



Equity and diversity plan

Message from the Director-General



At the heart of our focus on culture and inclusion, we acknowledge the strength of a diverse workforce that represents the views, experiences and backgrounds of the students and communities of Queensland. As individuals and collectively, we play a critical role in creating culturally and psychologically safe, accessible, inclusive workplaces. Workplaces where we all belong and can contribute fully. When our workforce thrives and reflects our vibrant and diverse communities, our students thrive too.

The Equity and diversity plan outlines the targeted actions and continuous learning we know is necessary to progress equity, diversity, and inclusion for our workforce. The plan provides focus for today and builds for tomorrow. It is reviewed annually to adapt and respond to new information, best practice, and the dynamic needs of our workforce, students and the communities we serve.

It supports the department's commitment to reframing its relationship with Aboriginal peoples and Torres Strait Islander peoples by developing the workforce's cultural capability and creating cultural safety. It affirms our commitment to the LGBTQ+ community and supports the department's efforts to achieve our 2022-2026 diversity targets for women in leadership (60%), Aboriginal peoples and Torres Strait Islander peoples (4%), people living with disability (12%), and culturally and linguistically diverse people who speak a language other than English at home (12%).

I look forward to working with you all to advance the plan and deliver ongoing, positive change for our workplace systems, behaviours and culture.

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Michael De'Ath
Director-General, Department of Education

Acknowledgement of Country

The Department of Education acknowledges the Custodians of the lands, skies, seas and waterways across Queensland and the Torres Strait Islands. We pay our respects to the Elders – past and present – for they hold the memories, traditions and culture of all Aboriginal peoples and Torres Strait Islander peoples.



The Equity and diversity plan contributes to the department's Equity and Excellence strategy

Equity and Excellence strategy focus areas

Educational achievement



A diverse workforce supports students to achieve better educational outcomes. Fostering inclusion and belonging for our workforce encourages employees to offer their unique insights into the diverse need of students and helps them achieve their potential.

Wellbeing and engagement



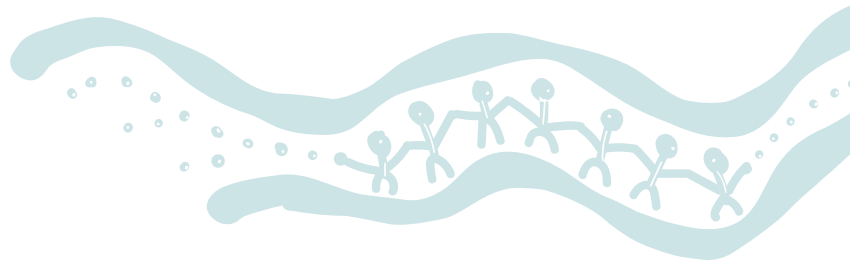
Inclusion and belonging creates connection between team members and commitment to our purpose. Equity for employees fosters wellbeing and engagement when barriers to opportunities and growth are overcome and everyone is empowered to build meaningful careers, drawing great talent into the department, retaining their expertise and developing diverse leaders.

Culture and inclusion



A diverse, flexible and inclusive workplace that is respectful and culturally safe enables our people to fully contribute their abilities and leverages the diversity contained within each of us to create welcoming, inclusive and accessible educational settings.

Where we're at today



Workforce diversity

We are making progress with improvements to women in leadership; however, continued focus is required to achieve our workforce diversity targets by 2026.



5.18%

People with disability
(12% target)



2.69%

Aboriginal peoples and Torres Strait Islander peoples
(4% target)



3.17%

Cultural and linguistically diverse people who speak a language other than English at home
(12% target)



66.2%

Women in leadership (SO)
(70% target)



50.7%

Women in leadership (SES+)
(60% target)

As at September 2023

Workforce inclusion

Working for Queensland survey data and School Opinion Survey data provides insight into experiences of employee inclusion in the department.



Feel included



Perceive a high-performance inclusive culture



Perceive equality of opportunity



Feel supported

How we create change



We all create inclusion and belonging

Choosing to be inclusive creates a feeling of belonging. Inclusion takes awareness and appreciation of the value in diverse experiences, perspectives and backgrounds. When we consciously deepen our understanding, encourage each other to contribute and invite diverse perspectives into our work, we are playing a role in creating an inclusive workplace. We can each do this by:

- developing cultural capability and fostering cultural safety
- respecting, valuing and empowering others
- actively including others by seeking diverse perspectives, views and experiences to inform our decisions and actions
- speaking up when communication and practices don't meet our expectations, even if we are not directly impacted ourselves.

We all benefit from contributing to and experiencing inclusion and belonging.



Our systems approach

The department engages in regular planning cycles for inclusion and diversity workforce strategies and the annual Equity and diversity audit and plan.

