



Department of Agriculture and Fisheries

Equity, Diversity and Belonging Plan 2023–2026

DAF is a respectful and safe workplace, where we all belong, and our culture and diversity is embraced and celebrated.

DAF's commitment

The Department of Agriculture and Fisheries (DAF) Equity, Diversity and Belonging Plan reflects our commitment to creating a work environment that is inclusive, respectful, and equitable for all employees. It fosters a culture of diversity and inclusion that celebrates and values differences, and enables every employee to feel safe, supported, and empowered to achieve their full potential.

By embracing a diverse workforce, DAF recognises the benefits of diverse perspectives, skills, and experiences in driving innovation and excellence in service delivery.

This plan:

- outlines our focus and programs for addressing systemic barriers and promoting opportunities for all employees, irrespective of their background or characteristics
- sets out measurable objectives and actions to achieve our goals, demonstrating a clear commitment to continuous improvement in diversity, equity, and inclusion
- is a testament to our values and commitment to creating an inclusive and diverse workplace that upholds the principles of social justice and human rights.

People and Culture Committee statement

The People and Culture Committee presented its first Equity and Diversity Audit to the DAF Leadership Board in May 2023.

The Audit provided insights into the current state of equity and diversity within DAF, providing a foundation for informed decision-making and meaningful change. It also shed a light on important opportunities such as belonging, leadership and systems within DAF.

With these insights, we can chart a path forward that embraces diversity, eliminates barriers, and creates a workplace where individuals thrive and reach their full potential.

Key findings include:

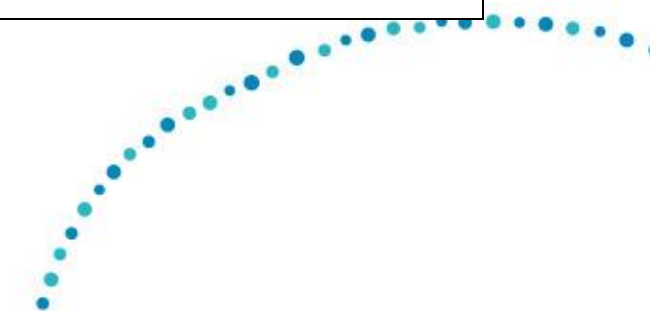
- All diversity target groups – except women in leadership – are underrepresented. However, the Working for Queensland (WfQ) 2022 survey provides more favourable results. See Measuring our progress section.
- There are a higher percentage of men in operational roles in regional and remote areas. Men are also more likely to be promoted into managerial levels of operations.
- Women are leaving DAF's workforce earlier than men.
- There is a high concentration of women engaged in corporate type roles such as communication, human resources, and finance. These corporate roles are typically located in Brisbane metropolitan areas and Southeast Queensland.

Our action plan

1. Belonging

Our goal is to foster a respectful culture that encourages employees to be their authentic selves, own their uniqueness, and share their perspectives without fear to increase the sense of belonging.

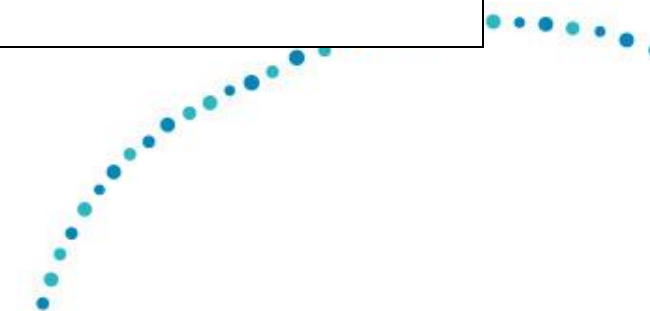
Focus	Strategy	Key programs/initiatives	Responsibility	Timeframe	Measure
Respectful, safe, and inclusive workplaces	Create respectful workplaces and diverse teams	Respectful workplaces program available to all employees: <ul style="list-style-type: none"> • MATE Bystander Program • Domestic and Family Violence Awareness Committee • Preventing sexual harassment in the workplace 	Lead: People and Culture	Ongoing	<ul style="list-style-type: none"> • Increase in the positive scores of safety and inclusion in the WfQ survey for target diversity groups • Equal Employment Opportunity (EEO) Census and WfQ data • Increase of employees who identify as: <ul style="list-style-type: none"> – First Nations – having a disability – gender diverse – Culturally and Linguistically Diverse (CALD)1 or CALD2 – LGBTIQ+
	Build cultural capability and safety	Employees supported to continue on their cultural capability journey, completing one development opportunity per year	Lead: People and Culture All business groups people leaders	July – Dec 2023	
		Promote and celebrate: <ul style="list-style-type: none"> • National Reconciliation Week • NAIDOC Week 		Annually	
		Promote cultural events and provide employees across Queensland, with time and space to participate in events			
Promote inclusive attitudes and behaviours towards those in the LGBTIQ+ community					
Employee centric diversity and inclusive workplace	Diversity and Inclusion Employee Working Group	Employees can share their voice and contribute to a more diverse and inclusive DAF	Lead: People and Culture	Quarterly	



2. Leadership

Our leaders are role models and play a crucial role inspiring employees and championing the values of fairness, respect, and safety.

