

The Department of Justice and Attorney-General (DJAG) Inclusion, Diversity and Equity (IDE) Action Plan 2023–27 provides a roadmap for implementing our IDE Strategy 2023–27 and findings from the DJAG Equity and Diversity (E&D) Audit Reports. The Action Plan outlines the goals, actions, responsibilities, and measures needed to achieve our objectives. The objectives are designed to increase diversity, equity, and inclusion within DJAG, including increasing representation of underrepresented groups, fostering an inclusive culture, and addressing biases and inequities.



Leadership

Focus area	Goals	Actions	Responsibilities	Measures	Timeframes
Modelling inclusive behaviours.	IDE measures are incorporated into executives' expectations agreements.	Phase 1: Executive expectation agreements include a commitment to championing and driving inclusive behaviours, increasing workforce diversity and participating in a minimum of 2 IDE events per year.	DJAG Executive Leadership Team (ELT)	Executives' expectations agreements updated.	Complete
		Phase 2: Identify specific measures for inclusion into executives' expectation agreements regarding the priority diversity groups.	People, Capability and Culture	Specific measures included in executives' expectations agreements.	2024–25
	Increase diversity in the leadership cohort.	Phase 1: Determine reasons for reduced diversity in Senior Officer (SO) and Senior Executive Service (SES) roles, through analysis of available data through Working for Queensland (WFQ) survey, Equity & Diversity Audit, Respect at Work survey etc.	People, Capability and Culture	Further data analysis undertaken.	2023–25
		Phase 2: Identify targeted activities to improve diversity in SO and SES roles (based on analysis) and refresh this action plan.	People, Capability and Culture	Refresh of action plan to include targeted activities.	2024–25
		Phase 3: Implement targeted activities to improve diversity in SO and SES roles.	People, Capability and Culture, divisional leaders	Increase diversity in SO and SES roles.	2024–27
Improving psychological safety in the workplace.	Increase wellbeing of all DJAG staff (particularly people from diverse backgrounds, abilities and experiences).	Phase 1: Analysis of available data (WFQ survey, E&D Audit, Respect at Work survey, etc.).	People, Capability and Culture	Further data analysis undertaken.	Complete
		Phase 2: Identify targeted activities to improve wellbeing of staff (based on analysis) and refresh this action plan.	People, Capability and Culture, divisional leaders, managers	Refresh of action plan to include targeted activities.	2024–25
		Phase 3: Implement targeted activities to improve wellbeing of staff.	People, Capability and Culture; divisional leaders	Increased staff wellbeing results in WFQ survey.	2024–27
Embedding inclusive recruitment practices.	Ensure recruitment processes are respectful and positive experiences for all (and not simply a one-size-fits-all process).	Educate leaders and hiring managers about unconscious bias and on respectful and inclusive recruitment practices.	People, Capability and Culture	Candidate and new starter data reflect recruitment was a respectful and positive experience.	2024–25
Attending and supporting staff to attend IDE events.	Demonstrate support and encouragement for staff to attend and/or organise cultural, networking and professional development events e.g. NAIDOC Week, IDAHOBIT, Empower hour, Disability Action Week	Regular communications (e.g. <i>Just In</i>) from Director-General encouraging staff participation, and from managers to encourage staff participation.	Strategic Communications Branch, People, Capability and Culture; divisional leaders; managers	Promotion of events from every diversity group.	2023 and ongoing
Participating in ongoing management training.	People leaders lead the way in attending IDE development opportunities to strengthen capability to lead and work in a more inclusive manner.	IDE development opportunities included in leaders' expectations agreements and encouraged in all staff expectation agreements.	People, Capability and Culture; divisional leaders; managers	Increased leader attendance/completion of IDE development opportunities.	2023 and ongoing



Culture

Focus area	Goals	Actions	Responsibilities	Measures	Timeframes
Increasing staff participation in diversity working groups and staff networks.	Leaders encourage and enable staff to participate in diversity working groups and networks, as both professional development for the individual and organisational development for DJAG.	Regular communications (e.g. <i>Just In</i>) promoting IDE working groups and network opportunities to encourage staff to attend.	People, Capability and Culture; diversity working groups and networks; divisional leaders	Increased application for working groups and membership of networking groups.	2023 and ongoing
		Regular communications (e.g. <i>Just In</i> , <i>Connect Managers</i> , <i>Manage HR</i>) promoting IDE working groups and network opportunities to encourage leaders to support staff to attend.			
		Executive level chairperson of each IDE working group to sponsor and champion the group's activities.	Divisional leaders	Executive level chairperson in place for each IDE working group.	2023–24
		Increase collaboration across working groups (e.g. annual workshop, cross-promotion of events and activities).	People, Capability and Culture, divisional leaders	At least one annual event including all the working groups.	2024–25
	Create a safe space for people who identify with diversity groups to meet and network.	Creation and promotion of networks linked to each of the IDE working groups.	People, Capability and Culture	Increased membership of networking groups.	2025–26
Implementing diversity working group action plans.	Develop working group action plans (that reflect this overarching IDE action plan).	Establish governance and reporting on progress of action plans.	People, Capability and Culture; diversity working groups	Annual report of action plan progress to BOM.	2023 and ongoing
Raising awareness and educating staff through regular communications.	Develop an IDE Communication Plan to uplift knowledge and capability of DJAG staff.	<p>IDE Communication Plan to incorporate a range of communication methods to share knowledge and increase awareness, such as:</p> <ul style="list-style-type: none"> specific and regular communications about diversity in the community and workplace public-facing DJAG documents include cultural acknowledgement DJAG intranet and internet to include IDE commitment, cultural acknowledgement and information about diversity working groups IDE intranet pages to include information to support staff who identify with a diversity group (e.g. DJAG available support, counselling services, etc.) IDE video included in recruitment advertising visible signs of inclusion are available to the broader workforce, e.g. lanyards, posters. 	People, Capability and Culture; diversity working groups	<p>Report against IDE Communication Plan.</p> <p>Measure diversity awareness through staff surveys.</p>	2024–25



