

Department of Employment, Small Business and Training

EQUITY, DIVERSITY AND INCLUSION PLAN

2024-2025



**Queensland
Government**

DESBT Equity, Diversity, and Inclusion Plan 2024 – 2025

The Department of Employment, Small Business and Training (DESBT) is committed to building a diverse and inclusive workforce. Our goal is to reflect the rich tapestry of communities we serve across Queensland and ensure that our services are delivered in a manner that is respectful and inclusive of all individuals. The department is committed to fostering a diverse, inclusive, and equitable work environment where our people feel they belong, are valued, respected and safe, and treated with fairness.

The DESBT Equity, Diversity, and Inclusion Plan (the Plan) has been informed by the annual equity and diversity audit and will be reviewed on an annual basis following our subsequent audit reports. The Plan is consistent with objectives and actions from the department's related strategies and plans and supports our Workforce Equity and Diversity Strategy. The Plan also supplements the workforce-related actions contained in our Reframing the Relationship Plan and Disability Services Plan, and replaces the DESBT Gender Equity Action Plan

While not a target group, generational diversity is incorporated into the Plan to ensure the unique perspectives of each generation, including their values and experiences, are considered. DESBT recognises that generational diversity can help foster a culture of adaptability by bringing together individuals with diverse backgrounds and approaches.

Our diversity targets

- Aboriginal peoples and Torres Strait Islander peoples 4%
- People with disability 12%
- Culturally and linguistically diverse people who speak a language other than English at home (CALD2) 12%
- Women in leadership 60%

Our Champions

Supporting the development of a culture of equity, diversity and inclusion with diverse opinions and perspectives, the department has an active and passionate Diversity and Inclusion Network with representatives from across the department and from across the focus groups represented in this Plan.

Our senior leaders are also engaged advocates, championing the following focus areas within the department:

- Cultural capability leader
- Disability Champion
- Gender equity Champion

Acknowledgement of Country

The Department of Employment, Small Business and Training respectfully acknowledges the Traditional Owners of the lands and seas from across Queensland.

We pay our respects to the Elders past and present, who hold the memories, traditions, the culture and hopes of Aboriginal and Torres Strait Islander peoples across the state.



EQUITY, DIVERSITY, AND INCLUSION PLAN 2024 -2025

Our focus	Our actions	Our measures	Responsibility	QTR 3 2024	QTR 4 2024	QTR 1 2025	QTR 2 2025
All focus groups	Improve the validity of our workforce data by increasing the response rate. Raise awareness of the employee Workforce Diversity census and encourage all employees, including senior leaders, to complete or update their profiles.	<p>Internal communication campaign developed and launched to explain the importance of the census data, including tailored presentations for leaders or other forums resulting in:</p> <ul style="list-style-type: none"> an increase in census returns of at least 25% increase of diversity group representation towards targets 25%. <p>Greater consistency between census data and Working for Queensland (WfQ) survey demographic data.</p> <p>Open/click rate of over 60% on targeted campaign.</p>	Diversity and Inclusion Network People and Culture	x		x	
	Using existing internal communication channels, raise knowledge and awareness across the department of the strengths, benefits, and value individuals from all areas of diversity contribute <i>because</i> of their diverse perspective.	<p>Internal communication plan to uplift knowledge and raise awareness based on lived experience of employees and teams.</p> <p>Increase in the use of targeted advertising platforms.</p> <p>Increase in overall diversity target group percentages.</p>	Diversity and Inclusion Network People and Culture Senior leaders	x	x	x	x
	Continue to embed flexible work arrangements and hybrid working models at all levels of the department.	<p>Increased satisfaction results in WfQ survey in relevant factors.</p> <p>Increase in the number of men and leaders accessing flexible work arrangements.</p>	People and Culture Senior leaders		x		x
	Champions appointed across the department, including regions, through employee forums, DESBT+ and Yammer.	<p>Champions appointed across the following areas, and where applicable, meeting PSC obligations:</p> <ul style="list-style-type: none"> Cultural Capability Gender Equity Health and Safety Wellbeing Performance and Capability Disability Domestic and Family Violence. 	Champions Board of Management	x			

