

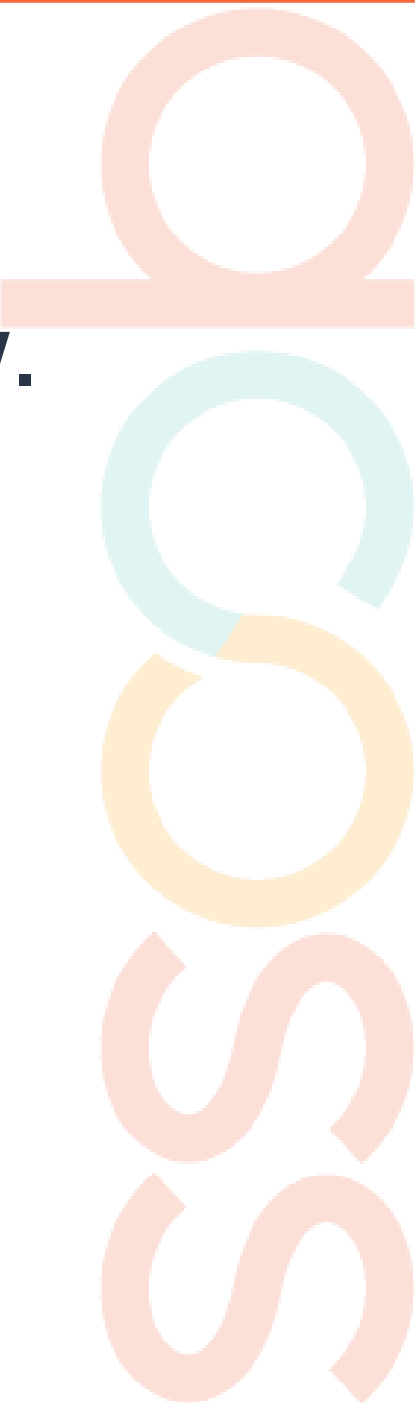
How Diversity and Inclusion Strategies Come to Life



QCOSs acknowledges Aboriginal and Torres Strait Islander people as the original inhabitants of Australia and recognises these unique cultures as part of the cultural heritage of all Australians. We pay respect to the Elders of this land; past and present.

Session outline

- QLD community services sector overview.
- What is DEIB?
- DEIB Audit.
- What makes DEIB strategies successful?



Community services sector overview and diversity footprint



Qld Community Services Sector Overview

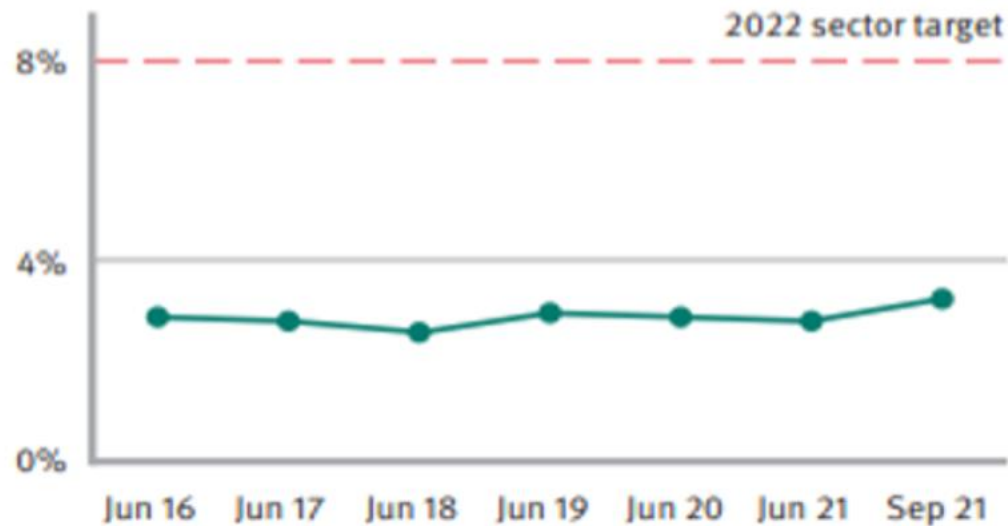
- Projected to contribute \$6.3 billion in 2025.
- Largest employing industry in QLD (14% of QLD workforce - 45,000 jobs).
- High growth industry - nearly 0.5m employed by 2024-25 - growth rate of 20%.
- In 2014 - 641 registered businesses, 118 charities and 469 operating interstate. Numbers likely to have doubled with introduction of NDIS.
- 230,000 volunteers providing 30 million hours of unpaid work = \$900+ million.

