

Equity and Inclusion Plan 2023–24

Vision: A thriving workplace where all people feel safe, valued and respected, and where the principles of inclusion are strongly reflected in the way we work.

Purpose: As stated in the DCSSDS *Strategic Plan 2023–27*, the purpose of this plan is to create and support a diverse and inclusive workplace reflective of the communities we serve.

How we'll get there

Lead: Build leadership capabilities to develop and model inclusive, authentic and compassionate leadership. (Maps to PSC strategy: Leadership and accountability)

Advance: Learn together and raise awareness of ways to advance the department's ability to foster an inclusive work environment. (Maps to PSC strategy: Human capital investment)

Value: Support our staff through collaborative design of strategic solutions which value and leverage the advantages diversity provides. (Maps to PSC strategy: System levers)

Background

The department of Child Safety, Seniors and Disability Services was formed in mid-2023. It brought together two distinct cohorts of frontline workers and their support structures.

As the department adheres to the Queensland Government commitment to reflect the diversity of the communities we serve, Child Safety has a strong focus on employing Aboriginal and Torres Strait Islander people and in the Seniors and Disability Services areas the focus is on engaging employees with lived experience of disability.

The department is committed to supporting our diverse workforce to be able to bring their whole self to work, supporting people across the spectrum of cultural backgrounds, languages, sexualities and genders, disability, neurotypes and lived experience.

Employee group	Department 30 June 2023	Department target	QPS benchmark*	PSC target
Aboriginal and/or Torres Strait Islander employees	4.45%	9%	2.55%	4%
Employees with disability	4.10%	12%	3.4%	12%
Culturally and linguistically diverse employees — speak a language other than English at home	4.06%	12%	7.49%	12%
Women in leadership (SO/SES and equivalent)	72.8%	60%	51.16%	50%

*QPS benchmark taken from quarter 1 2023

How we will measure success

Improvement in Working for Queensland survey results, tracked annually on:

- Employee engagement
- Leadership.
- Keeping you well
- Social support
- Equitable treatment (diversity)
- Flexible work.

Increased results in the following measures:

- proportion of staff from diverse backgrounds employed in decision making roles — by June 2024
- number of job applicants from diversity target group — tracked quarterly
- retention rate of staff in diversity target groups — tracked quarterly
- percentage of women in leadership aligns with total proportion of women — tracked annually
- progress towards departmental diversity targets. — tracked quarterly

Links to other plans and strategies:

This plan has links to the following department and whole of government documents, which shape the way we work towards a more inclusive workforce.

- Department of Child Safety, Seniors and Disability Services Inclusion Strategy 2023–26 (in development)
- [Department of Child Safety, Seniors and Disability Services Strategic Plan 2021–2025](#)
- [DCSSDS Disability Service Plan 2023–2026](#)
- [Respectfully Journey Together: Aboriginal and Torres Strait Islander Cultural Capability Plan](#)
- [Strategic Workforce Plan 2022–2025](#)
- [Queensland Public Sector Inclusion and diversity strategy 2021–2025](#)
- [Disabling the barriers to employment in the Queensland public sector Implementation Plan 2023](#)
- [Queensland public sector LGBTIQ+ Action plan 2023–2025](#)
- [Queensland Multicultural Action Plan 2022–23 to 2023–24](#)
- [Queensland Women's Strategy 2022–27](#)



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.

