

STRATEGIC WORKFORCE | ACTIONS AND MEASURES 2023-2025

The department's vision of being an employer of choice is maintaining a workforce of inclusive, diverse, passionate professionals who provide outstanding expertise in a workplace that champions their wellbeing.

The DTS Strategic Workforce Plan 2023-2026 details the themes and initiatives to achieve this vision.

This 2023-2025 Action Plan supports the Strategic Workforce Plan and:

- defines the goals, actions and measures to be achieved in the first 2 years
- consolidates people management related deliverables from the following internal and external documents (which are referenced throughout this plan):

DEPARTMENTAL

Disability Service Plan 2023-2026

Gender Equity Audit Report 2023

Multicultural Action Plan 2022-2024

Reframing the Relationship Plan 2023-2025

Work Health Safety and Wellness Strategic Plan 2023-2025

WHOLE-OF-GOVERNMENT

Public Sector Inclusion and Diversity Strategy 2021-2025

Queensland Reconciliation Action Plan 2023-2025

Queensland Path to Treaty Action Plan

Public Sector LGBTIQ+ Action Plan 2023-2025

Queensland Womens Strategy 2022-2027

Queensland Multicultural Policy – 'Our story, our future'

WORKPLACE CULTURE

A HIGH-PERFORMING CULTURE THAT IS PASSIONATE, INNOVATIVE, RESPECTFUL, INCLUSIVE AND SAFE



ACTIONS	MEASURES ACCOUNTABLE AREAS	2023-2024				2024-2025			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Have zero harm workplaces that are psychosocially and physically safe, and where wellbeing is valued.									
1. Provide and promote capability development opportunities for leaders and employees on the Psychosocial Code of Practice 2022, for example: <ul style="list-style-type: none"> – Mental Health Leadership Sessions – Psychosocial hazard education resources 	<u>CORPORATE SERVICES - HR</u>								
	a. Baseline established for number of capability development offerings and uptake of each from a cross-representation of employees at all levels and locations.	x	x						
	<u>DIVISIONS</u>								
	b. Year-on-year improvement in Working for Queensland (WFQ) survey results <i>[Refer: WFQ Keeping You Well - Q25c and Q25i]</i>		x				x		
	c. Decrease in accepted psychological claims and days lost due to a workplace injury from year to year.				x				x
2. Develop and embed resources to increase awareness of, and support psychologically safe workplaces by setting expectations, standards and principles for: <ul style="list-style-type: none"> – Acceptable workplace behaviour – Safe work design (workloads and work hours) – Flexible work – Leave management – Trauma informed practice and support resources [DTS Gender Equity Audit Report 2023 Section 7] [DTS Reframing the Relationship Plan 2023-2025 Objective 2] [DTS Work Health Safety and Wellbeing Plan 2023-2025] [Qld Inclusion and Diversity Strategy 2021-2025 Human capital investment] [Qld Path to Treaty Plan Workforce Capability Priority 2]	<u>CORPORATE SERVICES - HR</u>								
	a. Baseline established for number and variety of resources developed, promoted and made accessible to leaders and employees.				x				
	<u>DIVISIONS</u>								
	b. Positive change in employee opinion of the workplace culture and leadership modelling towards requesting and undertaking flexible work arrangements. <i>[Refer: WFQ Flexible Work – Q34j, 34m and 34o]</i>		x				x		
	c. Decreased leave liability balances (as evidence of recreational breaks) and reduced excess balances of accrued time and recreation leave when measured against the number of hours and employees each year.				x				x
3. Focus areas established and led by DTS Executive Leadership Champions advocating for positive change from a department-wide perspective: <ul style="list-style-type: none"> – Leadership (Andrew Hopper) – Ethics & Fairness (Sarah Vandersee) – Psychological Safety (Andrew Sly) – Health, Safety & Wellbeing (Lea Diffey) – Performance & Development (Chad Anderson) – Engagement & Culture (Chelsea Warr) [DTS Gender Equity Audit Report 2023 Section 3] [DTS Work Health Safety and Wellbeing Plan 2023-2025] [Qld Inclusion and Diversity Strategy 2021-2025 Leadership & accountability] [Qld Multicultural Action Plan 2022-2024 Action 6]	<u>CORPORATE SERVICES - HR</u>								
	a. Launch of DTS Diversity and Inclusion Policy, and Managing Disrespectful and Unacceptable Behaviour Policy and Procedures	x							
	<u>DTS EXECUTIVE LEADERSHIP GROUP</u>								
	b. Positive change year-on-year in the DTS WFQ annual survey results. <i>[Refer: WFQ Leadership - Executive Group Q23a to Q23e]</i>		x					x	
	c. Focus/working groups established, information and experiences shared and solutions implemented.		x	x	x	x	x	x	x
	<u>DIVISIONS</u>								
d. Divisional WFQ Action Plans developed and implemented.		x	x	x	x	x	x	x	
e. Increased proactive action and early intervention on employee-related matters at a local level by leaders (as reported by HR).				x				x	