Inclusion and diversity workforce strategies are developed for a 4-year period using a process of co-evaluation, co-design, consultation and implementation. Progress in achieving the aims of each workforce strategy is reported via the 6-monthly executive champion dashboard.

Workforce strategies include:

- Able (disability)
- Aboriginal and Torres Strait Islander
- Many Cultures (culturally and linguistically diverse)
- Pathways to Parity (gender)
- Proud at Work (LGBTQ+)

Strategies drive action at state, regional and local levels and include executive leadership and employee-led initiatives that are responsive to the diverse needs of employees across the department.

The **Equity and diversity plan** incorporates actions from each workforce strategy and improvement areas highlighted in the annual Equity and diversity audit.

This plan sets out the actions to progress equity and diversity in focus areas of greatest impact for our workforce. Teams are able to identify how they can contribute.

Equity and diversity plan



Recruitment

Achieve target workforce participation for identified groups and balanced gender representation in teaching and administrative roles.

FOCUS AREA	ACTION	REFERENCE	ACTION CO-CONTRIBUTORS
Employment pathways and attraction	<p>Make the department an inclusive employer of choice.</p> <ul style="list-style-type: none"> Represent the department as an inclusive employer via department social media channels. Achieve recognition or certification for selected externally benchmarked awards and standards. Build on initiatives to support successful implementation of flexible work with a specific focus uptake for school-based roles and highlight these to attract diverse groups to these roles. 	<p>Able workforce strategy (1.8)</p> <p>Aboriginal and Torres Strait Islander workforce strategy (1.6)</p> <p>Pathways to Parity workforce strategy (1.6)</p> <p>Proud at Work workforce strategy (2.4,3.5)</p>	<p>Engagement and Talent Acquisition</p> <p>Inclusion and Diversity</p>
	<p>Conduct targeted campaigns to increase workforce participation for target groups.</p>	<p>Aboriginal and Torres Strait Islander workforce strategy (2.1)</p>	<p>Engagement and Talent Acquisition</p> <p>Inclusion and Diversity</p>
Recruitment and selection	<p>Support development of inclusive recruitment policies, procedures and practices.</p> <ul style="list-style-type: none"> Implement use of inclusive and accessible language in advertising. Provide capability uplift for interview panels to counteract unconscious bias in interviewing and selection. 	<p>Able workforce strategy (2.1,3.1,3.2)</p> <p>Aboriginal and Torres Strait Islander workforce strategy (2.4)</p> <p>Pathways to Parity workforce strategy (2.2)</p> <p>Proud at Work workforce strategy (3.3)</p> <p>Many Cultures workforce strategy (3.2)</p>	<p>Engagement and Talent Acquisition</p> <p>Inclusion and Diversity</p>



Career pathways and progression

Achieve proportional representation of target groups across levels of seniority and types of roles.

FOCUS AREA	ACTION	REFERENCE	ACTION CO-CONTRIBUTORS
Career pathways and progression	<p>Analyse barriers to career pathways for target groups, and develop evidence-based solutions to support progression for people from diverse backgrounds.</p> <ul style="list-style-type: none"> Ensure that development pathways and opportunities are culturally responsive. Prioritise investment in diverse talent for school leadership opportunities. 	<p>Able workforce strategy (2.2)</p> <p>Aboriginal and Torres Strait Islander workforce strategy (2.2, 2.3, 2.5)</p> <p>Many Cultures workforce strategy (2.1, 2.2)</p> <p>Pathways to Parity workforce strategy (3.1)</p>	<p>Engagement and Talent Acquisition</p> <p>Inclusion and Diversity</p>



Learning and development

All department employees have access to quality learning and development opportunities that promote inclusion and belonging and equitable career progression.

FOCUS AREA	ACTION	REFERENCE	ACTION CO-CONTRIBUTORS
Learning and development	<p>Provide learning opportunities for all employee to increase awareness and inclusive practices.</p> <ul style="list-style-type: none"> • Provide facilitated awareness sessions online and in person. • Work with Education Futures Institute (EFI) to identify opportunities and promote learning and leadership development. <p>Provide additional learning and resources to teams working with employees of diverse backgrounds to ensure they are equipped to proactively remove discrimination and barriers. For example, resources which enable teams to:</p> <ul style="list-style-type: none"> • provide culturally safe environments • improve accessibility for people with a disability • support gender affirmation. 	<p>Able workforce strategy (1.7, 3.5, 3.6)</p> <p>Aboriginal and Torres Strait Islander workforce strategy (1.2, 1.5)</p> <p>Many Cultures workforce strategy (1.1, 1.3)</p> <p>Pathways to Parity workforce strategy (2.4)</p> <p>Proud at Work workforce strategy (1.2, 1.3)</p>	<p>Education Futures Institute</p> <p>Inclusion and Diversity</p>
Leadership capability	<p>Increase inclusive leadership capability through resources and dedicated sessions on:</p> <ul style="list-style-type: none"> • cultural capability • inclusive leadership practices • leading flexible work cultures • family friendly workplaces. 	<p>Able workforce strategy (2.4)</p> <p>Aboriginal and Torres Strait Islander workforce strategy (1.2)</p> <p>Many Cultures workforce strategy (1.5)</p> <p>Pathways to Parity workforce strategy (1.5)</p> <p>Proud at Work workforce strategy (1.4)</p>	<p>Education Futures Institute</p> <p>Inclusion and Diversity</p>



