

Gender impact assessments

Table 1 - Gender impact assessments progress							
Required	Required	Required	Required	Required	Required	Recommended	Recommended
Title	Subject	Description	Status	Confirm if actions taken	Describe actions taken	Confirm intersectionality considered	Explain intersectional lens applied
What is the title of the policy, program or service that was the subject of the GIA?	Was the subject of the GIA a policy, program, or service?	Provide a description of the policy, program, or service subject to the GIA.	Was the policy, program, or service new, or up for review?	Were actions taken to develop or vary the policy, program, or service to meet the needs of people of different genders, address gender inequality and promote gender equality as a result of the GIA?	Describe the actions taken to develop or vary the policy, program, or service to meet the needs of people of different genders, address gender inequality and promote gender equality.	Was it considered that gender inequality may be compounded by disadvantage or discrimination that people may experience on the basis of intersectionality?	Explain how an intersectional lens was applied while completing the GIA. If this was not done, explain why this was not practicable.
The Change or Suppression (Conversion) Practices Prohibition Act 2021 civil response scheme	Program	The Commission's 3-year Change or Suppression (Conversion) Practices Prohibition Act 2021 (CSP Act) civil response scheme supports the elimination of change or suppression practices under the CSP Act. The civil response scheme includes how the Commission receives and facilitates reports, conducts investigations and its education and engagement strategy. The aim is to ensure targeted institutions take responsibility for and are competent to eliminate change or suppression practices, and that Victorians will act against change or suppression practices.	New	Yes	<p>The Commission has created a CSP Expert Reference Group of survivors and experts, they inform and have input into the Commission's work in this area. The Expert Reference Group is gender balanced. This is to ensure the Commission's work is informed by diverse experiences and reflects a deep understanding of the nuanced ways in which CSP are experienced by different genders.</p> <p>The Commission ensures it takes a trauma-informed, sensitive approach with all victim/survivors - encompassing those of all genders. The Commission also encourages victim / survivors to seek support from people who understand their unique experience.</p> <p>The Commission's prevention and education material are tailored to audiences so that our services are relevant, adapted, appropriate and accepted.</p> <p>The Commission will ensure to continue to research the needs of people of different genders in different cultural and religious contexts and use this to inform the approach to education, prevention, and harm reduction work. This may include utilising multiple forms of consultation, including a gender balanced CSP Expert Reference Group, focus groups, targeted interviews, community forums and consulting with services, and health and legal professionals.</p>	Yes	<p>The Commission is aware that CSP is deeply embedded in some multifaith, multicultural communities and that people with disability are also targeted.</p> <p>The Commission has translated information material into multiple languages, Auslan and Simple English to ensure that it is accessible to those of different faiths, cultures and people with disability.</p> <p>In a similar approach taken to people of different genders, the Commission tailors its materials to suit the relevant audience and ensures that a trauma-informed approach is taken.</p> <p>As noted earlier, the Commission will also continue to research the needs of people of different genders in different cultural and religious contexts - this reflects the intersectional approach the Commission is taking to the civil response scheme.</p>

Strategies and measures

Indicators key	
1.	Gender composition of all levels of the workforce.
2.	Gender composition of governing bodies.
3.	Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender.
4.	Sexual harassment in the workplace
5.	Recruitment and promotion practices in the workplace.
6.	Availability and utilisation of terms, conditions and practices relating to: <ul style="list-style-type: none"> - family violence leave - flexible working arrangements - working arrangements supporting employees with family or caring responsibilities
7.	Gendered segregation within the workplace

