

# Creating an inclusive work environment

Equity and Diversity Plan  
2023–2026



## Acknowledgment of Country

The Department of Regional Development, Manufacturing and Water respectfully acknowledges the Traditional Custodians of Country. We recognise the ongoing spiritual and cultural connection Aboriginal Peoples and Torres Strait Islander Peoples have with land, water, sea and sky. We pay our deep respects to their Elders past and present, support future leaders, and acknowledge First Nations Peoples' right to self-determination.

## Department of Regional Development, Manufacturing and Water

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### General acknowledgments

The Queensland Government would like to thank and acknowledge the Queenslanders who took part in the consultation process which was central to developing this document. We particularly thank the Manufacturing Ministerial Council Sub-Group for Women. Their expertise and advice helped strengthen the strategy. Women and men in the manufacturing industry were also specifically engaged and we thank those who participated.

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# Message from the Acting Director-General



‘A diverse mix of voices leads to better discussions, decisions, and outcomes for everyone.’

These words (from Google CEO Sundar Pichai) remind us that diversity is rewarding on many levels, for individuals, teams and organisations.

In fact, numerous studies show that diverse teams produce improved business outcomes, as ‘status quo’ thinking is challenged, boosting innovation, improving opportunities for professional growth, and enhancing decision-making.

As Acting Director-General, I am very pleased to present our departmental Equity and Diversity 2023–2026, and to work alongside our Gender Equity Champion (Deputy Director-General Bernadette Zerba) to ensure the delivery of this important initiative.

As a relatively young department, we continue to evolve and strengthen our foundations and frameworks, while at the same time delivering vital services to the Queensland community. A key part of this is ensuring our workforce reflects the communities we serve, and that our people feel comfortable bringing their whole selves to work and contributing their unique perspectives. Creating a safe, supportive and inclusive work environment will only enhance our ability to deliver our important work across the state.

I look forward to continuing to promote, support and progress equity and diversity in the department, and to ensuring an inclusivity focus is present in all that we do.

**Linda Dobe**

Acting Director-General

# Message from our Gender Equity Champion



DRDMW is committed to building a gender-diverse workforce and providing the support each staff member needs to contribute most effectively to delivering our Strategic Plan.

On the gender front, the department is performing well in terms of representation of women across the organisation, with half of all roles held by women. However, like many organisations and sectors, we still have some way to go in achieving greater gender diversity in roles traditionally performed by men, as well as those performed by women.

I firmly believe that diverse viewpoints across the department will position us better to generate innovative solutions to the challenges that confront our communities and our teams. Building a workforce that reflects the diversity found in our communities benefits our staff, our department and the people of Queensland.

## **Bernadette Zerba**

Deputy Director-General, Regional Economic Development  
DRDMW Gender Equity Champion

# Background

The Queensland Government is committed to achieving greater equity and diversity in its public sector workforce.

The government's vision for a public sector for all, where everyone feels safe, respected and included, is outlined in the [Queensland Public Sector Inclusion and Diversity Strategy 2021–2025](#). A number of sector-wide strategies and action plans are in place to support the delivery of this vision.

At the Department of Regional Development, Manufacturing and Water (DRDMW), it is our goal to ensure our workforce represents the community we serve. Under the [Human Rights Act 2019](#), the department has an obligation to act and make decisions in a way that is compatible with human rights and, when making a decision, to give proper consideration to human rights.

We are committed to raising awareness and taking action through delivery of our:

- ✓ Aboriginal and Torres Strait Islander Cultural Capability Action Plan 2021–2023
- ✓ White Ribbon Operational Plan 2021–2023
- ✓ Multicultural Action Plan 2022–2024
- ✓ Disability Service Plan 2021–2022
- ✓ Queensland Government Reconciliation Action Plan 2018–2022.

From 1 March 2023, Queensland's *Public Sector Act 2022* (PS Act) also introduces new obligations for chief executives to progress equity, diversity, respect and inclusion in their organisations. This includes the requirement to have an equity and diversity plan that establishes objectives, strategies and targets for the employment of people who are members of one or more diversity target groups and conduct annual equity and diversity audits.

DRDMW's Equity and Diversity Plan 2023–2026 outlines our aim to:

- › develop a diverse workforce
- › actively promote and progress equity and diversity
- › demonstrate equal conditions and equal access to employment, including in leadership roles
- › foster a respectful and inclusive workplace culture
- › create a workplace free from unlawful discrimination.



# Drivers for inclusion and diversity

This plan supports Objective 4 of the Department of Regional Development, Manufacturing and Water Strategic Plan 2023–2027: ‘Foster a professional, positive workforce and workplace through prioritising and supporting staff health, safety, wellbeing and diversity’.