Demographics	Community Services	National Average
Female workforce	83%	48%
Part-time workers	49%	31%
Overseas trained	1 in 8	1 in 10
Post school qualifications	67%	63%

Community Services Sector Diversity Footprint

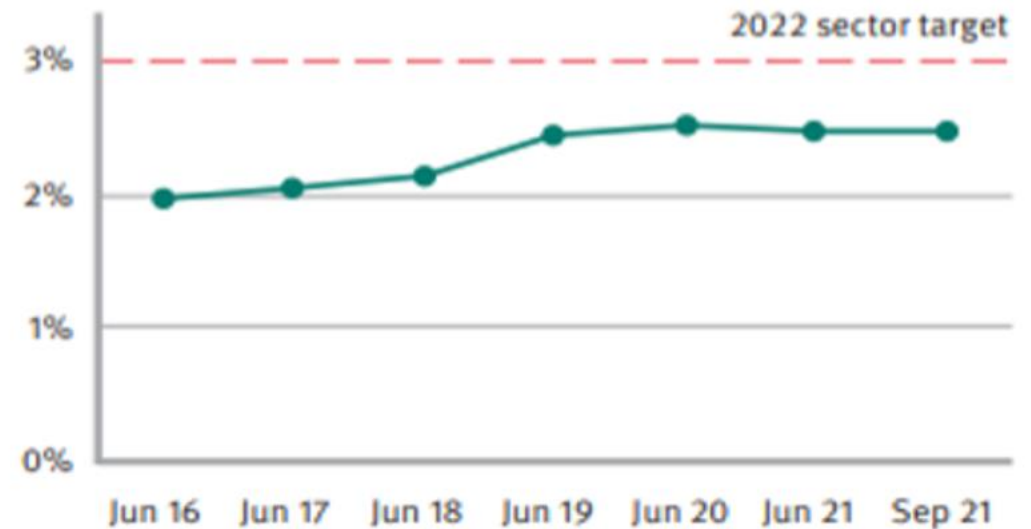
People with disability

People with disability	As a % of sector workforce	2022 sector target
9324	3.25%	8%



Aboriginal and Torres Strait Islander peoples

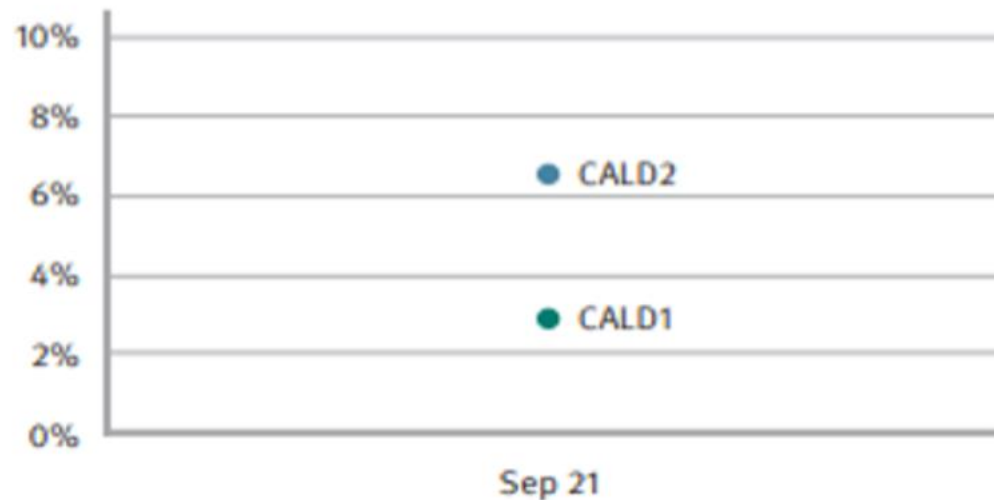
Aboriginal and Torres Strait Islander peoples	As a % of sector workforce	2022 sector target
7067	2.47%	3%