Focus	Strategy	Key programs/initiatives	Responsibility	Timeframe	Measure
Diverse and high performing teams	Build diverse and inclusive teams	Inclusive leadership programs: <ul style="list-style-type: none"> • Induction program • Cultural safety awareness • Succession management • Thrive@DAF (online positive performance management) 	Lead: People and Culture	Ongoing	Increase of employees who identify as: <ul style="list-style-type: none"> • First Nations • having disability • gender diverse • CALD1 or CALD2 • LGBTIQ+
		Self-directed awareness raising program for diverse and inclusive days of celebration	All business groups people leaders	Ongoing	WfQ survey inclusion and diversity questions and experiences of diverse employees
Succession management includes focus on diverse teams	Increase awareness of recruitment and selection principles in line with the <i>Public Sector Act 2022</i> and Recruitment and Selection Directive	Programs for hiring managers, including: <ul style="list-style-type: none"> • awareness of new recruitment principles • contemporary recruitment processes • conscious inclusion/bias awareness training 	Lead: People and Culture All business groups people leaders and hiring managers	Ongoing	Increase of employees who identify as: <ul style="list-style-type: none"> • First Nations • having disability • gender diverse • CALD1 or CALD2 • LGBTIQ+
	Build diverse applicant pools and providing candidate care	Promote best practice recruitment, including: <ul style="list-style-type: none"> • candidate care • diverse interview panels 	All business groups people leaders and hiring managers	Ongoing	
Workplace that is accessible for all employees	Support reasonable adjustment and flexible work arrangements	Promote disability awareness programs: <ul style="list-style-type: none"> • engage with peak bodies • support in-person training 	All business groups people leaders	Ongoing	Positive perceptions of employees with disability as per WfQ survey data



3. Systems

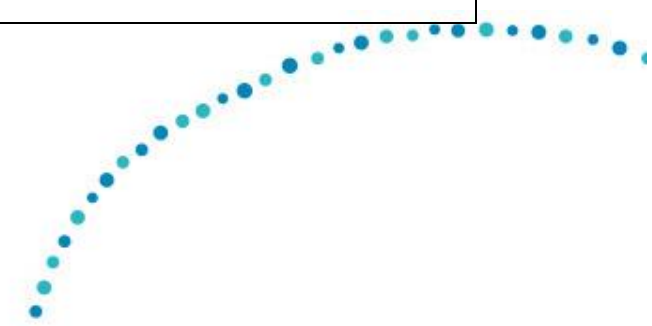
Our processes and systems will create opportunities for meaningful and inclusive ways to encourage workers to connect and be proud of our work.

Focus	Strategy	Key programs/initiatives	Responsibility	Timeframe	Measure
Safe and respectful policies and procedures	Increase employees voice in human resources (HR) processes and systems	Promote and value diverse feedback: <ul style="list-style-type: none"> • new, update or review HR policies and processes • HR systems 	Lead: People and Culture	Ongoing	WfQ survey inclusion and diversity questions and experiences of diverse employees
	Increase employees voice in workplace health and safety (WHS) processes and systems	Promote awareness of: <ul style="list-style-type: none"> • workplace safety • mental health • psychosocial risks 	Lead: People and Culture All business areas managers and leaders	Ongoing	
		Promote culturally appropriate employee support programs			
Response rate of the EEO Census to understand the diversity of the workforce	Improve the validity of workforce data through increased response rate	Promote and respectfully demonstrate reason for collecting EEO information	Lead: People and Culture All business areas managers and leaders	Ongoing	Increase percentage of employees who complete the EEO Census and WfQ survey
		Promote employees to identify in WfQ survey as LGBTIQ+ by promoting definitions and encouraging employees to update their data			
		Provide context of completing EEO data during onboarding			
Engagement and retention of employees in diverse groups	Improve retention of employees in diversity groups	Understand employee motivations behind separations and how this intersects with a respectful, safe, and inclusive workplace	Lead: People and Culture	From July 2023	Increase percentage of employee who complete DAF exit survey feedback