Table 2.1 - Strategies and measures progress												
Required	Required	Required	Recommended	Recommended	Recommend ed	Recommended						
Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	Relevant indicator(s)						
						1	2	3	4	5	6	7
<p>List your organisation’s strategies and measures. Include one strategy or measure per row.</p> <p>These are the planned actions that you have outlined in your GEAP to promote gender equality in your workplace.</p>	<p>Assign each strategy or measure a status from the following list:</p> <ul style="list-style-type: none">• ‘Complete’ indicates that all planned activities related to this strategy or measure have been finalised.• ‘In progress’ indicates that the activities under this strategy or measure are progressing but not yet complete.• ‘Ongoing’ indicates that the activities under this strategy or measure do not have an end-date and will be addressed on a continual basis.• ‘Not started’ indicates that the planned activities related to this strategy or measure have not yet commenced, including those that are intended to commence in future years. This should include strategies or measures that have been delayed.• ‘Void’ indicates that this strategy or measure appeared in your defined entity’s GEAP but has since been cancelled.	<p>Describe your progress in implementing each strategy or measure in your GEAP.</p> <p>In particular, you need to explain:</p> <ul style="list-style-type: none">• Why you have selected that status from the drop-down menu; and• Whether the status indicates any delay or change from what was planned in your GEAP and if so, the reason for this change.	<p>Evaluating the success of each of your strategies or measures may include:</p> <ul style="list-style-type: none">• tracking against pre-identified success markers. These markers may have been specified in your GEAP.• other evaluation markers that may not have been specified in your GEAP, such as participation levels, outcomes, or changes resulting from the strategy or measure,• other ways the strategy or measure has contributed to promoting gender equality in your defined entity.	<p>If your GEAP included a timeline for action or implementation for your strategies and measures, include this timeline below.</p> <p>If you did not include a timeline in your GEAP, we highly recommend you do so in this progress report by including a timeline below.</p>	<p>Include the role or team responsible for implementing of each strategy or measure.</p>	<p>Identify one or more indicators for each strategy or measure that the action was designed to address.</p> <p>See the Indicators key to the right of this table for a description of each workplace gender equality indicator.</p>						
Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	1	2	3	4	5	6	7

Update recruitment policies to promote diversity at all levels of the workforce													
1. Undertake a review of recruitment policies and training resources with a view to recruiting more women and non-binary people who may experience intersecting forms of discrimination (i.e. women and non-binary people who are further disadvantaged by at least one of the four identified traits listed above. For instance, groups affected include women and non-binary people of colour, women, and non-binary people with disability, Aboriginal women ¹ and non-binary people and women and non-binary people from diverse backgrounds).	In progress	The Commission has undertaken an end-to-end review of its recruitment process with the expertise and support of the VPSC workforce planning team. This action was expected to be completed in 2022, however VPS wide structural changes within the Commission and more recently the VPSC and DJCS has delayed the finalisation of the review and the report outlining the recommendations. The Commission has included this action to the People and Culture Plan (2024-2026) and set a new deadline of completing this action in 2024.	N/A	New timeline - End of calendar year 2024	Corporate Services Branch (Support: LT)								
2. Review recruitment processes to attract greater diversity in terms of the four key population groups identified (such as by reviewing language in job descriptions, composition of interview panels, and shortlisting and appointment processes).	In progress	This action is related to the above action and end to end recruitment process review. This review includes recommendations on the updates required within attraction, advertisements, position descriptions to ensure the Commission improves its diversity and inclusion recruitment strategies and channels. This action was expected to be completed in 2022, however VPS wide structural changes within the Commission and more recently the VPSC and DJCS has delayed the finalisation of the review and the report outlining the recommendations. The Commission has included this action to the People and Culture Plan (2024-2026) and set a new deadline of completing this action in 2024.	N/A	New timeline - End of calendar year 2024	Corporate Services Branch (Support: LT)								
3. Work with DJCS, as managers of the recruitment policy, to understand our recruitment data and advocate for better data tracking and policy updates that remove bias and promote inclusion.	In progress	This action is related to the above action and end to end recruitment process review. As part of this review the Commission is working with DJCS to prioritise diverse talent within the current JSE policy requirements and recruitment process. This includes discussions on the approaches that can be taken to remove potential bias within the recruitment process and better measure the diverse talent pipeline on Springboard. This action was expected to be completed in 2022, however VPS wide structural changes within the Commission and more recently the VPSC and DJCS has delayed the finalisation of the review and the report outlining the recommendations. The Commission has included this action to the People and Culture Plan (2024-2026) and set a new deadline of completing this action in 2024.	N/A	New timeline - End of calendar year 2024	Corporate Services Branch								
Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	1	2	3	4	5	6	7	
Implement recruitment programs to target recruitment of staff from the four key cohorts.													