ACTIONS	MEASURES ACCOUNTABLE AREAS	2023-2024				2024-2025			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
4. Engage consultancy services to conduct an audit of the DTS Work Health and Safety Management System.	<u>CORPORATE SERVICES - HR</u>								
	a. ELT support and funding secured.				x				
	b. Consultancy services engaged.					x			
	c. Audit report for the DTS WHS Management System delivered.							x	
5. Deliver and promote initiatives that support the sector-wide approach to the Prevention of Domestic and Family Violence including: <ul style="list-style-type: none"> - White Ribbon Day (November) - Darkness to Daylight (May) - Domestic and Family Violence Prevention Month (May) - Recognise Respond and Refer online training modules via iLearn [DTS Work Health Safety and Wellbeing Plan 2023-2025]	<u>CORPORATE SERVICES - HR</u>								
	a. White Ribbon Re-Accreditation achieved.	x							
	b. DTS represented at the Multi-Agency Implementation Group.	x	x	x	x	x	x	x	x
	c. Coordinate DTS promotion of sector-wide selected events and programs.		x		x		x		x
	<u>DIVISIONS</u>								
	d. Increased participation in sector-wide selected events and programs.				x				x
	e. 100% of employees completed Recognise, Respond and Refer online training modules via iLearn.				x				x
6. Establish the DTS Mental Health Support Officer Program. [Qld Inclusion and Diversity Strategy 2021-2025 Human capital investment]	<u>CORPORATE SERVICES - HR</u>								
	a. Suitably qualified external provider engaged to deliver mental health first aid training.	x							
	b. Mental health first aider training is delivered in DTS annually.		x		x		x		x
	c. Establish the DTS Mental Health Support Officer Program.		x						
	<u>DIVISIONS</u>								
d. Representatives from each Division are nominated, educated and accredited as Mental Health First Aiders.		x		x		x		x	
7. Review and refresh mechanisms to communicate, promote, provide and/or implement targeted health, safety and wellbeing initiatives, goals and strategies . [DTS Work Health Safety and Wellbeing Plan 2023-2025]	<u>CORPORATE SERVICES - HR</u>								
	a. Increased use of the department's hazard/ incident reporting system. [Refer: WFQ Keeping You Well – Q25d Agency Specific Questions - Q47e]		x				x		
	b. Workplace audit tools are developed and coaching provided to leaders to assist them to conduct audits of their workplaces.			x	x				
	<u>DIVISIONS</u>								
	c. Increased employee participation in health and wellbeing initiatives/ programs.		x	x	x	x	x	x	x
	d. Year-to-year positive increase in WFQ survey. [Refer: WFQ Keeping You Well - Q25k Agency Specific Questions - Q47g]						x		
	e. Comparable or better WorkCover costs, lost time injury and first return to work rates against Industry average rates.				x				x

ACTIONS	MEASURES ACCOUNTABLE AREAS	2023-2024				2024-2025				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Use evidence-based insights to build an intentional workplace culture centred on unified values, beliefs and behaviours.										
8. Formalise Executive Leadership Team support and advocacy for a dedicated workplace culture program. <small>[Qld Inclusion and Diversity Strategy 2021-2025 Leadership & accountability] [Qld LGBTQ+ Action Plan 2023-2025 Objective 1]</small>	<u>CORPORATE SERVICES - HR</u>									
	a. Business case approved by the Executive Leadership Team.						X			
9. Establish a Workplace Culture Advocacy Group to champion culture initiatives from a top-down and bottom-up approach. <small>[Qld Inclusion and Diversity Strategy 2021-2025 System levers]</small>	<u>CORPORATE SERVICES - HR</u>									
	b. Workplace Culture Advisory Group established.						X			
10. Engage consultancy services to develop and deliver an intentional workplace culture program.	<u>CORPORATE SERVICES - HR</u>									
	c. Workplace culture program delivered.							X		
	<u>DIVISIONS</u>									
	d. Improved workplace culture survey results. <small>[Refer: WFQ Leadership – Q23b and Q24b Engagement - Q35j]</small>									X
Be a risk smart organisation where risk is understood and employees are empowered to safely engage with it in everyday decision-making.										
11. Raise the capability, acceptance of responsibility by embedding risk management of physical and psychosocial hazards as a routine part of business including: – conducting annual workplace risk assessments and – applying mitigation actions for each workplace – developing fit-for-purpose practical resources to assist employees to evaluate and understand risk within their remit and decision-making level. <small>[DTS Work Health Safety and Wellbeing Plan 2023-2025]</small>	<u>CORPORATE SERVICES - HR</u>									
	a. Safety risk management framework developed and coaching provided to leaders to assist them to embed risk management as routine business in their workplaces.			X	X		X			
	b. Incident and hazard reporting framework refreshed.				X					
	c. Annual program of risk management audit and assessment developed (GPR).						X			
	d. WHS inspection Checklist & Risk Assessment Template developed and implemented.		X							
	e. Promote and recognise innovate/new safe work practices via the DTS Reward and Recognition Program.						X	X		
	f. Enhanced reporting developed on relevant metrics.						X			
	<u>DIVISIONS</u>									
	g. Comparable or better WorkCover costs, lost time injury and first return to work rates against Industry average rates.				X					X
	h. Physical and psychosocial hazards identified, recorded on each division’s risk register and actively monitored.			X	X		X	X	X	X
	i. Increase in the number of leaders conducting risk assessments			X	X		X	X	X	X
	j. Annual risk management audit undertaken						X			