Community Services Sector Diversity Footprint

People from culturally and linguistically diverse backgrounds

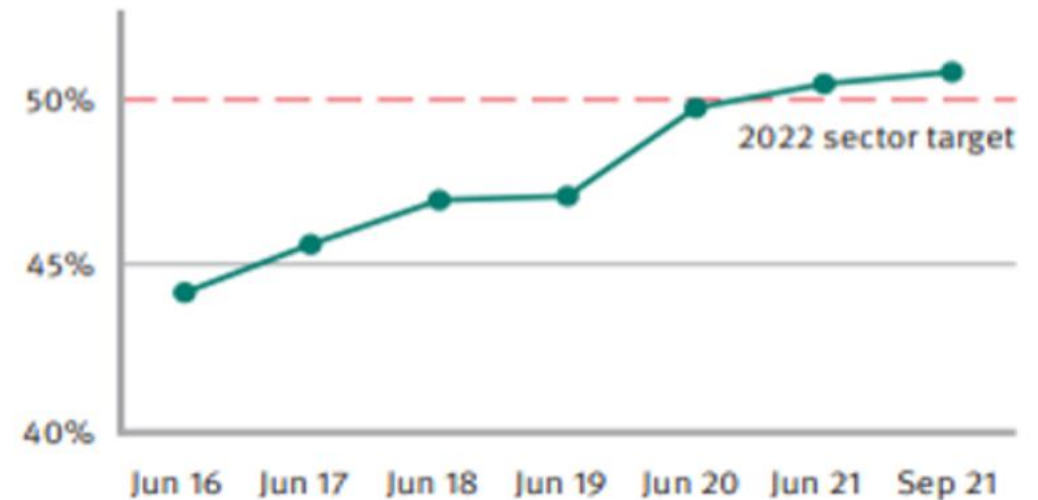
CALD1		CALD2	
Born overseas	As a % of sector workforce	Speak a language at home other than English	As a % of sector workforce
7910	2.76%	18,496	6.45%



Women in leadership

Senior Officer, Senior Executive and Chief Executive in classified roles

Women in leadership	As a % of leadership cohort	2022 sector target
1523	50.87%	50%



HR & DEIB Issues in Community Services Sector

- Inadequate funding / funding uncertainty contribute to job insecurity and limit career pathways.
- Customer base and workforce often over-represented by minority groups.
- Difficulty recruiting and retaining staff.
- Management of vicarious trauma (large workforce with lived experience).
- Higher part-time and casual workforce - high underemployment.
- Low pay rates, due to gender-based under-valuation as well as a migrant workforce.
- Decision makers don't reflect team members who don't reflect their clients.
- Government is program designer based on the government priorities, not community ones.

HR & DEIB Issues in Community Services Sector

Community service organisations (NSW) with DEIB policies:

- 51% - Aboriginal & Torres Strait Islander peoples.
 - 43% - CALD.
 - 33% - Disability.
-

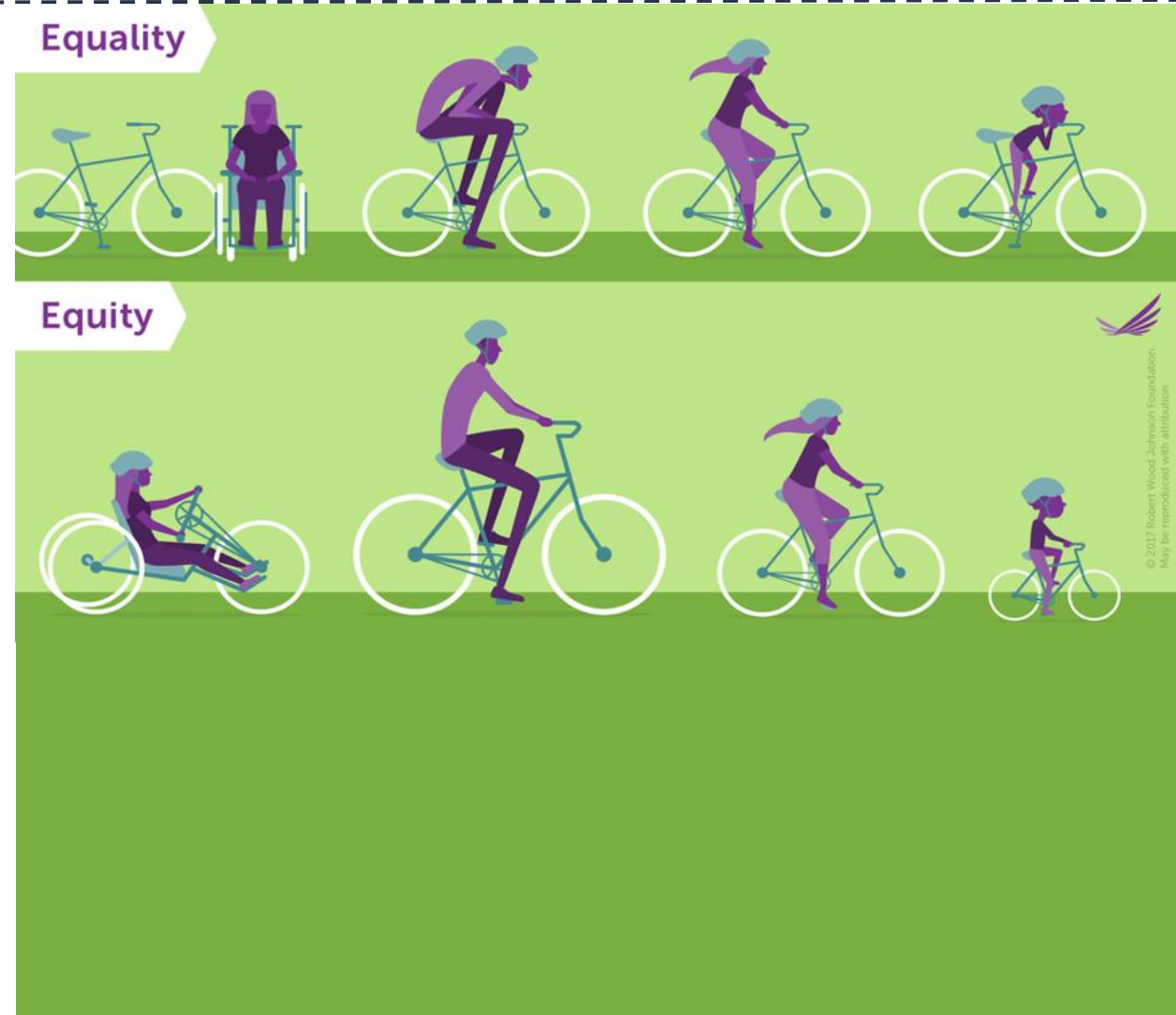
Workplace diversity is among the most important predictors of positive business outcomes, including employee engagement and profitability.