3. Systems continued

Focus	Strategy	Key programs/initiatives	Responsibility	Timeframe	Measure
Representation of Aboriginal and Torres Strait Islander Peoples across all Divisions and classification levels	Reconciliation Action Plan Cultural Capability Action Plan	Review cultural capability programs, including role and place-based options	Lead: People and Culture	Ongoing	<ul style="list-style-type: none"> • Increase percentage of Aboriginal and Torres Strait Islander employees by business area and by classification level • Increase percentage of employee who complete DAF exit survey feedback
		Promote participation in the cultural capability workshop	All business groups people leaders	Ongoing	
		Investigate blockers that prevent these employees from: <ul style="list-style-type: none"> • progressing into higher classification levels • completing the EEO Census • preventing representation of these employees across all classifications levels 		July 2023	
		Incorporate business area targets into Deputy Director-General Executive Performance and Development Agreements			
		Develop an Aboriginal and Torres Strait Island Peoples traineeship program		From July 2024	
Representation of people with disability across all business areas and classification levels	Disability Services Plan	Investigate blockers that prevent these employees from: <ul style="list-style-type: none"> • progressing into higher classification levels • completing the EEO Census 	Lead: People and Culture	Ongoing	<ul style="list-style-type: none"> • Minimum obligatory human resource information (MOHRI) data better aligned to WfQ survey data • Increase employees engaged across all classifications
		Promote diversity programs: <ul style="list-style-type: none"> • Diverse ability recruitment guideline • partnering with peak bodies e.g. Not-for-profit and private organisations 	Lead: People and Culture All business groups hiring managers	Ongoing	



3. Systems continued

Focus	Strategy	Key programs/initiatives	Responsibility	Timeframe	Measure
Representation of people who were born overseas or who speak a language other than English at home	Workforce planning and succession planning	Investigate blockers that prevent these employees from: <ul style="list-style-type: none"> • progressing into higher classification levels • completing the EEO Census 	All business groups people leaders	From July 2023	<ul style="list-style-type: none"> • MOHRI data better aligned to WfQ data • Increase employees engaged across all classification levels
Improve attraction and retention of women in under-represented areas	Workforce planning and career development	Develop programs to mitigate barriers for women that are under-represented	Lead: People and Culture	From July 2023	<ul style="list-style-type: none"> • Women engaged across all classification levels and occupational groups
Representation of women across all SES levels	Leading at DAF	Investigate blockers that prevent these employees from progressing into higher classification levels	Lead: People and Culture All business groups people leaders	Ongoing	<ul style="list-style-type: none"> • Improved gender pay gap by division
Retention of women to improve gender diversity among those aged 45 and over	Workforce planning	Investigate blockers that prevent these employees from progressing into higher classification levels	Lead: People and Culture All business groups people leaders	From July 2023	Improved WfQ survey and EEO Census data



Measuring our progress

Metric	We are now – 2023		MOHRI goal		
	MOHRI	WfQ	2024	2025	2026
Diversity data					
EEO census completion rate (MOHRI) – provides insights into DAF workforce including classification, location, and retention	62%	NA	67%	72%	77%
Aboriginal and Torres Strait Islander MOHRI	0.8%	1%	1.5%	2%	3%
People with disability MOHRI	3.52%	13%	6%	8%	12%
CALD MOHRI	8.5%	12%	10%	12%	12%
Women in leadership (Public Sector Commission definition of senior officers and senior executive services)	50.5%	NA	50%	50%	50%
Women in leadership – AO8 and equivalent classification level	43.3%	NA	46%	48%	50%
Working for Queensland survey results					
Sense of belonging – percentage of respondents, if indicating they are leaving DAF, that their reason is ‘they do not have a sense of belonging to my workgroup or agency’	NA	8%	6%	4%	2%
Have you experienced a form of discrimination in the workplace in the last 12 months?					
Have you experienced racism in the workplace in the last 12 months?	NA	6%	NA	NA	NA
Have you experienced sexism in the workplace in the last 12 months?	NA	6%	NA	NA	NA
Have you experienced homophobia in the workplace in the last 12 months?	NA	1%	NA	NA	NA
Have you experienced discrimination because of my disability?	NA	2%	NA	NA	NA

Measuring our progress

Metric	We are now – 2023		MOHRI Goal		
	MOHRI	WfQ	2024	2025	2026
External lead bodies					
Diversity Council of Australia benchmarking results	NA	NA	Member		
Workplace Gender Equality Agency (WGEA)	NA	NA	Member	Formal WGEA accreditation	Formal WGEA accreditation