The plan also supports the department in achieving our responsibilities under Section 28 of the *Public Sector Act 2022*: to improve equity and diversity within the department in relation to employment matters.

The plan also aligns with the following focus areas from the Queensland Public Sector Inclusion and Diversity Strategy 2021–2025:

1. **Leadership and accountability:** Inclusive, authentic and compassionate leaders with high levels of emotional intelligence are essential to addressing intractable challenges and inequities, by leading structural reforms and setting out strategies and targets.
2. **Human capital investment:** (Capability, Safety and Culture) It remains important for organisations to foster inclusion and diversity through purposeful policy and responsive strategy design, and implementation.
3. **System levers:** (Workforce Diversity, Collaboration and Reporting) In an environment of increasing complexity and interdependence it is more important than ever that we operate across boundaries. Developing system level strategies requires inviting multiple people to contribute and foster multiple perspectives to resolve complex issues and contribute to decision-making.

# Equity and diversity audits

Our performance in delivering this plan will be reviewed annually through an equity and diversity audit.

The department participated in the Pilot Equity and Diversity Audit in 2022, led by Queensland's Office of the Special Commissioner, Equity and Diversity (OSCED).

A second review of the department's draft audit report was completed during February and March 2023 using a new equity and diversity data set provided by the OSCED. This data set was based on Minimum Obligatory Human Resource Information (MOHRI) data for the September 2021 and 2022 quarters. The department's 2022 Working for Queensland Survey data was also considered.

The department's 2023 Equity and Diversity Audit Report was submitted to the OSCED and Public Sector Commission on 28 April 2023. The report provided baseline data and insights to identify actions to contribute to the development of the department's Equity and Diversity Plan.

Key strengths and opportunities identified in the report are outlined below.

## Where we are doing well

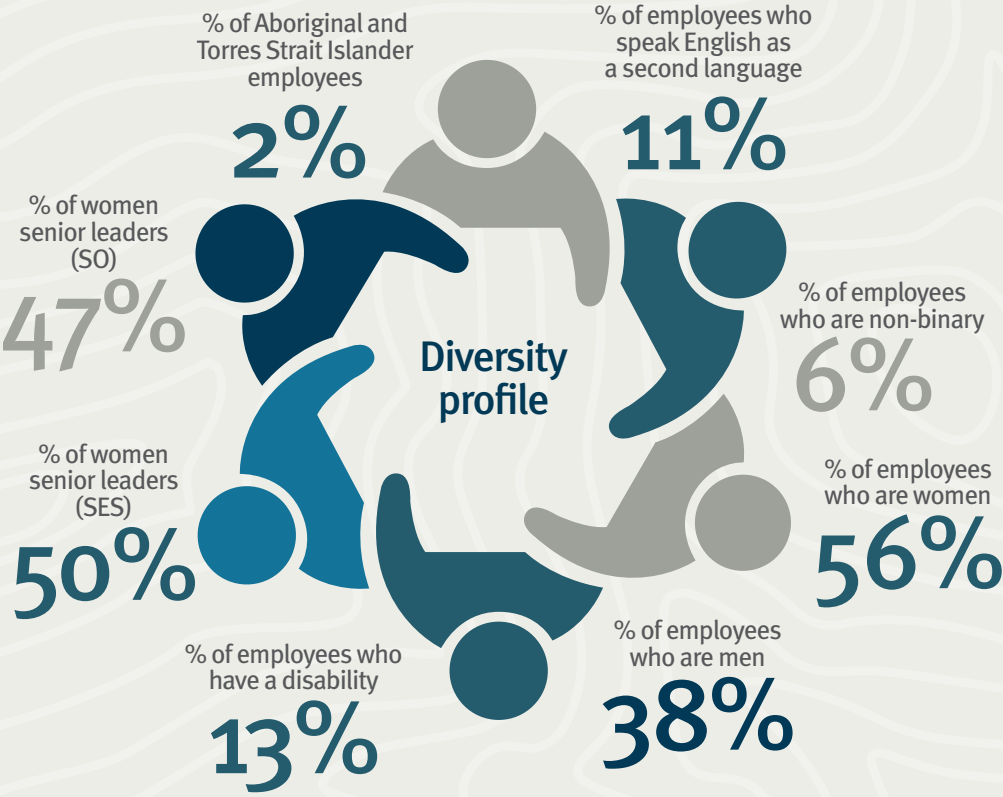
- ✔ Women represent half of our total workforce. The pay gap for Aboriginal and Torres Strait Islander and People living with a disability is continuing to trend down.
- ✔ Classification is not a barrier to accessing entitlements such as carers' leave.
- ✔ More women have obtained leadership roles and on average are nearing equal to men for number of people leaders.