DEIB and why it matters



What is DEIB?

- Diversity – a wide range of individuals with different experiences, perspectives etc.
- Equity – securing everyone's access to the same opportunities & resources.
- Inclusion – creating a welcoming and respectful environment.
- Belonging – the feeling of being accepted and part of the community.



Why DEIB and why it matters?

- 85% of employees have some conflict at work which can result in lower engagement, more stress/ anxiety, higher turnover, and lower performance.
- If you don't feel respected, you won't be engaged at work
- A single incident of micro-exclusion can lead to an immediate 25% decline in an individual's performance on a team project
- Diverse team = better social intelligence. 40% of team performance is due to its social intelligence
- Workplaces that encourage employees to voice their opinions and be involved in decision making have 33% lower employee turnover
- Better customer outcomes, e.g. 58% reduction in patient safety incidents



What is needed for DEIB strategies to be successful?

Employee group
reflective of community

Empathy

Legislative
considerations



Organisational structure
and business strategy
with KPIs

Curiosity

Ability to listen

Leadership commitment

Steps to developing a DEIB Strategy

1. Gain leadership commitment.
2. Conduct a DEIB Audit.
3. Review your organisation's policies and practices.
4. Identify areas for strengthening and determine reasonable Key Performance Indicators (KPIs).
5. Develop a process for regularly reviewing the strategy and keeping leadership accountable to the agreed KPIs.



Strengths and challenges of our sector when implementing DEIB Strategies

Strengths:

- Continuous growth regardless of what technology may do.
- Growth in for-purpose business and other social enterprises changes the funding landscape.
- The commercialisation of the sector - NDIS providing a blueprint.
- No other industry that provides the same breadth and depth of services.

Strengths and challenges of our sector when implementing DEIB Strategies

Challenges:

- Workforce vs Customer base vs Leadership - limited representation in leadership and decision making.
- Ageing population.
- Critical skills shortages.
- No minimum qualifications - makes workforce vulnerable with low entry bar.
- Vulnerable groups make up a large proportion of frontline workforce.
- Legacy ties to funding from government and traditional religious institutions.
- Strong advocacy for vulnerable clients but not for the workforce.

Critical components of DEIB Strategy

- Sponsorship of the implementing DEIB initiatives.
- Choosing where to focus DEIB energies / investments.
- Hidden opportunities could provide sector with an increased advantage in their DEIB strategies – migrant workers & disability workforce.
- Increased adoption for place-based community driven responses.
- Population trends – ageing population.

DEIB Audit



Before you start, ask yourself...



1. Why are you collecting employee demographic data and what do you hope to achieve with the findings?
2. What other sources of data do you have that you can repurpose?
3. How will diversity data be collected?
4. Who should be responsible for sponsoring / implementing DEIB initiatives?
5. How to choose where to focus DEIB energies / investments?
6. How to make the most of DEIB committees, DEIB policies and Employee Resource Groups?