<p>12. Educate leaders and employees on workplace health and safety risk management and its application for minimising and eliminating risks including:</p> <ul style="list-style-type: none"> – reporting all psychosocial and physical hazards, incidents and near miss events – understanding and performing their role in incident investigations – contributing to the development of corrective and preventative actions <p>[DTS Work Health Safety and Wellbeing Plan 2023-2025]</p>	CORPORATE SERVICES - HR								
	a.	Product, service and/or provider selected for education of leaders and employees.			X				
	b.	Training program rolled out.				X			
	DIVISIONS								
	c.	100% completion of mandatory training modules			X	X	X	X	X
	d.	An annual risk assessment is conducted for each workplace / venue / sporting facility				X			X
	e.	Increase in the number of hazards and near misses reported in the DTS Hazard Incident Reporting System			X			X	
f.	100% of incident investigations conducted within stipulated timeframes					X		X	

TALENT MANAGEMENT

ATTRACT AND RETAIN PEOPLE WITH THE RIGHT CAPABILITIES AND ATTRIBUTES FOR NOW AND THE FUTURE



ACTIONS	MEASURES ACCOUNTABLE AREAS	2023-2024				2024-2025				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Establish the department's reputation as a progressive recruiter and employer of choice.										
1. Conduct a project for staff to co-design the DTS Employee Value Proposition statement.	<u>CORPORATE SERVICES - HR</u>									
	a. Service provider engaged to facilitate Employee Value Proposition statement development.						X			
	b. Employee Value Proposition Statement embedded into recruitment and selection processes.								X	
2. Review and refresh our recruitment advertising practices and undertake process improvements to: <ul style="list-style-type: none"> – optimise candidate attraction and retention – modernise material for inclusiveness and accessibility – create a culturally safe and inclusive experience for candidates [DTS Disability Service Plan 2023-2026 Our People] [DTS Reframing the Relationship Plan Objective 4 & 6] [Qld Inclusion and Diversity Strategy 2021-2025 Human capital investment] [Qld Multicultural Action Plan 2022-2024 Action 2] [Qld Path to Treaty Action Plan Workforce Capability] [Qld Reconciliation Action Plan 2023-2025 Action 3.1]	<u>CORPORATE SERVICES - HR</u>									
	a. Documents, business processes and systems reviewed, updated and integrated.			X	X					
	<u>DIVISIONS</u>									
	b. 90% of selection processes resulting in an appointment				X				X	
	c. Baseline established for number of targeted recruitment processes undertaken per division				X				X	
	d. Baseline established for number of vacancies advertised through diversity platforms and networks.				X				X	
	<u>CORPORATE SERVICES - HR</u>									
3. Develop recruitment and selection documents for panel use which embed the principles and practicalities of the <i>Public Sector Act 2022</i> and uplift capability of panel members, hiring managers and delegates. <ul style="list-style-type: none"> – [DTS Disability Service Plan 2023-2026 Our People] [DTS Reframing the Relationship Plan Objective 6 & 7] [Qld Inclusion and Diversity Strategy 2021-2025 Human capital investment] [Qld Reconciliation Action Plan 2023-2025 Action 3.1]	a. Resources and practices developed and implemented to support recruitment strategy planning, process adaptation and targeted recruitment that actively progress equity, diversity, respect and inclusion.		X							
	b. Recruitment and selection training made available and promoted.			X						
	<u>DIVISIONS</u>									
	c. 4% of workforce to be people who identify as Aboriginal people and Torres Strait Islander people				X				X	
	d. 12% of workforce to be people who identify as living with a disability				X				X	
	e. Qualitative improvement in WFQ survey results year-to-year. [Refer: WFQ Fair and Equitable Treatment – Q27g, 27i, Q27h, Q27l, Q27m, Q27n, Q27o and Q27p]		X				X			
	f. Increased satisfaction of survey results for transparency and fairness of recruitment processes. [Refer: WFQ Fair and Equitable Treatment - Q27d and Q27e]		X				X			