Business practices

Focus area	Goals	Actions	Responsibilities	Measures	Timeframes
Providing guidance to managers to support effective, targeted and equitable recruitment practices, and culturally safe onboarding processes that support IDE.	Improve attraction, recruitment and selection practices.	Phase 1: Review attraction, recruitment and selection practices in place as well as candidate experience data.	People, Capability and Culture	Review undertaken.	2024–25
		Phase 2: Create, implement and communicate appropriate and accessible practices and resources that are inclusive and align to the <i>Public Sector Act 2022</i> .	People, Capability and Culture	Resources created, implemented and available.	2024–25
		Phase 3: Develop and make available education resources that: <ul style="list-style-type: none"> • create a shared understanding of why inclusive practices are essential • teach managers appropriate practices • provide guidelines for use. 	People, Capability and Culture	Increase in people from diversity groups applying for roles and successfully recruited.	2024–25
	Uplift IDE capability.	Identify appropriate training for all staff to build IDE capability and examine the benefits of mandating IDE courses. Encourage completion of ongoing IDE training courses to increase staff awareness.	People, Capability and Culture; divisional leaders; managers	Appropriate IDE training identified.	Complete
Supporting improved workforce diversity data collection.	Commit resources to the collection and interpretation of data to better understand the experience of employees.	Advocate to the Public Sector Commission for improved recruitment candidate data collection.	People, Capability and Culture	Improved recruitment candidate data.	2025–26
		Investigate the drivers of the increase in diverse abilities and culturally and linguistically diverse (CALD) identification through Aurion (Equity and Diversity) data (whether it be recruitment of people from these communities, or increased staff confidence to identify).		Identified reasons for increase in diverse abilities and CALD identification.	2025–26
		Delivery of communication campaign to improve staff diversity data participation rates.		Improvement in staff diversity data participation rates.	2025–26
		Enhance the IDE dashboard reporting.		Enhanced IDE dashboard reporting being accessed and used by leaders.	Complete
Encouraging flexible work practices.	Ensure DJAG staff are aware how flexible work practices can support people from diversity groups, and how that intersects with diversity in the workplace.	Incorporate Flex-connect framework principles into the IDE Communication Plan to assist staff and leaders build their awareness of what flexibility is and how it can support people who identify with a diversity group.	People, Capability and Culture	Increased use of flexible working arrangements.	2024–25



Business practices

Focus area	Goals	Actions	Responsibilities	Measures	Timeframes
Implementing practices and programs aimed at increasing workforce participation of people from diverse backgrounds.	Reduce inequities experienced by people from diversity groups, so that people from diverse groups are attracted to and retained at DJAG.	Phase 1: Determine reasons for inequities, through analysis of available data (WFQ survey, E&D Audit, Respect at work survey, etc.).	People, Capability and Culture	Further data analysis undertaken.	2024–25
		Phase 2: Identify targeted activities to reduce inequities (based on analysis) and refresh this action plan.	People, Capability and Culture; diversity working groups	Refresh of action plan to include targeted activities.	2024–25
		Phase 3: Implement targeted activities to reduce inequities.	People, Capability and Culture; divisional leaders; managers	Increased employee experience results in WFQ survey from people from diversity groups.	2025–26
	Reduce gender inequities.	Phase 1: Determine reasons for gender pay gap through analysis of available data (WFQ survey, E&D Audit, Respect at work survey, etc.).	People, Capability and Culture	Appropriate IDE training identified.	Complete
		Phase 2: Identify targeted activities to reduce the gender pay gap (based on analysis) and refresh this action plan.	People, Capability and Culture; diversity working groups	Refresh of action plan to include targeted activities.	2024–25
		Phase 3: Implement targeted activities to reduce the gender pay gap.	People, Capability and Culture; divisional leaders; managers	Reduction in gender pay gap.	2025–26
	Use the strategic workforce planning process to support divisions to analyse data and implement diversity actions specific to each workplace.	Provide advice to leaders regarding how to use diversity data to develop actions specific to their workplaces.	People, Capability and Culture	Specific actions in place within divisions' business plans to remedy workplace-specific diversity issues.	2025–26
Research the introduction of a Culture Award into the DJAG Excellence Awards to celebrate IDE at DJAG.	Research undertaken and proposal prepared for the 2024 DJAG Excellence Awards season.	People, Capability and Culture	If a decision is made to include a Culture Award, introduce it for the 2024 DJAG Excellence Awards season.	Complete	
Reviewing our human resources policies and guidelines to ensure they drive inclusive and equitable outcomes.	Ensure HR policies and guidelines encompass IDE principles and drive diversity across DJAG.	Build structured processes to gather insight and feedback from diversity working groups when updating HR policies and guidelines.	People, Capability and Culture	HR policy development and review processes include consultation with diversity working groups.	2024–25