Safety, wellbeing and inclusion

Overall improved inclusion index results in the Working for Queensland survey and School Opinion survey, and results reported by target groups are comparable to overall results.

FOCUS AREA	ACTION	REFERENCE	ACTION CO-CONTRIBUTORS
Ensure psychological and psychosocial safety	Identify specific initiatives to foster a sense of safety and belonging for target groups, including: <ul style="list-style-type: none"> promote Queensland Public Sector anti-racism awareness campaigns incorporate intersectional content into psychological safety initiatives undertaken by the department encourage employees with diverse identities to disclose. 	Able workforce strategy (1.3,) Many Cultures workforce strategy (1.4) Proud at Work strategy (1.4)	Organisational Safety and Wellbeing (Strategy and Performance) Education Futures Institute Inclusion and Diversity
	Use the inclusion index findings to identify groups and intersections where employees feel least included and co-design actions to improve outcomes for these groups. <ul style="list-style-type: none"> Support inclusive communication by implementing universal design principles, publishing and communicating updated guidelines. Conduct research into drivers for higher turnover rates of target groups. 	Able workforce strategy (3.3) Many Cultures workforce strategy (3.3) Pathways to Parity workforce strategy (3.6)	Information Technology – Web and Digital Production Strategic Communication and Engagement
Promote inclusion and accessibility	Review department infrastructure services to identify barriers to accessibility and: <ul style="list-style-type: none"> provide recommendations to for improvements which support employees with disability provide recommendations on new department infrastructure for the inclusion of all-gender facilities for employee. 	Able workforce strategy (3.4, 3.7) Proud at Work workforce strategy (3.4)	Infrastructure Services Inclusion and Diversity
	Create employee communities and networks to enable connection and facilitate contributions of diverse employees and allies across regions and intersecting identities. <ul style="list-style-type: none"> Create or maintain employee reference groups and sub-committees to include intersecting interests. Proactively foster connection through online communities. 	Able workforce strategy (1.3, 1.4, 1.5) Aboriginal and Torres Strait Islander workforce strategy (1.3) Many Cultures workforce strategy (2.3) Proud at Work workforce strategy (2.1)	Inclusion and Diversity
Foster belonging	Increase visibility of groups and diverse ways of working by sharing stories which showcase: <ul style="list-style-type: none"> successes of target groups, reduce stigma and highlight inclusive ways of working flexibility in school-based roles parental and carer's leave celebrating and promoting days of significance and events. 	Able workforce strategy (1.6) Aboriginal and Torres Strait Islander workforce strategy (1.1) Many Cultures workforce strategy (1.2) Pathways to Parity workforce strategy (1.2, 2.1) Proud at Work workforce strategy (2.3)	Inclusion and Diversity
	Build allyship across regions by revising and promoting the Recognised Allyship program and building the liaison officer network to facilitate visibility in schools and regions. <ul style="list-style-type: none"> Focus on increasing participation in regions where inclusion index results indicate lower levels of inclusion and/or psychosocial wellbeing among diverse groups, to provide tailored solutions to progress inclusion. 	Aboriginal and Torres Strait Islander workforce strategy (1.4) Proud at Work workforce strategy (1.1, 1.2) Equity and diversity audit (1.5, 2.4, 3.2, 4.2, 5.3, 6.1)	Inclusion and Diversity



Employment conditions and benefits

Remove systemic and structural barriers to diversity and inclusion.

FOCUS AREA	ACTION	REFERENCE	ACTION CO-CONTRIBUTORS
Policies and procedures	Undertake an audit on employment life-cycle policies, processes and practices to identify remaining gaps and complete required changes ensuring the inclusion of employees.	Many Cultures workforce strategy (3.1)	Policy and Procedure Register (PPR)
	Develop a resource to assist managers and teams assess and select providers who are able to provide inclusive products and services.	Pathways to Parity workforce strategy (1.1, 1.3, 1.4, 1.7, 3.3)	Procurement and Facilities Services
		Proud at Work workforce strategy (3.1)	Inclusion and Diversity



Planning and governance

Accurate and consistent data provides the basis for evidence-based decision making. Regular review of actions ensures executive attention is given to progress.