ACTIONS	MEASURES ACCOUNTABLE AREAS	2023-2024				2024-2025			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Uplift workforce planning capability to address workforce risks, anticipate gaps and prepare for the future.									
4. Make workforce metrics available and increase manager’s capability to form evidence-based decisions on current and future workforce requirements. [DTS Gender Equity Audit Report 2023 Section 1]	<u>CORPORATE SERVICES - HR</u>								
	a. Make workforce metrics available to leaders.		X						
	b. Lift leaders’ capability to effectively use workforce metrics.				X				
5. Address the gender pay gap by focusing on workforce planning efforts and prioritising divisions with the highest gender pay gaps. [DTS Gender Equity Audit Report 2023 Sections 2 & 3]	<u>CORPORATE SERVICES - HR</u>								
	a. Identify divisions and work groups with the largest gender pay gaps.		X						
	b. Have evidence based conversations with relevant division leads about their gender pay gaps and strategies to reduce the gaps.			X					
	<u>DIVISIONS</u>								
	c. Implement strategies to reduce gender pay gaps.			X	X	X	X	X	X
6. Develop a framework, using workforce metrics to identify business areas and critical roles, for respectfully supporting employees who are transitioning from the workforce and into retirement and ensuring corporate knowledge is retained. [DTS Gender Equity Audit Report 2023 Section 11]	<u>CORPORATE SERVICES - HR</u>								
	a. Framework developed and integrated as a module of the in-house people-leaders capability development program – to upskill in the governance facets of the employee exit process.						X		
7. Implement mobilisation principles and agreements to enable new ways of working across divisions, sharing resources to support departmental and government priorities. [DTS Gender Equity Audit Report 2023 Section 5]	<u>CORPORATE SERVICES - HR</u>								
	a. Mobilisation principles developed in accordance with the PSC Directives and adapted to expand opportunities to meet individual, DTS and whole of government objectives.			X					
	b. Baseline established for number of mobilisations effected.	X	X	X	X	X	X	X	X
Examine the workforce mix across the department to reduce reliance on external expertise and reinvest in internal capability.									
8. Review and update our approach to how DTS is resourced and how resources are allocated: <ul style="list-style-type: none"> – identify and act on opportunities to assess engagement arrangements to maximise internal capability, employment security, optimal use of FTE and equity across worker groups. – include consideration of workforce metrics, internal mobilisation, succession planning and upskilling opportunities – seek approval for FTE to deliver the core business of DTS – ensure in all CBRC submissions appropriate FTE is requested, including for Corporate Services support [DTS Gender Equity Audit Report 2023 Sections 6 & 10]	<u>CORPORATE SERVICES - HR</u>								
	a. Refreshed and rebranded Savings and Debt Process completed and communicated.			X					
	b. HR Workforce Metrics reporting developed and communicated.				X				
	<u>DIVISIONS</u>								
	c. All CBRC submissions that request new funding also seek appropriate FTE to operationalise business requirements, and corresponding budget and FTE for Corporate Services support.			X	X	X	X	X	X
d. Increased satisfaction of survey results for transparency and fairness of recruitment processes. [Refer: WFQ Fair and Equitable Treatment - Q27d, Q27e and Q27g]						X			

Openly value contributions to a healthy workplace culture by acknowledging, celebrating and rewarding positive performance and behaviours.

<p>9. Design a departmental reward and recognition program that:</p> <ul style="list-style-type: none"> - is aligned to our values, beliefs and behaviours - recognises exceptional work performance and demonstration of culture values and behaviours - embeds recognition and celebration at the local, regional, divisional and departmental levels - enables peer nominations 	<u>CORPORATE SERVICES - HR</u>											
	a. Program designed and embedded.									X	X	
	<u>DIVISIONS</u>											
	b. Baseline established for number of nominations (manager and peer) submitted by Divisions.										X	X
	c. Greater satisfaction in survey results year-on-year. [Refer: WFQ Building Your Future - Q22f Engagement - Q35m and Q35n]							X				X

WORKPLACE TRANSFORMATION

HARNESS THE OPPORTUNITIES AND EXPERIENCES BROUGHT ABOUT BY PUBLIC SECTOR REFORM



ACTIONS	MEASURES ACCOUNTABLE AREAS	2023-2024				2024-2025				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Understand and capitalise on the change agenda brought about by our contemporary employment framework.										
1. Influence change by actively participating in the PSC and OIR consultation processes	<u>CORPORATE SERVICES - HR</u>									
	a. All Directives reviewed and returned to the PSC or OIR.	x	x	x	x	x	x			
2. Revise and refresh DTS policy document resources in response to employment law changes, and changes to employment instruments, so they are contemporary, accessible and useful.	<u>CORPORATE SERVICES - HR</u>									
	a. All employment law and instrument changes incorporated into the development and review of policy documents.	x	x	x	x	x	x	x		
	<u>DIVISIONS</u>									
b. Feedback provided during consultation on employment instrument changes and feedback provided on HR policy document development and reviews – as and when requested.	x	x	x	x	x	x	x	x		
3. Inform and educate leaders and employees via fit-for-purpose communication and education initiatives relevant to the impact level of each employment law and employment instrument change.	<u>CORPORATE SERVICES - HR</u>									
	a. Fit-for-purpose communication and education initiatives delivered for each employment law and employment instrument change.	x	x	x	x	x	x	x		
4. Communicate and educate leaders and employees on the public sector Flexible Work Framework (FLEX-CONNECT) to: <ul style="list-style-type: none"> – shift cultural attitudes towards flexible work – educate leaders about the new ‘team based’ approach – ensure employees feel comfortable requesting and undertaking flexible work arrangements <p>[DTS Disability Service Plan 2023-2026 Our People] [DTS Gender Equity Audit Report 2023 Section 7] [DTS Reframing the Relationship Plan Objective 7] [DTS Work Health Safety and Wellbeing Plan 2023-2025] [Qld Inclusion and Diversity Strategy 2021-2025 Human capital investment]</p>	<u>CORPORATE SERVICES - HR</u>									
	a. Flex-Connect resources promoted and made accessible to all staff.		x							
	b. Flexible Work and Managing Hybrid Teams module delivered as part of the in-house people-leaders capability development program.			x						
	<u>DIVISIONS</u>									
	c. Baseline established for number of leaders/managers who attend the flexible work module of the in-house people-leaders capability development program.			x						
d. Positive change in employee opinion of the workplace culture and leadership modelling towards requesting and undertaking flexible work arrangements. [Refer: WFQ Flexible Work – Q34j, 34m and 34o]							x			