## Where we can do better

- › Representation of people who identify as Aboriginal peoples and Torres Strait Islander peoples at all classification levels, particularly leadership levels.
- › Support women into executive leadership levels.
- › Support women with disability into senior and leadership levels.
- › Knowing who we are through improved census data.



# Our workforce profile as identified through our Working for Queensland survey demographic data



Source: 2022 Working for Queensland data (87% of staff responded to the survey. Percentages above are based on responses to survey EEO questions.)

# Our action plan

## Leadership

### What we want to achieve



Leaders at all levels role model and demonstrate behaviours that encourage a culture of equality, respect and belonging, healthy work-life balance, and wellbeing strategies



Greater workforce participation of diversity groups in leadership and executive roles



Gender pay parity for Senior Executive Service and Senior Officers



Improved gender parity on departmental boards

Action	Division/team responsible	Metrics to monitor progress and success	Linkages to other plans	Start/end date
Develop a leadership commitment statement acknowledging Aboriginal and Torres Strait Islander peoples	EDLT			
Review all AO8, Senior Officer and SES positions for targeted recruitment opportunities and accessibility prior to recruitment commencing	DLT			
Incorporate diversity target measures into senior executive performance agreements	DLT	Increased representation of diversity cohorts at AO8, SO and SES levels	CCAP RAP DSP QMAP	2023-2026



# Our action plan (Cont.)

## Human Capital Investment (Capability, Safety and Culture)

### What we want to achieve



Recruitment and selection processes are developed that value transferable skills and lived experience, and invite and accommodate diversity



Quality learning and education are available to foster inclusive cultures and embed behavioural change



Flexible work options and blended workplaces are embraced



Wellbeing and physical and mental health are actively prioritised

Action	Division/team responsible	Metrics to monitor progress and success	Linkages to other plans	Start/end date
<p>Review and redesign existing recruitment process, guidelines and templates to be more inclusive and to ensure they are accessible for all diversity groups</p> <p>Develop an Employee Value Proposition to showcase the department as an inclusive workplace and create a compelling reason to view the department as a potential employer</p> <p>Develop and implement recruitment and selection training package which focuses on equity and diversity considerations and inclusive selection methodologies</p> <p>Review external web presence to promote the department's approach to equity, diversity, inclusion and respect</p>	Human Resources	<p>Updated Recruitment and Selection process</p> <p>Recruitment and selection training available through iLearn</p> <p>Training participation rates</p> <p>% increase in applications from diversity groups</p>	<p>White Ribbon Operational Plan</p> <p>Workforce Strategy</p> <p>DSP</p> <p>CCAP</p> <p>RAP</p> <p>QMAP</p>	2024

<p>Implement a suite of capability initiatives to foster a safe and inclusive workplace culture including:</p> <ul style="list-style-type: none"> <li>› Cultural capability</li> <li>› Disability awareness</li> <li>› Unconscious bias</li> <li>› Anti-Racism and anti-discrimination strategies</li> <li>› Human Rights</li> <li>› Respectful relationships</li> <li>› Psychological safety and psychosocial risks</li> </ul>	Human Resources	Training participation rates	CCAP RAP DSP QMAP Mental Health Strategy	2023
<p>Promote gender equity awareness and demonstrate respect and understanding for diverse cultures by observing significant events, dates and campaigns:</p> <p><b>DFV</b></p> <ul style="list-style-type: none"> <li>› White Ribbon Day</li> <li>› Darkness to Daylight</li> <li>› Domestic and Family Violence Prevention month</li> </ul> <p><b>Women</b></p> <ul style="list-style-type: none"> <li>› International Women’s Day</li> </ul> <p><b>Aboriginal and Torres Strait Islander</b></p> <ul style="list-style-type: none"> <li>› Anniversary of the National Apology</li> <li>› National Close the Gap Day</li> <li>› National Reconciliation Week including National Sorry Day and Mabo Day</li> <li>› Anniversary of the 1967 Referendum</li> <li>› Coming of the Light</li> <li>› NAIDOC Week</li> <li>› International Day of the World’s Indigenous Peoples</li> <li>› Anniversary of the UN Declaration on the Rights of Indigenous People</li> </ul>	Human Resources  Media and Communications	Number of Activities undertaken  % staff participating	CCAP White Ribbon Operational Plan DSP Racism. It Stops With Me Implementation Plan QMAP RAP	Ongoing