4. Implement and utilise diversity recruitment programs to target candidates on the basis of gender, class, race/ethnicity, Aboriginality and disability. This includes programs such as the Indigenous Internship Program, Youth Employment Program, Refugee and Asylum Seeker program, and the Australian Network of Disability.	Ongoing	<p>We have recruited at least one Barring Dijang/Career Trackers intern to VEOHRC per calendar year. The Barring Dijang / Career Trackers Intern reported satisfaction with the internship at its completion and indicated it enhanced their professional skills, experience, and networks. VEOHRC has continued to take part in the Barring Dijang / Career Trackers program with the next scheduled intake in 2024. We have also recruited and retained one employee through the VPS digital jobs program in 2023. The Commission has also supported the work placements of two Adult Migrant English Program (AMEP) students as part of the workplace language and culture for the Public Sector. This program supports linguistically and culturally diverse AMEP students who are interested in employment pathways in the Public Sector. The Commission also runs an unpaid internship program, specifically designed to support emerging diverse talent on an intake basis four times a year. The Commission in 2024 is looking to utilise more diversity programs as pathways to increasing representation of talent from underrepresented cohorts such as the Youth Employment Program and the Australian Network of Disability. The Commission will continue to work with DJCS to explore better ways of tracking and reporting on diversity metrics.</p>	N/A	New timeline - Ongoing	Corporate Services Branch									
5. Set targets for representation at leadership levels based on four key cohorts (VPS6 and above) race/ethnicity, disability; Aboriginality; class.	In progress	<p>As of January 2024, the Commission has seen an increase in the representation of two out of the four key cohorts in leadership roles (VPS6 and above). A key internal focus on how to attract and recruit diverse talent through expectation setting by the Commissioner as well as inclusive recruitment approaches implemented by the Commission over the last 2 years has resulted in a significant increase of staff at the VPS6 and above level within two of the key cohorts - race/ethnicity and people who identify as having a disability. The focus on increasing the representation of first nations staff within leadership and identifying approaches to track data on class has been included into the Commission's People and Culture Action Plan for implementation. The Commission has set a new deadline of completing this action in 2024.</p>	N/A	New timeline - End of calendar year 2024	Corporate Services Branch (Support: Exec team)									
Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	1	2	3	4	5	6	7		
Record, report on, and analyse recruitment data with the aim of improving diversity across the Commission														