ACTIONS	MEASURES ACCOUNTABLE AREAS	2023-2024				2024-2025				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Optimise our people management policy framework to positively influence experiences at work, promote high levels of leader-employee engagement and set standards for performance and behaviours.										
<p>5. Deliver an annual program of work for review and development of contemporary fit-for-purpose policy documents as part of the governance cycle including:</p> <ul style="list-style-type: none"> regular reporting to the Executive Leadership Team opportunities to inform and develop employees by increasing their knowledge and understanding of policy document content <p>[Qld Inclusion and Diversity Strategy 2021-2025 System levers]</p>	<u>CORPORATE SERVICES - HR</u>									
	a. HR Policy Document Framework introduced to the Executive Leadership Team with an accompanying quarterly reporting regime on work completed.	x	x	x	x	x	x	x	x	x
	b. Delivery on an annual program of work for the development and review of HR policy documents.				x					x
	c. Self-service online learning or formal training programs sourced or developed and implemented as part of the governance cycle for all new and reviewed policy documents.	x	x	x	x	x	x	x	x	x
Apply best practice change management to organisational change.										
<p>6. Develop a change management toolkit, tailored specifically to workforce management content, to support people managers.</p>	<u>CORPORATE SERVICES - HR</u>									
	a. Change management toolkit developed and promoted to people managers				x					
	<u>DIVISIONS</u>									
	b. Greater satisfaction year-on-year in survey results. <small>[Refer: WFQ Job Demands - Q26i and Q26j]</small>						x			
<p>7. Ensure all workplace change is well-planned, consultative and done in accordance with industrial relations requirements and, where applicable, achieves a smooth transition of any affected employees.</p>	<u>CORPORATE SERVICES - HR</u>									
	a. Workplace change process flow and industrial relations documents, tools and templates developed and made available.				x					
	<u>DIVISIONS</u>									
	b. Greater satisfaction year-on-year survey results. <small>[Refer: WFQ Leadership - Q23c and Q24c]</small>		x					x		
<p>8. Effective change management occurs for the transition of workgroups into or out of the department (e.g. transfer of the Gold Coast Performance Centre and transition of the Office of the Queensland Chief Entrepreneur) in the areas of:</p> <p>communication establishment management WH&S conditions and entitlements employment records employee relations (case management) continuity</p>	<u>CORPORATE SERVICES - HR</u>									
	a. Office of the Queensland Chief Entrepreneur successfully transitioned into DTS.		x							
	b. Gold Coast Performance Centre successfully transitioned into DTS.							x		

ACTIONS	MEASURES ACCOUNTABLE AREAS	2023-2024				2024-2025				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Position Human Resources as a valued business partner.										
9. Embed the HR Coordinator Network including agreed operating principles and meeting cycle.	<u>CORPORATE SERVICES - HR</u>									
	a. HR Coordinator Network established.	x								
10. Develop and deliver an in-house people-leaders capability development program.	<u>CORPORATE SERVICES - HR</u>									
	a. Program delivered in line with the Public Sector Reform agenda and this plan.			x	x	x	x	x	x	
	<u>DIVISIONS</u>									
	b. Baseline established for number of people-leaders who complete the program.			x	x	x	x	x	x	
11. Implement a human resource business partner model which proactively engages with all levels of our leadership cohort, builds on existing people management business acumen and positions Human Resources as trusted and valued advisors.	<u>CORPORATE SERVICES - HR</u>									
	a. Human Resource business partner model developed and implemented.		x	x						
	b. Process to evaluate the effectiveness of the model undertaken with customers and results used to implement business process refinements.						x			