Our focus	Our actions	Our measures	Responsibility	QTR 3 2024	QTR 4 2024	QTR 1 2025	QTR 2 2025				
All focus groups	Support inclusive recruitment through skill and resource development to ensure: <ul style="list-style-type: none"> selection panels confidently consider how selection processes contribute to the equity, diversity, respect and inclusion obligations under the Public Sector Act 2022 selection processes are inclusive, including provision of additional support or adjustments for applications from diversity groups. 	High levels of participation and satisfaction for Recruitment and Selection training. Analysis of applicant data across diversity target groups and classifications, including executive levels. High levels of participation and satisfaction with cultural capability training. Recruitment agencies are briefed on equity and diversity considerations for every process they are engaged to support. Continue to conduct the candidate experience survey and receive high level of satisfaction for responses regarding adjustments and accessibility in recruitment.	HR delegates Selection panels People and Culture People and Culture Committee Diversity and Inclusion Network	X	X	X	X				
		Improved employee perceptions in WfQ survey in relation to the fairness and equity of recruitment and promotion decisions.	People and Culture						X	X	
		Reasonable adjustment resources developed to support panel members and candidates.	People and Culture and Diversity and Inclusion Network						X		
	Implementation of performance and development planning processes that identify individual capabilities and opportunities to develop capabilities	Reduction in gender pay gap by 2025 equity and diversity audit. Increase in relieving opportunities taken up by employees in target groups.	People and Culture People and Culture Committee HR Delegates Selection panels	X							
	Continue to support significant events for our target groups	Maintain engagement from the department's employee networks to develop a program of events. Continue focussed campaigns and promotion of program of events with high click rates. Maintain or improve favourable results in WfQ survey in relation to the experiences of employees feeling respected and included at work.	Diversity and Inclusion Network Young DESBT Network People and Culture Committee People and Culture	X	X	X	X				

Our focus	Our actions	Our measures	Responsibility	QTR 3 2024	QTR 4 2024	QTR 1 2025	QTR 2 2025
	Promotion of exit survey to understand why employees from target groups are leaving the department	Survey questions reviewed by July 2024	People and Culture HR Network	x		x	
		Increased completion rates for exit survey as part of employee offboarding and data analysis by People and Culture to make recommendations across the department with regard to attraction, development, retention and workplace culture	People and Culture HR Network			x	
	Increased engagement with leadership around Equity, Diversity and Inclusion initiatives and targets	Increased positive WfQ survey results regarding leadership engagement.	Diversity and Inclusion Network People and Culture Committee			x	
First Nations	Continued partnership with Public Sector Commission's Aboriginal and Torres Strait Islander Career Pathways Service to provide career development opportunities.	Identify, support and onboard First Nations employees into the service; positive service engagement survey results and continued uptake of opportunities.	People and Culture			x	x
	Targeted recruitment for business areas where there are currently no identified First Nations employees, including leadership roles.	Increase in First Nations applicants identified through SmartJobs applicant data.	People and Culture People and Culture Committee Diversity and Inclusion Network Executive leaders HR delegates		x	x	
	Targeted First Nations traineeships.	Increase in First Nations peoples in the workforce.	People and Culture HR delegates				x
	Executive leaders to work with First Nations employees to develop a cultural commitment statement and safety guideline (in the Reframing the Relationship Plan (RtRP))	Cultural commitment statement and safety guideline published. Increase in WfQ survey results relating to cultural safety.	Executive leaders	x	x		
	Develop resources to support employees' understanding of cultural and language protocols (RtRP)	Respectful language guide published on OneDESBT.	People and Culture Diversity and Inclusion Network		x		
	Implement First Nations Cadetship/Internship (RtRP)	Pilot Internship Program implemented by December 2024.	People and Culture		x		

