<h3>Employer branding</h3> <ul style="list-style-type: none"> <li>• We create an employee value proposition brand based on equity and inclusivity, ensuring every voice is heard and valued and where everyone feels respected and supported.</li> </ul>	<h3>Inclusive recruitment and selection practices</h3> <ul style="list-style-type: none"> <li>• We provide candidates with an equal opportunity to present their skills and lived experience relevant to the role requirements, enabling them to effectively engage in the process.</li> </ul>	<h3>Broadening our applicant pool</h3> <ul style="list-style-type: none"> <li>• We build relationships with external providers, and source external recruitment strategies to widen the reach of diverse candidates when filling job vacancies.</li> </ul>
<h3>Uplifting recruitment capability</h3> <ul style="list-style-type: none"> <li>• We increase recruitment capability for departmental staff and panel members to achieve greater reach of diverse candidates aligned with job requirements.</li> </ul>	<h3>Retention</h3> <ul style="list-style-type: none"> <li>• We retain a skilled and diverse workforce by offering growth opportunities through training, support and career pathways for underrepresented cohorts by increasing visibility of senior leaders from diverse backgrounds.</li> </ul>	<h3>New perspectives</h3> <ul style="list-style-type: none"> <li>• We commit to ongoing graduateships and traineeships as career entry level pathways.</li> </ul>
<h3>Supporting our aging workforce</h3> <ul style="list-style-type: none"> <li>• We establish a structured approach for retirement transitions e.g., mentoring, job shadowing and documented work processes.</li> </ul>	<h3>Diversity disclosure</h3> <ul style="list-style-type: none"> <li>• We promote the value of diversity disclosure to employees, ensuring disclosures are handled sensitively and confidentially and address any barriers in the sharing of this information.</li> </ul>	<h3>Mentally healthy workplace</h3> <ul style="list-style-type: none"> <li>• We offer a range of professional support, training and resources to ensure a mentally healthy workplace.</li> </ul>
<h3>Equal access to opportunities</h3> <ul style="list-style-type: none"> <li>• We embed accessibility considerations into the development of corporate publications, events and training for staff, including equal access of opportunities in regional locations.</li> </ul>	<h3>Career pathways for underrepresented cohorts</h3> <ul style="list-style-type: none"> <li>• We promote career pathways for underrepresented cohorts by increasing visibility of senior leaders from diverse backgrounds.</li> <li>• We consider targeted recruitment, where it is reasonable and proportionate as required by anti-discrimination legislation to remove barriers to employment opportunities, address the under-representation of a diversity group and assist in meeting diversity targets within the department.</li> </ul>	<h3>Balancing work and life commitments</h3> <ul style="list-style-type: none"> <li>• Our Leaders support staff to access flexible work arrangements to balance work and life commitments through reinforce the positive intent of the Flex Connect Framework to all staff.</li> </ul>

## Systems levers

We engage with staff to listen and understand different perspectives and lived experiences.