DIVERSITY AND INCLUSION
A DIVERSE AND INCLUSIVE WORKFORCE



ACTIONS	MEASURES ACCOUNTABLE AREAS	2023-2024				2024-2025				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Design and implement a progressive diversity and inclusion framework which positively influences the way we work, the way we value and respect others and the way we do business.										
<p>1. Develop a roadmap of activities to improve corporate knowledge of diversity and inclusion including:</p> <ul style="list-style-type: none"> active promotion and celebration of diversity and inclusion awareness raising events provision of resources and/or training regarding: <ul style="list-style-type: none"> diversity, equity and inclusion unconscious bias, affinity bias and ableism language disability awareness and reasonable accommodation language services - capitalising on the skills, knowledge and lived experiences of existing bicultural and bilingual employees cultural capability including understanding Aboriginal people's and Torres Strait Islander people's cultures, histories and achievements DTS Leaders and managers modelling and promoting cultural capability, the concept of cultural load and how to minimise its impact. <p><small>[DTS Disability Service Plan 2023-2026 Our People] [DTS Reframing the Relationship Plan Objective 1, 2 & 4] [Qld Inclusion and Diversity Strategy 2021-2025 Leadership & accountability] [Qld LGBTIQ+ Action Plan 2023-2025 Objective 3] [Qld Multicultural Action Plan 2022-2024 Actions 2 & 5] [Qld Reconciliation Action Plan 2023-2025 Actions 2.1 & 2.4]</small></p>	CORPORATE SERVICES - HR									
	<p>a. Awareness raising activities and events included on DTS Events Calendar and promoted or celebrated at a state and local level including: Disability Action Week International Day of People with Disability Mental Health Week R U OK? Day Harmony Week Harmony Day Multicultural Queensland Month National Reconciliation Week NAIDOC Week National Close the Gap Day International Women's Day Queensland Working Women's Week</p>	x	x	x	x	x	x	x	x	x
	<p>b. Resources and training developed or sourced and made accessible to all staff.</p>	x	x	x	x	x	x	x	x	x
	DIVISIONS									
	<p>c. 100% of employees complete cultural capability, and diversity and inclusion training</p>				x					x
	<p>d. Leaders and managers embed cultural capability discussion / activities into team meeting agendas / ensure business units and team meetings regularly discuss cultural capability and cultural safety matters.</p>			x						
<p>2. Participate in the sector-wide Blue Card Services Reform Project (Phase 1 Screening Overcompliance) to assist in supporting and implementing strategies to increase positive outcomes for Aboriginal people and Torres Strait Islander people and communities.</p>	CORPORATE SERVICES – HR AND INTEGRITY SERVICES									
	<p>a. DTS response submitted to the Department of Justice and Attorney-General for inclusion in the sector-wide report to Parliament.</p>	x								
	<p>b. Policy documents regarding employment screening developed and Director-General approval of position group vetting requirements (including blue card checks) obtained.</p>		x							
	DIVISIONS									
<p>c. DTS Child Risk Management Strategy developed and supporting risk assessment plans and business processes relevant to the child-related services and activities of each Division implemented.</p>		x								

ACTIONS	MEASURES ACCOUNTABLE AREAS	2023-2024				2024-2025				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
3. Integrate accessibility, inclusion and reasonable accommodations into all people management activities. [DTS Disability Service Plan 2023-2026 Our People]	<u>CORPORATE SERVICES – HR</u>									
	a. Review HR services, resources and activities undertaken.			x						
	b. Outcomes of the review are used to introduce business process changes.					x				
	<u>DIVISIONS</u>									
	c. Business process changes to achieve accessibility and inclusion are embedded into practice.					x	x			
Achieve our diversity targets for each of the underrepresented groups, to better reflect the community and to increase the department’s position as an employer of choice.										
4. Undertake our annual Equity and Diversity Audit facilitated by the Office of the Special Commissioner, Equity and Diversity.	<u>CORPORATE SERVICES – HR</u>									
	a. DTS’ annual Equity and Diversity Audit and report are completed annually in accordance with Public Sector Commission requirements.			x					x	
5. Implement strategies to increase responses and overall completion of the EEO census data. [DTS Disability Service Plan 2023-2026 Our People] [Qld Multicultural Action Plan 2022-2024 Actions 2 & 4] [Qld Reconciliation Action Plan 2023-2025 Action 3.1]	<u>CORPORATE SERVICES – HR</u>									
	a. Campaign conducted that achieves an increased % of employees who have with completed their Equity and Diversity information in the EEO census			x					x	
	<u>DIVISIONS</u>									
	b. DTS leaders engage in the campaign and are accountable for increased census completion rates in their respective area			x					x	
6. Develop and implement a retention plan focused on underrepresented cohorts, including: <ul style="list-style-type: none"> – People with a disability – Aboriginal people and Torres Strait Islander people – Women in leadership roles [DTS Disability Service Plan 2023-2026 Our People] [DTS Gender Equity Audit Report 2023 Section 11] [Qld Inclusion and Diversity Strategy 2021-2025 Human capital investment]	<u>CORPORATE SERVICES – HR</u>									
	a. Revise exit interview resources			x	x					
	b. Interview employees from underrepresented cohorts to understand their experiences as an employee and consider other data sources e.g., WFQ results, to determine reasons why they may leave DTS or their progression plateaus.			x					x	
	c. Use information gathered to develop and implement a retention plan				x					
	<u>DIVISIONS</u>									
	d. Conduct exit interviews with all employees leaving their division and provide to HR				x	x	x	x	x	