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	Market DESBT employee opportunities to First Nations candidates through subscriptions to targeted platforms including Indigenous Employment Network	Increased WfQ survey results around Flexible Work from First Nations employees.	People and Culture HR Delegates		x	x	x
	Promote Flexible Work Arrangements to balance cultural, family and kinship obligations		People and Culture Diversity and Inclusion Network HR delegates		x		
Culturally and Linguistically Divers	Raise awareness and educate delegates about cultural leave entitlements	Comprehensive information available for employees and managers on OneDESBT.	People and Culture HR Network	x		x	
	Identify barriers for women from diverse cultural backgrounds that prevent career progression	Review SmartJobs applicant data for women from CALD2 background, and review percentage of CALD2 women above AO6 classification undertaking relieving opportunities.		x		x	
People with Disability	Allocate advertising placements for The Field to divisions based on FTE and advertising rates for the diversification of applicant pools and attraction of candidates with disability.	Applicant data tracking the number of applications received from People with Disability.	Divisions People and Culture People and Culture Committee		x		
	Continue to publish quarterly Wellbeing+ newsletter to support employees mental and physical health and wellbeing	High levels of open/click rate of newsletter	People and Culture Champion Mental Health Support Officers	x	x	x	x
	Explore benefits of subscription to the International Hidden Disabilities Sunflower Program, which aims to support and educate individuals on invisible/hidden disabilities and chronic illnesses	Review initiative and make recommendation to People and Culture Committee by June 2025 if suitable.	Diversity and Inclusion Network People and Culture People and Culture Committee				x
	Education campaign on the definition of disability to inform Workforce Diversity census	Comprehensive campaign to support the identification of temporary and permanent disabilities, disorders, chronic illness, and other relevant conditions. Increase understanding of how the diversity data is used by the department (and the wider sector) including confidentiality.	Diversity and Inclusion Network HR Network People and Culture Champion	x		x	
	Work to improve the experiences of people with disability in DESBT through an education campaign within the department to target delegates and potential panel members about workplace adjustment and accessibility at the recruitment stage and throughout employment	Positive candidate experience survey results each quarter. Positive WfQ survey results for people with disability.	People and Culture Panel Chairs Managers/Supervisors			x	

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	Identify barriers for people with disability that prevent career progression	Accessibility audit undertaken to identify barriers including physical, informational and attitudinal that hinder career progression. From audit outcomes, prioritise achievable ways barriers can be addressed.	People and Culture Diversity and Inclusion Network	x		x	
		Increase in percentage of people with disability above AO6 undertaking relieving opportunities.			x		
Gender Equity	Continue to support women's leadership aspirations through our women in emerging leadership program.	Successful 2025 program delivered with high levels of satisfaction.	Leaders People and Culture			x	
	Investigate talent attraction tools to boost number of females in senior applicant pools	Understand our current applicant profile for senior roles in the department.	People and Culture Executive leaders		x		
		Implement the Executive Recruitment Briefing to highlight the need for diverse applicant pools and women in senior leadership roles			x		
Generational Diversity	Review ratio of temporary to permanent roles for young employees to consider options for attraction and retention	Increased number of young people permanently employed within the department.	People and Culture Young DESBT Network HR delegates Selection panels	x	x	x	x
	Create long-term opportunities within the department to increase the number of employees in the younger age range	Review role descriptions and advertisements for SmartJobs and other platforms to ensure they attract younger people to the department.			x		
	Develop and implement contemporary advertising and selection methods	Retention, relieving, and promotion rates of young employees.		x	x	x	

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	Develop an entry pathway plan to increase young people's knowledge of the department and career opportunities, including an internship program	Increased number of young people permanently employed within the department.			x		
	Increase understanding of expectations of a multigenerational workforce	Positive feedback from senior leaders on effectiveness of education efforts in relation to expectations of a multigenerational workforce.				x	
	Continue to support the Young DESBT Network	Growth of network membership; active participation by members; and satisfaction of members (via survey results).	People and Culture Young DESBT Network	x	x	x	x
	Promote the use of the Queensland government graduate portal as a sustainable applicant pool for roles at AO3 and AO4 classification	Continued promotion of the graduate portal to HR delegates and panels. Increased uptake of recruitment via this platform.	People and Culture Selection panels	x			x
LGBTIQ	Continue to build strong allyship within leadership for LGBTIQ+ employees by sharing success stories and inclusive workplace practices.	Diversity in Action campaign undertaken; Increased WfQ survey results around fair and equitable promotion processes.	People and Culture Diversity and Inclusion Network	x	x	x	x
	Continue to support sector-wide initiatives and events, being inclusive of regional-based employees	Celebrate and acknowledge days of significance; favourable results in LGBTIQ+ perceptions of the workplace and environment in WfQ survey.		x	x	x	x