FOCUS AREA	ACTION	REFERENCE	ACTION CO-CONTRIBUTORS
Workforce planning	Further integrate equity and diversity considerations into workforce planning process:	Pathways to Parity workforce strategy (2.3)	Workforce Planning
	<ul style="list-style-type: none"> • update template to include more detailed prompts supporting decisions to progress diversity, equity and inclusion at local levels • provide capability development for workforce planning discussions and decision making relating to diversity, equity and inclusion • develop a real-time diversity data tool for use by hiring managers at their location when making recruitment decisions. 		Inclusion and Diversity
			HR Business Partnering
Workforce analytics and systems	Examine consistency and alignment between questions asked in Working for Queensland survey, School Opinion Survey and Workforce Diversity Census, particularly in relation to terminology used to describe gender, and cultural and linguistic background.	Pathways to Parity workforce strategy (2.3, 3.2, 3.3, 3.4, 3.5, 3.7)	Workforce Services, Systems and Analytics
	Progress the creation of a customised workforce analysis tool supporting the Equity and diversity audit (to supplement the dashboard provided by the Public Sector Commission).	Proud at Work workforce strategy (2.5, 3.2)	Inclusion and Diversity
		Equity and diversity audit (1.7, 8.1, 8.2, 8.3)	
Reporting	Provide regular reporting to track progress against initiatives, including:		Executive leadership
	<ul style="list-style-type: none"> • Equity and diversity audit • half yearly progress updates to executive champions. 		Inclusion and Diversity

FOCUS AREA	ACTION	REFERENCE	ACTION CO-CONTRIBUTORS
Equity and diversity audit focus areas	<p>Actions below to be delivered in conjunction with or in addition to the Equity and diversity audit guidance issued by the Office of the Special Commissioner Equity and Diversity.</p> <p>Employment pathways and progression</p> <ul style="list-style-type: none"> Analyse applicant pool, selection and appointment data for diversity target groups to identify opportunities for systemic improvement across occupational groups and regions. Conduct a literature review and external market scan to better understand industry or region-specific threats and opportunities to increasing workforce diversity. Examine specific impacts to progression within the department workforce related to caring responsibilities and career interruptions including parental leave. Incorporate evaluation of attraction programs as well as programs and initiatives supporting progression. <p>Pay equity</p> <ul style="list-style-type: none"> Conduct focused analysis into pay gap¹ for target groups, including: <ul style="list-style-type: none"> the classification, duration and employment basis of Identified positions equitable participation in professional development and career progression contribution of existing attraction and recruitment programs. Incorporate analysis of entry point and progression in pay scales for diversity target groups, within regions, at SO and SES salary-equivalent levels, for school-based employees and for trainees. Examine the impact of employment basis and category on gender pay gap. <p>Retention</p> <ul style="list-style-type: none"> Conduct further examination into the drivers of dismissal and resignation for diversity target groups. Incorporate departure rates at each level, across regions and for diversity target groups. <p>Lived experience</p> <ul style="list-style-type: none"> Incorporate consultation and/or focus group feedback gathered through workforce strategy development and/or related Inclusion and Diversity team activities. 	Equity and diversity audit (1.1-1.3, 2.1-2.3, 3.1, 5.1)	Inclusion and Diversity

¹. Pay gap refers to differences in average full-time annualised salary/earnings at an organisational level; it is not equal pay

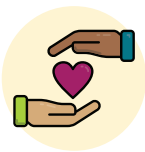


Definitions



Diversity is a fact. We are all diverse, and it is the combination of these aspects of our identities which makes us unique. It includes characteristics such as age, ethnicity, gender, intellectual and/or physical ability, cultural background, sexual orientation and gender identity. Diversity also refers to less visible aspects, such as education, socioeconomic background, faith, marital status, family responsibilities, thinking styles, experience and work styles.

We have targeted workforce strategies to overcome the historic, societal and systemic marginalisation which has prevented all people operating from a level playing field. We intentionally increase diverse workforce representation because we value difference and unique insight into the diverse needs of our students and school communities.



Inclusion is a choice. It includes everyday interpersonal actions to value, respect and empower others. Organisational inclusion refers to the culture, values, workplaces and behaviours that make a person feel valued, included, treated fairly, respected and able to participate fully in the workplace.



Belonging is a feeling. It describes a person's perception of acceptance within a given group, including a work environment. Belonging is achieved when an equitable structure is in place and functioning to make all people, no matter their differences, feel welcome and valued. Belonging also implies that employees can be their authentic selves and not have to change who they are to fit in.



Equity is the process of being fair to all people. Equity requires intentional action to meet the diverse needs of individuals and groups, which enables equal opportunities and outcomes.