ACTIONS	MEASURES ACCOUNTABLE AREAS	2023-2024				2024-2025				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<p>7. Develop targeted recruitment strategies and work collaboratively with partner organisations and/or networks to provide employment opportunities which:</p> <ul style="list-style-type: none"> - increase the representation of women in higher level positions (from A06 to SES) - increase the participation of Aboriginal people and Torres Strait Islander people in the PSC Career Pathways Service - maximise the benefits of increased diversity through work experience placements for people from culturally and linguistically diverse backgrounds and people with disabilities - assist DTS to meet the diversity targets of: <ul style="list-style-type: none"> o 12% of the workforce identifying as living with a disability by 2026 o 62.5% of women in leadership by 2026 o 4% of the workforce identifying as Aboriginal people and Torres Strait Islander people by 2026 o 12% of the workforce identifying culturally and linguistically diverse by 2026 <p>[DTS Disability Service Plan 2023-2026 Our People] [DTS Gender Equity Audit Report 2023] [DTS Reframing the Relationship Plan Objective 4 & 6] [Qld Inclusion and Diversity Strategy 2021-2025 Leadership & accountability] [Qld Multicultural Action Plan 2022-2024 Action 2]</p>	CORPORATE SERVICES – HR									
	a. Pilot a targeted recruitment strategy and use learnings to develop resources for the department, provide coaching and support for those who are new to targeted recruitment	x	x	x						
	b. Develop resources / recommendations for promoting vacancies to diverse cohorts.			x	x					
	c. Design a work experience program for people from culturally and linguistically diverse backgrounds and people with disabilities that incorporates: <ul style="list-style-type: none"> - investigating avenues to attract people from these backgrounds to undertake work experience - connecting people with placements - reviewing program outcomes and viability and promoting the successes 				x	x				
	DIVISIONS									
	d. Work with HR to identify roles suited to a targeted recruitment strategy.			x	x	x	x	x	x	x
	e. Identify opportunities for work experience and provide a positive experience and meaningful work for placements.				x	x	x	x	x	x
	f. Increase the number of DTS career pathways applications submitted year to year.									
	g. DTS leaders actively engage in the diversity and inclusion program of work and initiatives and are accountable for progressing and meeting the diversity targets		x	x	x	x	x	x	x	x
	Establish an employee-led Inclusion and Diversity Reference Group as an important and influential voice for under-represented groups in our workforce.									
<p>8. Develop the scope and purpose of the Inclusion and Diversity Reference Group and establish membership of employees with lived experiences from all target groups.</p> <p>[DTS Disability Service Plan 2023-2026 Our People] [Qld Inclusion and Diversity Strategy 2021-2025 Leadership & accountability] [Qld Multicultural Action Plan 2022-2024 Actions 2 & 6] [Qld Reconciliation Action Plan 2023-2025 Action 2.1]</p>	CORPORATE SERVICES – HR									
	a. Inclusion and Diversity Reference Group established, terms of reference approved by ELT, the purpose of the group is communicated and promoted.			x						
	DIVISIONS									
	b. Support employees' membership of the Inclusion and Diversity Reference Group and empower them to participate in the initiatives of the DTS Diversity and Inclusion Framework.			x	x	x	x	x	x	x
c. Refer policy matters to the reference group for their consideration and feedback			x	x	x	x	x	x	x	
<p>9. Link the Inclusion and Diversity Reference Group members to internal public sector networks and external memberships and registrations to provide them with support and assist them to tap into emerging initiatives and best practice resources.</p> <p>[Qld LGBTIQ+ Action Plan 2023-2025 Objective 2]</p>	CORPORATE SERVICES – HR									
	a. Reference Group members invited to participate in relevant Public Sector Networks (e.g. Community of Practice Groups)			x	x	x	x	x	x	
	b. Department memberships or registrations with recognised external governing bodies established (e.g. Diversity Council Australia) at the request of the Reference Group.			x	x	x	x	x	x	

CAPABILITY DEVELOPMENT

INVEST IN OUR PEOPLE FOR CULTURAL CAPABILITY, PERFORMANCE AND PRODUCTIVITY



ACTIONS	MEASURES ACCOUNTABLE AREAS	2023-2024				2024-2025				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Refresh our performance development approach to incorporate contemporary goals and measures which reflect the principles of positive performance management and support our workplace culture values, beliefs and behaviours.										
1. Develop positive performance management policy documents and education resources which: <ul style="list-style-type: none"> connect individual performance measures to strategic and operational objectives identify and align individual performance measures to the workplace culture values and behaviours build leader and manager capability for performance conversations [DTS Gender Equity Audit Report 2023 Section 10]	CORPORATE SERVICES – HR									
	a. Policy documents and education sessions developed, promoted and delivered.			x	x					
	DIVISIONS									
	b. 100% leaders and employees participate in the education opportunities.				x					
2. Revise and refresh our Performance Development Agreement to include workplace values and behaviours, mandatory training and cultural capability goals and measures. [DTS Reframing the Relationship Plan Objective 4] [Qld LGBTQ+ Action Plan 2023-2025 Objective 1] [Qld Path to Treaty Action Plan Workforce Capability]	CORPORATE SERVICES – HR									
	a. Performance Development Agreement revised to include mandatory training and cultural capability goals and measures for use in plans for 2024/2025.				x					
	b. Workplace behaviour training developed and made accessible to all staff.							x		
	c. Performance Development Agreement revised to include workplace values and behaviour goals and measures for use in plans for 2025/2026.									x
	DIVISIONS									
	d. 100% of employees have a Performance Development Agreement in place.				x					
	e. Increase in relevant measures in WFQ survey. [Refer: WFQ Building Your Future – Q22b, Q22c and Q22e]							x		
f. Mandatory training completion rates 100% for all courses.				x					x	
3. Review the mentoring pilot program and consider ongoing continuance of the program. [DTS Gender Equity Audit Report 2023 Section 10] [DTS Reframing the Relationship Plan Objective 4] [Qld Inclusion and Diversity Strategy 2021-2025 System levers]	CORPORATE SERVICES – HR									
	a. Satisfaction with the mentor/mentee relationship(s) over 80% as taken from the service provider survey platform.				x					
	b. Increase in participation uptake of the program.			x						

