Disabling the barriers to employment in the Queensland public sector

Implementation plan

Purpose

The Queensland public sector is committed to building an inclusive and diverse workforce. As Queensland's largest employer, it's imperative that our workforce reflects the people and the communities we serve.

This plan works toward achieving real and meaningful change by establishing more inclusive ways of working to reach the employment target of 8 per cent representation of people with disability in the Queensland public sector by 2022 (*All Abilities Queensland: opportunities for all,* state disability plan).

The focus is on improving the employee experience of people with disability and the target is one way of measuring our progress toward it. It responds to the *Working differently – empowering disability confidence report 2018*.

Principles for implementation

- Establish the social model view of disability
- Collaborate sector-wide and with other jurisdictions to share leading practices
- Apply data and insights to design evidence-based priorities and solutions
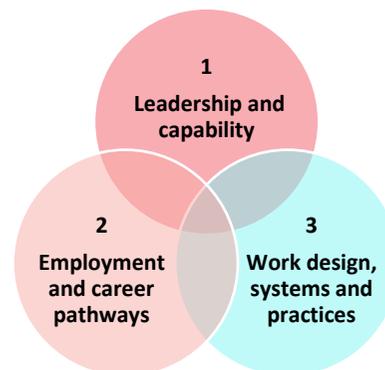- Listen to the voice of people with disability when developing policy, programs and initiatives

Progress to date: completed July 2018–June 2019

Progress has been made on a range of initiatives:

- "The different faces of disability" campaign
- Online knowledge centre for public sector established and continually updated
- Inclusive recruitment process: SmartJobs (QSS)
- Analysis of workforce profile and perceptions
- Inclusive language in WfQ survey

There continues to be significant inroads to make in disabling the barriers for existing and future employees with disability.

Levers to establish more inclusive ways of working

1 Leadership and capability

2 Employment and career pathways

3 Work design, systems and practices

July 2019–December 2020: priorities

1. Leadership and capability

1. Continue to communicate quarterly progress toward 2022 target at CEO Leadership Board and Strategic Workforce Council (PSC led)
2. Continue to develop and publish the annual disability workforce profile (PSC led)
3. Establish a sector-wide reverse mentoring program for leaders at all levels (PSC led + multi-agency collaboration)
4. Build capability sector-wide in the social and human rights views of disability and inclusion for human resource/ inclusion and diversity practitioners leading or assisting agency programs of work (PSC led + multi-agency collaboration)
5. Grow awareness, inclusive attitudes and disability confidence of agency staff (PSC led + Agency led + multi-agency collaboration)*
6. Build inclusion capability of hiring managers/selection panels (Agency led + multi-agency collaboration)*
7. Embed inclusive ways of working in agency onboarding, leadership development (all levels), and recruitment and selection practices (Agency led + share leading practice)

Queensland Government

8. Embed responsibilities and performance indicators for creating inclusive work environments and diverse teams in manager/leader role descriptions (Agency led + multi-agency collaboration)* ●

2. Employment and career pathways

9. When establishing supply arrangements, proactively seek to include a diverse set of suppliers and candidate pools for contingent workers, helping deliver on the government's commitment to a diverse workforce (PSC led + multi-agency collaboration)*

10. Establish a percentage of places in centrally recruited graduate programs for graduates with disability (PSC led + multi-agency collaboration)

11. Pilot internships with disability providers (Agency led + share leading practice)*

12. Improve the employment experience of people with disability in the Queensland public sector – human centred and universal design project (PSC led + multi-agency collaboration) ●

13. Greater visibility of people with disability in Queensland Government collateral, to enhance and normalise disability (Agency led)

3. Work design, systems and practices

14. Develop more inclusive approaches to gathering EEO workforce census data on people with disability – definitions, improve data capture and measurement, and communicate to sector (PSC + share leading practice) ●

15. Normalise uptake of flexible work arrangements to reduce the impact of work on employee health (Agency led + share leading practice)

16. Develop a guide for agencies to create more inclusive and accessible whole-of-sector policy, strategy, frameworks and practices (PSC led + share leading practice) ●

17. Develop an adjustment passport for staff within Queensland Government (PSC led + multi-agency collaboration)*

18. Continue to build and promote knowledge centre – additional lived experience videos, lessons learnt stories, how to develop accessible PDFs, employment agencies (PSC led + multi-agency collaboration) ●

19. Independently evaluate and improve knowledge centre, and programs and initiatives delivered by PSC and agencies (PSC + Agency led) ●

Legend:

● In progress

* Action identified as a priority by attendees at AAQ workshop 22 May 2019

PSC led – driven by central agency to establish new system-wide ways of working

Agency led – driven by individual agencies to create new ways of working

Multi-agency collaboration – developed and/or implemented in cooperation with other agencies and/or PSC

Share leading practice – share and build on innovative practices already existing within the sector

Measures

- WfQ inclusion indicators for employees with lived experience of disability
- Rate of employee information sharing in EEO census – progress toward 2022 employment target
- Traffic to knowledge centre site
- Percentage of graduate program places offered to people with disability
- Manager and employee satisfaction with adjustment passports
- Number of leaders mentored

Current state of play: July 2019

The 2019-20 phase of the disabling the barriers to employment implementation plan is shaped by WfQ insights from employees with lived experienced of disability and insights on barriers from agency implementers. The insights include:

- Inclusive and positive language in surveys promotes increased sharing by people with a disability
- Although improvements have been made in relation to "my workgroup" there is opportunity to improve the negative impact of work on health, satisfaction with available opportunities for career development, access to relevant learning and development opportunities, getting the information needed to do my job well, and the inclusivity of workplace culture
- The main barriers to employment in the public sector include capability and attitudes of hiring managers, disability fatigue, procurement of interns/trainees, role description language, lack of entry level pathways, physical building/systems, ownership by HR rather than by the business

Collaboration

- Sector-wide diversity and inclusion Community of Practice
- Diversity and inclusion BaseCamp online collaboration platform
- Strategic Workforce Council