<p><b>CALD</b></p> <ul style="list-style-type: none"> <li>› Multicultural Queensland Month</li> <li>› Harmony Week</li> <li>› Racism. It Stops With Me.</li> </ul> <p><b>Disability</b></p> <ul style="list-style-type: none"> <li>› Disability Action week (Qld)</li> </ul> <p><b>LGBTQIA+</b></p> <ul style="list-style-type: none"> <li>› IDAHOBIT</li> </ul>				
<p>Consider access for people with a disability when owned buildings and leased tenancies are being refurbished or a new lease is being entered into</p> <p>Engage Department of Energy and Public Works (DEPW) as consultants to undertake Building Act Compliance review (including mobility access) at the remaining 7 x DRDMW-owned properties with a view to assessing compliance</p>	<p>Accommodation and Asset Management</p>	<p>Completion of the Building Act Compliance Review</p>	<p>DSP</p>	<p>2024</p>
<p>Review all printed and online materials, including training content, to ensure materials are in formats that are accessible to people of all abilities</p> <p>Establish accessibility guidelines for creation of new training courses and procurement of external courses</p>	<p>Media and Communication Human Resources</p>	<p>All new key DRDMW information / materials are provided in accessible formats and comply with guidelines</p>	<p>DSP</p>	<p>2023–2024</p>
<p>Develop and implement a Flexible Work Policy and Guideline aligned with the Public Sector Commission FlexConnect framework to promote the benefits and principles of flexible work arrangements for all staff</p> <p>Deliver training and support materials to assist managers in navigating the complexities of managing flexible, hybrid teams</p>	<p>Human Resources</p>	<p>WfQ results regarding flexible work arrangements</p> <p>% flexible working arrangements in place</p>	<p>Workforce Strategy DSP</p>	<p>2023–2026</p>



# Our action plan (Cont.)

## System Levers (Workforce Diversity, Collaboration and Reporting)

### What we want to achieve



A workforce that reflects the diverse community we serve



Greater workforce participation of diversity groups across all levels of the business, including recruitment of identified First Nations positions



Organisational strategy, business planning and internal policy-making that build a shared sense of identity, values and goals to which every employee can contribute



Ways of working that bring employees together to promote a greater sense of belonging, understanding and appreciation



Diversity metrics that accurately reflect our workforce participation rates

Action	Division/team responsible	Metrics to monitor progress and success	Linkages to other plans	Start/end date
Develop a talent sourcing strategy focused on region/cultural/diversity specific requirements and considers establishment of identified and targeted positions and entry pathway opportunities	Human Resources DLT	% appointments from diversity groups % identified and targeted positions advertised	Workforce Strategy CCAP DSP QMAP RAP	2023–2026
Establish relationships with diversity employment providers to widen the reach of job listings beyond traditional recruitment channels	Human Resources	% applicants from diversity groups	CCAP DSP QMAP RAP	Ongoing

Partner with Job access to conduct a review of DRDMW policies and procedures to support career development of DRDMW employees with disability	Human Resources	JobAccess review complete	DSP	2023–2026
Continued participation in Career Pathways Program to progress career development for Aboriginal and Torres Strait Islander peoples  Explore options for dedicated Employee Assistance Program (EAP) support for Aboriginal and Torres Strait Islander employees	Human Resources	Participants engaged in Careers Pathways Program	CCAP RAP	2023–2024
Establish a DRDMW Aboriginal and Torres Strait Islander employee network	Human Resources	Meetings held	CCAP RAP	2023–2026
Continue to incorporate staff co-design and consultation opportunities for key departmental strategies, policies and business plans	DLT	Staff consultation undertaken		2023–2026
Develop a suite of HR metrics for executive leaders to support accountability for achievement of diversity targets across all business groups	Human Resources	HR Dashboard developed	CCAP DSP QMAP RAP Workforce Strategy	2023–2024
Implement a communication awareness program to promote the equity and diversity census and explore options to increase completion rate	Human Resources Media and Communications	% EEO data being completed		2023–2024

# Acronyms

CALD	cultural and linguistic diversity
CCAP	Cultural Capability Action Plan
CLLO	Cabinet Legislation and Liaison Officer
DFV	domestic and family violence
DLT	Departmental Leadership Team
DSP	Disability Service Plan
EAP	Employee Assistance Program
EDLT	Extended Departmental Leadership Team
EEO	equal employment opportunity
IDAHOBIT	International Day Against Homophobia, Biphobia, Interphobia and Transphobia
LGBTQIA+	lesbian, gay, bisexual, transgender, queer, intersex, asexual and others
MOHRI	Minimum Obligatory Human Resource Information
NAIDOC	National Aborigines and Islanders Day Observance Committee
OSCED	Office of the Special Commissioner, Equity and Diversity
PDA	performance and development agreement
PSC	Public Sector Commission
QMAP	Queensland Multicultural Action Plan
RAP	Reconciliation Action Plan
SES	Senior Executive Service
SO	senior officer
WfQ	Working for Queensland

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