6. Work with DJCS to develop guidance on measurement, collection, monitoring, and analysis of diversity data across the employee lifecycle to ensure consistent and robust data collection methods.	In progress	The Whole of Government - People Matter Survey is the current key data source that the Commission utilises to measure diversity and inclusion. DJCS payroll system includes the option to disclose disability, gender, aboriginality, it does not include ethnicity and is not integrated to the ATS system. DJCS remains to work on a new HRIS system that will include options for better record keeping, tracking and measurement of diverse data, however the timeframes of this project are still unclear at this point. The Commission has communicated its interest in being a part of the working group and/or testing phase for the new HRIS system to provide guidance for better data capturing processes for diversity. As part of end-to-end recruitment review process, the Commission is working with VPSC and DJCS to also analyse the diversity and inclusion data collection at the recruitment stage of the employee lifecycle. The Commission's internal staff network (disability enablers network) has encouraged staff through communications to update their diversity data which has shown an increase of staff who identify as having a disability within the Commission.	N/A	New time - End of calendar year 2025	Corporate Branch Services (Support: LT)							
7. Collect qualitative data about how our intersectional gender composition aligns with outputs from the People Matter Survey.	Ongoing	This action will be analysed against 2024 People Matter Survey where data if the data is made available. The qualitative data on Intersectional gender composition is available as a data analysis tool through the PMS survey reporting tool, however, this data still be remains to be unavailable for analysis due to less than 10 responses.	N/A	New timeline - Ongoing	Corporate Services Branch (Support: LT)							
Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	1	2	3	4	5	6	7
Encourage diverse recruitment of Board members												
8. Develop alongside the Commission for Gender Equality in the Public Sector an updated Board Diversity Matrix and apply it to our Board.	Not started	This action has been included into the Commission's People and Culture Action Plan (2024-2026) for further discussion and implementation. The Commission has set a new deadline of completing this action in 2025.	N/A	New timeline - End of calendar year 2025	Corporate Services Branch (Support exec team)							
9. Update the form for collecting personal information to provide an option 'not to disclose' to give members a choice regarding disclosures, while encouraging members to provide information that allows the Commission to assess broader diversity.	Not started	This action has been included into the Commission's People and Culture Action Plan (2024-2026) for further discussion and implementation. The Commission has set a new deadline of completing this action in 2025.	N/A	New timeline - End of calendar year 2025	Head of Corporate Services							
Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	1	2	3	4	5	6	7

Establish networks and sponsorship for women and non-binary people from diverse backgrounds at the Commission													
10. Collaborate with VPS employee networks on existing mentorship programs.	In progress	The Commission has established four Diversity and Inclusion (D&I) internal employee network groups. People and Culture has encouraged the networks to collaborate and partner with VPS wide D&I networks on existing mentorship program opportunities.	N/A	New timeline - End of calendar year 2025	Corporate Services Branch								
11. Implement a mentorship program for employees from diverse backgrounds to have the opportunity to be mentored by senior staff (either at the Commission, or external to the Commission, particularly for those who are seeking a mentor with a similar lived experience).	In progress	The Commission has established four Diversity and Inclusion (D&I) internal employee network groups. People and Culture has encouraged the networks to collaborate and partner with VPS wide D&I networks on existing mentorship program opportunities.	N/A	New timeline - End of calendar year 2025	Corporate Services Branch (Support LT)								
12. Promote existing networks that support LGBTIQ staff, Aboriginal staff, staff with disability and ethnically and culturally diverse staff.	Complete	This action is complete as information on the existing networks were added to induction/onboarding information for new staff and are promoted on posters around the office as well as the Commission internet.	Membership of the networks is not tracked to respect the privacy (in relation to their intersectional status) and individual choices of staff, network membership is opting in. In relation to gender equality, the networks can contribute an intersectional perspective to major internal plans, policies, or procedures in general and for those that impact gender equality.	End of calendar year 2023	Corporate Services								
Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	1	2	3	4	5	6	7	
Improve career development pathways from an intersectional perspective													
13. Review the current state of development pathways for diverse women and make recommendations for improvement.	Not started	This action has been included into the Commission's People and Culture Action Plan (2024-2026) for further discussion and implementation. The Commission has set a new deadline of completing this action in 2024. This action will be included to the L&D and Capability Framework review which will include an intersectional approach on career development pathways and succession planning.	N/A	New timeline - End of calendar year 2024	Head of Corporate Services (Support: Executive team)								
14. Increase the number of women and non-binary people with disability and women and non-binary people of colour who receive acting opportunities and/or who are internally promoted into leadership roles and/or offered ongoing positions.	Ongoing	The first phase of this action has been completed with over a 10% increase of women and non-binary people with a disability and women and non-binary people of colour that have received either acting opportunities and/or who have been internally promoted into leaderships and/or offered ongoing positions in the last two years. This action will continue to be a focus for the Commission on an ongoing basis.	N/A	New timeline - Ongoing	Head of Corporate Services (Support: Executive Branch)								