Before you start, ask yourself...



7. How will you communicate with staff about diversity data collection?
8. How will you ensure that diversity data collection is respectful, accurate, and confidential?
9. How will the diversity data findings be reported?
10. How will diversity data findings be benchmarked?
11. What information can you gather from your current employee survey?

DEIB Audit



- Staff.
- Stakeholders.
- Employment policies and practices.
- Recruitment.
- Remuneration and reward.
- Inclusion.
- Learning and development.

DEIB Audit Fundamentals



Use DCA's 6 Counting Culture Principles:

1. Recognise Aboriginal and Torres Strait Islander peoples' unique position
2. Remember identity is key
3. Use multiple measures
4. Simple is good, but not too simple
5. Think benchmarking
6. Engage with intersectionality
 - Staff surveys should be both quantitative and qualitative
 - Use an external party to conduct any staff surveys to protect employee privacy

Survey of Stakeholders



Consider client and
community diversity

What else makes DEIB strategies successful?



Organisational structure, business strategy & KPIs

- DEIB initiatives will fail if they are not central to the purpose of the organisation.
- Line managers should have DEIB KPIs that support the business KPIs.
- QLD Public Sector targets will flow through to community services via supplier contracts:
 - women in leadership.
 - Aboriginal and Torres Strait Islander peoples.
 - people with disability.
 - people from non-English speaking backgrounds.

Leadership Commitment

- Executive KPIs.
- DEIB Committee.
- DEIB as a standing agenda item for executive leadership team meetings.
- Resourcing for Employee Resource Groups (where identified as appropriate by impacted groups).
- Funding for gender pay gap.
- General shortage of workers across the sector.
- Shortage of male support workers (feminine cohort with respect to frontline service delivery).

LEADERSHIP COMMITMENT ≠ HR RESPONSIBILITY

**What does leadership
commitment look like?**



Example: South Flank BHP

- 40% of workforce + majority of senior leaders are women.
- BHP reports increased productivity, greater employee engagement & 67% lower injury rates.
- Re-introduced entry level roles to recruit & train up women from non-mining backgrounds.
- Stricter gender equity targets for middle managers.
- Modified equipment to make more accessible.
- Broader range of social activities for all in mining camp.
- Greater investment in safety systems - \$100m in lighting, CCTV, security, door locks etc.
- Policies e.g., daily alcohol consumption caps.
- Language and banter training, active bystander training.
- Senior managers heavily involved in induction training delivery.
- Recognition that gender equity is hard to achieve and sustainable and requires ongoing work.

Legislative Considerations



- Respect @ Work
- Psychosocial hazards (WHS Act)
- Fair Work Act
- Sex Discrimination Act
- Disability Discrimination Act
- Race Discrimination Act
- Workplace Gender Equality Act

Respect@Work



Curiosity, listening & empathy

Policies and processes need to support your most marginalised employee

How do you know if they do if you don't ask and listen to the feedback?

Employment policies



As a minimum you should have these policies:

- Sexual harassment and discrimination policy.
- Bullying, harassment & discrimination policy.
- Grievance procedure.
- Work health & safety policy.
- DEIB policy.
- Family & domestic violence policy.
- Leave policy.

Consult with your employees in the development or review of these policies.

Review employment policies

Review using metrics by level and department and then by diversity attributes, e.g. gender, POC & ability:

- Recruitment rates.
- Promotion rates.
- Remuneration (pay gap analysis).
- Turnover rates.
- Parental leave usage & return rates.
- Employment status (full-time, part-time, casual).

Common DEIB Strategy pitfalls...

- Not reviewing and amending your employment policies
- No leadership commitment
- Not listening to your employees, your service users and / or your community
- Not doing internal work with staff to ensure the organisation is well prepared to support all employees





Organisations mistakenly assume that the best way to be equitable and inclusive is to treat everyone the same.

When in fact, the best way to be equitable and inclusive is to treat people fairly – and sometimes that requires treating some people differently to others.



Lisa Annese, Diversity Council Australia

How Diversity & Inclusion Strategies Come to Life



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**Suzanne
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Group Head
Diversity, Equity and
Inclusion Westpac

Next session

Write a job ad that gets hits

Tuesday, 26 March 2024: 10:00am - 11:30am



Thank you

Join us in our upcoming series

“Supporting Diverse Workforces”

Supporting Diverse Workforces is proudly funded by the Queensland Government through its Growing Workforce Participation Fund.