

Diversity, Equity, Inclusion, and Belonging (DEIB) are integral to the long-term success of your organisation. DEIB are separate concepts that together work to improve morale, drive productivity, and boost overall engagement. DEIB efforts require the involvement of everyone in an organisation.

Integrating DEIB goals and considerations into your organisational human resources (HR) lifecycle will ensure this aspect of your organisation's growth is kept at the forefront of strategy, resourcing and accountability. The HR lifecycle is a series of actions an organisation can undertake which combines broad strategy with refined individual-focused steps, including:

- the development and implementation of a business strategy and HR strategy
- the employee journey from recruitment, onboarding, training and development, retention, all the way until an employee's exit.

This DEIB checklist provides a short snapshot on the types of policies and practices that your organisation can implement across all stages of the HR lifecycle to support inclusion. There are questions throughout to prompt you to think about how certain activities are currently done in your organisation, and whether you can adapt them to make them more inclusive. This checklist is designed to be a starting point to help you identify gaps and areas for improvement that can inform future action for your organisation's DEIB strategy.

Recruitment & Selection

The recruitment process is an individual's first experience of your workplace. Job ads that are easy to understand and interview processes that give all applicants the opportunity to showcase their best selves will provide the opportunity for you to see some diverse and valuable candidates.

- Screen advertisement and position description for inclusive language
- Selection criteria is clear and minimal. Five or less is ideal.
- Diversity, Equity, Inclusion and Belonging (DEIB) statement included in the advertisement
- Invest in professional development for those who regularly lead interview panels in the organisation
- Create a standard interview outline that uses a technique such as behaviour interviewing. Behavioural interview questions gives candidates the opportunities to use their past performance and experiences to showcase their suitability for the role.
- Offer reasonable adjustments during the process – don't wait to be asked. When offering an interview you could ask "Is there anything you need from us to assist you in the interview process?"

Additional resources:

- For more information on applying inclusive practices to your recruitment process - [Interview guide and alternative forms of candidates assessment](#)
- Template: [Human Resource, Recruitment and Screening Policy and Procedure](#)

Meetings

Staff and team meetings are a common occurrence in workplaces. It's important that those leading meetings are equipped to facilitate meetings that promote inclusion.

- Is the purpose of the meeting clear? Do attendees understand why they are there and when the opportunity is for input?
- Do meeting attendees receive relevant materials with adequate time to read them before the meeting? Consider varied literacy levels and challenges.
- Are conversations respectful? Are meeting facilitators confident in addressing issues that arise?
- How are decisions made? Are there adequate avenues for feedback and difference perspectives to be heard?
- Are there Diversity, Equity, Inclusion and Belonging (DEIB) standing agenda items in leadership and governance meetings?

Learning & Development

Investing in learning and development opportunities for your staff will equip them with the knowledge and skills to better support service users. It's also important to provide employees with training on organisational policies and procedures during their induction. This will ensure that all employees are on the 'same page' when it comes to working together in a respectful way.

- Have all managers done inclusive leadership training?
- Does learning and development occur during working hours?
- Have all staff completed active bystander training? For more information visit [Respect@Work](#)
- Is training on organisation values, DEIB, Harassment & Discrimination (H&D) and Work Health and Safety (WHS) included in every induction? And are these regularly revisited so that all staff can refresh their understanding and skills?
- Does supervision include assessing if individuals may require specific training or support?

Additional resources:

- Template: [Staff Induction, Training, Supervision and Support Policy and Procedure](#)
- Template: [Induction Checklist](#)



Performance Management

Offering role clarity, support and adequate reward and recognition are obligations of all employers. Performance management processes are one way of preventing psychosocial hazards, and getting the best from your team. Assessing performance can be an intimidating thought and process for individuals, so ensure the process is clear and communicated as an opportunity for support, growth and celebration.

- Are all supervisors effectively providing annual review opportunities? Has this process been reviewed to ensure it caters to individual needs and includes reasonable adjustments?
- Does the annual review process ask employees to conduct a self-review first? It is important for employees to have the opportunity to identify what their strength and areas for improvement are.
- Are office tasks such as kitchen duties shared across the team?
- Are there equitable opportunities for career development and promotions into leadership positions? This may include study support or external mentorship.
- Do workloads reflect the full time, part time or casual hours an employee works?

Additional resources:

- Template: [Individual performance plan and review template](#)

Leave

Leave provisions are one way an organisation can respond to the needs of their employees and show that they understand what employees value. While leave does have financial and capacity implications for a workplace, these must be considered alongside employee engagement and wellbeing.

- Is there flexibility in the way public holidays can be taken? This can allow employees to substitute public holidays that don't align with their beliefs, or provides the opportunity to celebrate culturally significant events.
- Are flexible working arrangements available to all employees wherever it is reasonably practical?
- Has the organisation considered leave options that offer leave beyond the [National Employment Standards](#)? This may include cultural leave, foster and kinship leave, and others.
- Can all parents access parental leave equally?