15. Implement recommendations from the above assessment of career development pathways.	Not started	This action has been included into the Commission's People and Culture (2024-2026) Action Plan for further discussion and implementation. The Commission has set a new deadline of completing this action in 2024. This action will be included to the L&D and Capability Framework review which will include an intersectional approach on career development pathways and succession planning.	N/A	New timeline - End of calendar year 2024	Head of Corporate Services (Support: LT)							
Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	1	2	3	4	5	6	7
Reduce the gender pay gap at the Commission												
16. Undertake gender pay gap analysis every two years	Ongoing	The Commission currently reports on gender pay gaps on a monthly basis through internal reporting to the Leadership team and also through board reporting updates.	N/A	New timeline - Ongoing	Head of Corporate Services							
17. Analyse gender pay inequality with an intersectional lens.	Ongoing	The analysis of gender pay inequality with an Intersectional lens is completed internally as part of monthly reporting and assessment of internal recruitment promotion, salary, negotiation processes. The accurate measurement and data analysis of gender pay inequality with an intersectional lens remains unavailable due to the lack of intersectional data available through current systems.	N/A	New timeline - Ongoing	Head of Corporate Services							
18. Develop an equal pay policy in response to the findings of the analysis.	Not started	The Commission is yet to complete the analysis of the gender pay inequality with an Intersectional lens to inform the decision making as to whether the Commission creates an equal pay policy. The Commission is looking to partner with DFFH to better utilise the gender equality provisions under the VPS EBA within the employee lifecycle to better apply the gender pay principles i.e. within salary negotiations.	N/A	End of calendar year 2025	Head of Corporate Services (Support: LT)							
19. Reduce pay inequality across gender, race and ethnicity, disability, and class.	Ongoing	The analysis of gender pay inequality with an Intersectional lens is completed internally as part of monthly reporting and review of internal recruitment appointment and promotion processes. The analysis of gender pay inequality with an intersectional lens remains inaccurate and unavailable due to delay of an updated HRIS system that includes better data reporting channels and processes.	N/A	New timeline - Ongoing	Head of Corporate Services (Support executive team)							
20. Report on the gender pay gap to Commission staff and provide updates on progress made to reduce the gap.	Ongoing	The Commission currently reports on gender pay gaps monthly through internal reporting to the Leadership team and also through board reporting updates. The Commission also reports on the overall progress of the gender pay gap through the GEAP progress reporting process.	N/A	New timeline - Ongoing	Head of Corporate Services (Support: executive team)							
21. Establish processes to raise concerns or make unequal pay complaints.	Ongoing	The Commission's process to raise concerns or make unequal pay complaints is aligned to the VPS Review of Actions Policy. The Commission is committed to ensuring the policy is communicated to staff more regularly through internal comms channels.	N/A	New timeline - Ongoing	Head of Corporate Services (Support: LT)							
22. Allocate budget to conduct analysis and reduce gender pay inequality.	Not started	Corporate Services to allocate resourcing to review and conduct analysis of gender pay inequality. This action has been included to the Commission's People and Culture plan to be completed in 2025.	N/A	End of calendar year 2025	Head of Corporate Services							



Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	1	2	3	4	5	6	7
Build workforce capability and capacity to promote intersectional gender equality among staff and leaders												
23. Embed the Gender Equality Network to implement the Gender Equality Action Plan and other Gender Equality Act obligations – meeting once per quarter.	Ongoing	The Commission has established a GEAP working group, meeting at least quarterly to track progress and actions against its current GEAP and Gender Equality Act 2010 requirements.	N/A	New timeline - Ongoing	Corporate Services (Support: LT)							
24. Provide whole of Commission Professional Development training on intersectional gender equality and anti-racism.	In progress	This action has been included into the Commission's People and Culture Action Plan (2024-2026) for further discussion and implementation. The Commission has set a new deadline of completing this action in 2024.	N/A	New timeline - End of calendar year 2024	Corporate Services (Support: Education and Consultancy)							
25. Provide training to managers around the VPS Enterprise Bargaining Agreement and staff entitlements.	Not started	This action has been included into the Commission's People and Culture Action Plan (2024- 2026) for further discussion and implementation. The Commission has set a new deadline of completing this action in 2024 after the new VPS Enterprise Bargaining Agreement comes into effect.	N/A	New timeline - End of calendar year 2024	Corporate Services (Support: executive team)							
26. Provide ongoing cultural and psychological safety training for all staff.	In progress	The Commission has completed cultural intelligence training for all staff and leaders and will be scheduling cultural and psychological safety training to be completed by the end of 2024.	N/A	New timeline - End of calendar year 2024	Corporate Services (Support: Education and Consultancy)							
27. Create channels for diverse voices to provide input to the Leadership Team through existing networks (People of Colour Network, Pride Network, Deadly Yarns, and Enablers Network).	Complete	The Commission's D&I network chairs attend leadership team meetings on a quarterly basis to provide updates to the leadership team.	Attendance by the D&I network chairs has been embedded into the leadership team meeting agenda on an ongoing basis.	End of calendar year 2023	Corporate Services Branch							
28. Host two cultural diversity workshops with staff to improve our knowledge base of intersectional gender equality, which can also inform other action plans at the Commission.	Not started	This action has been included into the Commission's People and Culture Action Plan (2024-2026) for further discussion and implementation. The Commission has set a new deadline of completing this action in 2024.	N/A	New timeline - End of calendar year 2024	Corporate Services (Support: Education and Engagement)							
Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	1	2	3	4	5	6	7
Develop a coherent approach to intersectional practice that leverages the Commission's purpose to eliminate discrimination, and promote and protect human rights												
29. Provide whole of Commission professional development training on intersectional gender equality and the Commission's role to promote equality and human rights.	Not started	This action has been included into the Commission's People and Culture Action Plan (2024-2026) for further discussion and implementation. The Commission has set a new deadline of completing this action in 2024.	N/A	New timeline - End of calendar year 2024	Corporate Services (Support: LT)							



30. Evaluate the efficacy of our intersectional practice through the delivery of our work programs and services.	Not started	This action has been included into the Commission's People and Culture Action Plan (2024-2026) for further discussion and implementation. The Commission has set a new deadline of completing this action in 2025.	N/A	New timeline - End of calendar year 2025	Corporate Services (Support: LT)								
Develop a framework and guidance on undertaking Gender Impact Assessments within the Commission													
31. Develop a framework and guidance specific to the Commission for implementing GIAs.	Complete	The Commission has created a global impact assessment template which staff are required to complete for all new projects, policies etc. The template gives guidance to staff about when GIAs are required and requires consideration of the positive duty to promote gender equality under section 7 of the Act where a GIA isn't required. The template was finalised in late 2023 and subsequently circulated to staff. Prior to this guidance on when to complete a GIA was given to the leadership team.	The guidance given to the leadership team ensured that consideration was given to completing a GIA when new projects and policies were developed. The new impact assessment for staff will ensure that GIA's and the positive duty are built into our processes into the future.	End of calendar year 2023	Legal	X		X	X	X			
32. Commission staff are familiar and comfortable with the GIA process ²	Complete	The Commission has created a global impact assessment template which staff are required to complete for all new projects, policies etc. The template gives guidance to staff about when GIAs are required. The template was finalised in late 2023 and subsequently circulated to staff. Prior to this guidance on when to complete a GIA was given to the leadership team. The Corporate Services Branch will send a reminder to all staff about GIA guidance.	GIA's have been completed by staff where appropriate.	End of calendar year 2023	Corporate Services (Support: Legal)	X		X	X	X			
Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	1	2	3	4	5	6	7	
Remove gender as a barrier to accessing carers leave, sick leave and working part-time, and continue to embed flexible work practices													
33. Encourage more men to take carers leave and work part-time	Ongoing	The People and Culture team have encouraged and supported all staff to access entitlements including carers leave and the option to work part-time. In particular, male staff at the Commission have accessed parental leave, carers leave and/other flexible work arrangements as required. The People and Culture team will work with the Communications team to promote this on a continuous basis.	N/A	New timeline - Ongoing	Head of Corporate Services (Support: Executive Team and LT)								
34. Cement flexible work gains achieved in response to COVID-19 by embedding flexible work as the 'new normal' going forward	Complete	The Commission has aligned with the VPS wide flexible work policy and has embedded a hybrid/flexible work approach for all staff as a new way of working.	Commission staff have returned to work and have adopted a hybrid work as part of ongoing way of working. The Commission has enabled hybrid working by upgrading its technology and creating a safer working environment (new surface hubs, air purifiers etc).	End of calendar year 2023	Head of Corporate Services (Support: Policy and Research Branch)								



Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	1	2	3	4	5	6	7
Embed monitoring and evaluation of progress towards intersectional gender equality at the Commission												
35. Share high-level de-identified information through a Consultative Committee (to be established) with the CPSU to pertaining to workplace equality.	Ongoing	The CPSU Consultative Committee has been established to share information and updates pertaining to workplace concerns. These meetings have been scheduled to occur on a case-by-case basis through collaboration with the Commission's CPSU delegates.	N/A	New timeline - Ongoing	Head of Corporate Services (Support: Executive team)							
36. Work with DJCS to develop guidance on measurement, collection, monitoring, and analysis of diversity data across the employee lifecycle to ensure consistent and robust data collection methods.	In progress	DJCS remains to work on a new HRIS system that will include a more diverse set of data recording and monitoring process, however the timeframes the launch are still unclear at this stage. The Commission has communicated its interest in being a part of the working group and/or testing phase for the new HRIS system to ensure better diversity data is collected. As part of the end-to-end recruitment process review, the Commission is working with VPSC and DJCS to also analyse the diversity and inclusion data collection and monitoring process throughout the recruitment process. The Commission has encouraged its employees through regular communications to fill out their profiles updating any diversity or inclusion data using the departments HR payroll system.	N/A	New timeline - End of calendar year 2025	Head of Corporate Services							
37. Ensure gender equality strategies are implemented, and progress is monitored and reported to the Leadership Team and the Board regularly.	Ongoing	The Commission currently reports on gender equality and GEAP progress monthly through leadership and board reporting updates. The Commission also reports on the overall progress of the gender equality action plan through the GEAP progress reporting process.	N/A	New timeline - Ongoing	Head of Corporate Services (Support: Policy and Research Branch)							
Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	1	2	3	4	5	6	7
Establish a Commission-wide approach to preventing sexual harassment, gender-based discrimination and victimisation.												
38. Finalise a Prevention Plan for sexual harassment, discrimination and victimisation that aligns with the Commission's guideline on preventing and responding to sexual harassment.	Complete	The Commission finalised its sexual harassment prevention plan in June 2023. This is a comprehension plan developed to align with best practice and the minimum standards in our own guideline on preventing and responding to sexual harassment. The plan covers primary, secondary, and tertiary prevention tiers and involved comprehensive staff consultation. We have also developed a guide and template to assist other organisations to develop a sexual harassment prevention plan. The prevention plan will support employers to outline how they are identifying and responding to risk factors contributing to workplace sexual harassment.	The plan has been finalised. The whole Commission participated in its development, and we will evaluate regularly to determine impact and the need for updates.	End of calendar year 2023	Policy and Research Branch				X			