Goal	Actions	Outcomes	Led by
Lead — Build leadership capabilities to develop and model inclusive, authentic and compassionate leadership.			
L1 Share responsibility for inclusive behaviour across the organisation, and lead by example. The principles of inclusion should underpin all that we do and set the tone for our work.	<ul style="list-style-type: none"> Support the executive Inclusion and Diversity Champion to lead the equity and diversity agenda and promote the importance of fostering inclusive workplaces. Develop and promote a resource to help embed inclusion, equity and cultural safety considerations into workforce and strategic planning. Incorporate cultural capability into performance plans. Support managers to use performance conversations as an opportunity to ensure staff feel empowered, enabled and encouraged to pursue their career goals. Engage with equity and diversity industry partners and peak bodies, and participate in available index and/or accreditation programs to ensure our workplace practices, policies and programs are appropriate and contemporary. 	<ul style="list-style-type: none"> All key strategies and Workforce Plans contain inclusion, equity and cultural safety considerations Performance conversations incorporate inclusion 	<ul style="list-style-type: none"> People and Culture Whole department
L2 Percentage of women in leadership more closely aligns with proportion of women across the department.	<ul style="list-style-type: none"> Investigate the causes of lower representation of women in higher salaried roles, including intersectionality considerations. Promote available workplace flexibility, including in senior roles, in job advertisements and on careers web page. 	<ul style="list-style-type: none"> Improvement in proportion of women applicants 	<ul style="list-style-type: none"> People and Culture
Advance — Learn together and raise awareness of ways to advance the department's ability to foster an inclusive work environment.			
A1 Provide equitable and accessible training and development opportunities to help all staff thrive.	<ul style="list-style-type: none"> Provide staff induction and onboarding that is comprehensive and accessible to all. Ensure our leadership and career progression programs are inclusive and accessible to our diverse workforce. Review the accessibility of learning and development resources to help employees achieve their career goals. Identify and promote programs for skills development and career advancement across staff diversity groups. 	<ul style="list-style-type: none"> Training and developmental opportunities can be accessed by all staff 	<ul style="list-style-type: none"> People and Culture
A2 Recruit and retain a workforce that reflects the diversity that exists in the Queensland community we serve.	<ul style="list-style-type: none"> Embed inclusion, equity and cultural safety considerations into the Recruitment and Retention strategies. Investigate the application and appointment ratios across classification levels to identify ways to disrupt the status quo. Develop attraction strategies that break barriers to attracting talents from diverse backgrounds and groups. Embed inclusive recruitment practices, allowing all candidates equal opportunities to showcase their skills and lived experience relevant to the job. During recruitment, provide opportunities for candidates to demonstrate their ability to contribute to a healthy, inclusive workplace culture. Establish identified positions within the central recruitment team to enhance a cultural lens across attraction, recruitment and retention processes, practices and resources. Offer traineeships to students from diverse backgrounds as a career entry pathway. 	<ul style="list-style-type: none"> Improvement in inclusive recruitment and hiring practices Identified recruitment positions established 	<ul style="list-style-type: none"> People and Culture
Value — Support our staff through collaborative design of strategic solutions which value and leverage the advantages diversity provides.			
V1 Embrace and celebrate diversity and leverage the advantages it provides.	<ul style="list-style-type: none"> Maintain and promote a diversity and inclusion calendar of events and take an active part in some of those events to provide opportunities to increase understanding and appreciation of diversity in all its forms and to encourage and empower staff to celebrate difference. Harness the expertise, experience and interest of the Inclusion and Diversity Network and its subgroups to advise on and drive initiatives. Create communication, consultation and support channels and networks with staff and stakeholders from relevant diversity groups. Celebrate and promote inclusion and diversity through the Staff Excellence Awards and actively increase focus on positive initiatives across the department. 	<ul style="list-style-type: none"> Increased nominations for the Diversity and Inclusion category of the Staff Excellence Awards — July 2024 	<ul style="list-style-type: none"> People and Culture Seniors, Disability and Carers
V2 Ensure all staff feel included and supported to do their best work.	<ul style="list-style-type: none"> Improve access to reasonable adjustments and flexible work arrangements. Explore EAS providers who can appropriately support our diverse employees. Promote access to flexible working arrangements for all employees, where possible, and highlight the options available to carers and parents. Ensure inclusion resources on the intranet are accessible, practical and contemporary. Implement the relevant workforce actions in the: <ul style="list-style-type: none"> Cultural Capability Action Plan DCSSDS Disability Services Plan Multicultural Action Plan 	<ul style="list-style-type: none"> Adjustments policy finalised and promoted Intranet resources reviewed and updated where required. 	<ul style="list-style-type: none"> People and Culture Whole department