Additional resources:

- [A guide to inclusive and flexible work arrangements](#)
- Template: [Hybrid and flexible work policy template](#)
- Template: [Hybrid and flexible work request form template](#)

Policies

Organisational policies are crucial to supporting employee wellbeing and safety. Policies provide a common understanding across all staff about what is expected and how to address a variety of scenarios. Policies must be regularly reviewed and these review processes should invite feedback from all stakeholders. Policies should be available in formats that are accessible to all staff.

- Sexual harassment and sex discrimination policy
- Bullying, harassment & discrimination policy
- Grievance procedure (Template: [Employee Grievances, Warnings and Exit Policy and Procedure](#))
- Work health & safety policy (Template: [Workplace Health and Safety Policy and Procedure](#))
- DEIB policy (Template: [Diversity and Inclusion Policy](#))
- Family & domestic violence policy
- Leave policy
- Privacy and confidentiality. This policy must include how information related to any records kept about employee health and wellbeing, experiences of domestic and family violence, and other personal information is collected, shared and retained.

Additional resources:

- [Workplace privacy best practice guide](#) – Fair Work Ombudsman

Support

One of the strengths of the community services sector lies in the dynamic nature of our organisations. Our workforce is a rich blend of professionals, individuals with lived experiences, and those with diverse educational backgrounds. It's important that organisations have mechanisms in place to ensure an inclusive workplace that supports all employees.

- There is an Employee Assistance Program (EAP) available for all staff
- There are several avenues for staff to raise issues or complaints
- Supervisors and those in leadership positions are adequately trained in supervision practices. This may include trauma informed supervision and proactive leadership strategies which address team challenges.
- DEIB and harassment and discrimination resources are easily accessible by all team members
- The workplace is mindful of [cultural load](#) and proactively prevents this
- Breastfeeding / expressing can be provided

Additional resources:

- Australian Public Service Commission article on [Cultural Load](#)



Governance and Leadership

Those in governance and leadership are ultimately responsible for the direction of an organisation, including its culture and performance. Having key performance indicators (KPI's) against DEIB goals keeps those in control of the organisation accountable, and ensures these efforts are included in strategic planning and are adequately resourced.

- Executive Leadership Team DEIB KPI's, e.g. Increase representation of Aboriginal and/or Torres Strait Islander managers in the organisation by 20% in the next three years.
- There is a regular reporting mechanism to those governing and leading the organisation to communicate how the organisation is tracking against agreed DEIB KPI's
- The organisation has public DEIB Commitments, e.g. Reconciliation Action Plan (RAP), Accessibility Action Plan, White Ribbon accreditation etc
- Support for Employee Resource Groups (ERG). ERG's are voluntary groups made up of employees who share a common interest, experience or identity. These groups can be helpful in fostering belonging and can contribute to a culture of inclusivity. An example of an ERG could include employees with disability, LGBTQI+ employees, working parents or an environmental group. ERG's can be helpful in advancing some DEIB KPI's.
- Awareness of compliance obligations
- Executive Leadership Team model safe, respectful, inclusive language and behaviour
- Regular employee engagement surveys

Additional resources:

- Template: [Compliance Register](#)

Workplace Health and Safety (WHS)

Workplace health and safety (WHS) involves managing risks to the health and safety of everyone in your workplace, including your employees and service users. Creating a safe work environment is a legal requirement, and it's important that WHS processes promote inclusion.

- WHS risk assessment matrix completed annually for physical & psychosocial hazards
- Uniforms and protective equipment suitable for diverse bodies and abilities
- Inclusive workplace facilities, such as bathrooms

Additional resources:

- Template: [Risk Management Plan](#)
- Template: [Risk Management Policy and Procedure](#)



Employee exits

The employee exit stage is an integral part of the HR lifecycle. When an employee leaves an organisation, it's important to have a well-structured employee exit or offboarding process in place, as this can leave employees with a positive last impression about their time at the organisation.

- Employees are given the opportunity for an exit interview when they leave the organisation. This can provide valuable feedback for an organisation to use in refining policies, processes and overall employee experiences.
- Workforce turnover is regularly reviewed to spot patterns in teams, roles or diversity dimensions

Additional resources:

- [HR Metrics and Measures List](#)

This checklist is designed to get your organisations started but is not an exhaustive list of all the ways a workplace can support diversity, equity, inclusion and belonging. Organisations who regularly assess employee engagement and use a variety of methods to understand the experience of their employees in the workplace will continuously find ways to improve their efforts. The important thing is to keep these strategies moving, and checking regularly to see what is and isn't working.

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