ACTIONS	MEASURES ACCOUNTABLE AREAS	2023-2024				2024-2025			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<p>Have an integrated performance development and capability uplift framework to advance our: People management and leadership expertise Cultural awareness and capability Digital literacy Risk literacy Organisational fairness</p>									
<p>4. Reflect leadership and management expectations and competencies in our performance development framework.</p> <p><small>[DTS Reframing the Relationship Plan Objective 4] [Qld Path to Treaty Action Plan Workforce Capability]</small></p>	<u>CORPORATE SERVICES – HR</u>								
	a.	Leadership and management competencies (including cultural capability competencies) developed and embedded into the performance development process for leadership roles.							
	<u>DIVISIONS</u>								
	b.	100% of leaders and managers have a Performance Development Agreements which includes expectations, competencies and goals to increase people management and leadership expertise.							
<p>5. Strengthen the capability of leaders, managers and supervisors in people management matters including:</p> <ul style="list-style-type: none"> – leading with integrity – leading through change and transformation – managing remote/hybrid teams – developing high-performing teams – managing underperformance and other complex and challenging staffing issues – cultural capability and awareness <p><small>[DTS Gender Equity Audit Report 2023 Section 10] [DTS Reframing the Relationship Plan Objective 4] [Qld Inclusion and Diversity Strategy 2021-2025 Human capital investment] [Qld Path to Treaty Action Plan Workforce Capability]</small></p>	<u>CORPORATE SERVICES – HR</u>								
	a.	Online learning modules developed and made accessible to all employees.							
	b.	Public sector development opportunities identified, leveraged and promoted.							
	c.	Face-to-face training developed and delivered by internal SMEs.							
	d.	Targeted leadership roles and/or emerging leaders identified and course completion attained.							
	<u>DIVISIONS</u>								
	e.	100% of leaders and managers to document and complete a minimum of 2 development opportunities relating to people management and cultural capability and awareness as part of their Performance Development Agreement.							
<p>6. Increase the digital literacy of all employees – upskilling in a system, software or platform per year of this plan.</p>	<u>CORPORATE SERVICES – HR</u>								
	a.	Engage subject-matter-experts (internal or external) to deliver a training regime to increase digital literacy in the focus area selected.							
	<u>DTS EXECUTIVE LEADERSHIP GROUP</u>								
	b.	Determine the priority system, software or platform ICT upskilling focus area for the department for year 1 and 2 of this plan. For year 1 (2023-24) the focus will be information management , including record keeping and document management.							
<u>DIVISIONS</u>									
c.	Training attendance and completion rates exceed 85%.								

ACTIONS	MEASURES ACCOUNTABLE AREAS	2023-2024				2024-2025				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<p>7. Increase understanding and prioritising of actions and behaviours which deliver organisational fairness including:</p> <ul style="list-style-type: none"> – effective and accountable decision-making – human rights impact assessments – cultural capability and awareness (whole-of-sector cultural capability training approach and portal) – prevention of sexual harassment, bullying, discrimination and racism. <p>[DTS Reframing the Relationship Plan Objective 4] [Qld Inclusion and Diversity Strategy 2021-2025 Human capital investment] [Qld LGBTQ+ Action Plan 2023-2025 Objective 6] [Qld Multicultural Action Plan 2022-2024 Action 6] [Qld Reconciliation Action Plan 2023-2025 Action 2.1] [Qld Path to Treaty Action Plan Workforce Capability]</p>	<u>CORPORATE SERVICES – HR, GPR, Integrity Services</u>									
	a. Policy and education resources defining behaviours, actions and decisions which prioritise organisational fairness made accessible to all staff.				x					x
	<u>DIVISIONS</u>									
	b. DTS leaders and managers engage with their employees via existing communication channels to discuss organisational fairness.				x	x	x	x	x	
	c. Records of training program delivery and attendance completion rates of more than 85%.				x					x
<p>8. Undertake a discovery project to understand women's experiences regarding fairness and equitable treatment, promotion and opportunities, performance management, well-being, and attitudes towards flexible working arrangements.</p> <p>[DTS Gender Equity Audit Report 2023 Section 10]</p>	<u>CORPORATE SERVICES – HR</u>									
	a. Execute the project and deliver of outcomes / recommendations to the Executive Leadership Team.			x						
	b. Use project learnings to develop or review business practices to improve women’s experience of fairness in the workplace.				x	x				