39. Ensure leaders and branches are aware of the prevention plan and are instituting any actions within their purview and updating the Gender Equality Working Group.	Ongoing	Updates on the sexual harassment prevention plan has been embedded to the monthly leadership team meetings and the quarterly People Leader forum. Leaders and branches are aware of the prevention plan actions under their remit and updating the Gender Equality Working Group on a monthly basis.	N/A	New timeline - Ongoing	Corporate Services branch							
40. Conduct an assessment of risk of sexual harassment at the Commission.	Complete	The Commission has completed a risk assessment as part of the development of our sexual harassment prevention plan. This assessment was undertaken to scan the workplace for characteristics that may enable or inadvertently create opportunities for or drive sexual harassment and/or create barriers for identification and reporting. This was undertaken by all team managers to identify risk factors across six different workplace categories: characteristics, environment, composition, trends, requirements, and behaviours.	This risk assessment will be undertaken regularly and will assess whether risk factors are increasing or decreasing based on the actions in the prevention plan. Periodic risk assessments will also reveal whether any new risk factors have emerged.	End of calendar year 2023	Policy and Research Branch	X			X	X		
41. Establish a Consultative Committee with the CPSU to share high-level de-identified information around sexual harassment, discrimination, or victimisation.	In progress	The CPSU Consultative Committee has been established to share information and updates pertaining to workplace concerns. These meetings have been scheduled to occur on a case-by-case basis through collaboration with the Commission's CPSU delegates.	N/A	New timeline - End of calendar year 2024	Corporate Services Branch (Support: executive team)							
42. Develop a communications plan to promote positive workplace behaviours and direct people to relevant policies, training, support, and reporting mechanisms.	In progress	The communications plan will focus on using our existing internal communications channels— staff meetings and events, intranet content, and all-staff emails – to share messages about positive workplace behaviours, support pathways, reporting channels, training opportunities and relevant policies. The approach is to spread relevant messages across these channels over the course of the year and, where possible, to capture these messages in newsy, engaging formats such as articles, quizzes, polls, and training. The communications and engagement activities in the plan aim to.	N/A	New timeline - End of calendar year 2024	Strat Comms Corporate Services (support)							
43. Advocate for the PMS to disaggregate sexual harassment data to determine whether the sexual misconduct occurred by an internal staff member or member of the public.	Complete	The Commission receives disaggregated data from the VPSC on sexual harassment to determine whether the sexual misconduct and/or negative behaviours in the survey response occurred internally or externally.	The Commission received disaggregated data from the VPSC in relation to the 2022 and 2023 PMS sexual harassment data to determine whether the negative behaviours data (including sexual harassment and misconduct) occurred internally or externally.	End of calendar year 2023	Corporate Services							
44. Document processes for anonymous reporting of instances of sexual harassment, discrimination and victimisation in the workplace and communicating this process with staff.	Not started	This action has been included into the Commission's People and Culture Action Plan (2024-2026) for further discussion and implementation. The Commission has set a new deadline of completing this action in 2024	N/A	End of calendar year 2024	Policy and Research Branch (Support: LT)				x			
Strategies and measures	Status	Status description	Evaluation of success	Timeline	Responsible	1	2	3	4	5	6	7

Ensure staff feel safe to report instances of sexual harassment, discrimination, or victimisation.													
45. Provide privacy and confidentiality training to managers and contact officers regarding complaints of sexual harassment and discrimination.	In progress	This action has been included into the Commission's sexual harassment prevention plan and the People and Culture Action Plan (2024-2026) for further discussion and implementation. The Commission has set a new deadline of completing this action in 2024	N/A	New timeline - End of calendar year 2024	Head of Corporate Services (Support: LT)								
46. Communicate with staff regarding the steps taken to ensure privacy regarding complaints of sexual harassment, discrimination, and victimisation.	In progress	This action has been included into the Commission's People and Culture Action Plan (2024-2026) for further discussion and implementation. The Commission has set a new deadline of completing this action in 2024	N/A	New timeline - End of calendar year 2024	Head of Corporate Services								

Resourcing your GEAP

Table 2.2 - Allocation of resources to implement the strategies and measures in your GEAP
Recommended
<p>You might consider some or all of the following, in addition to any other aspects you consider relevant:</p> <ul style="list-style-type: none">• Who implements the strategies and measures in your GEAP? What role do they perform at what level in your defined entity?• How many staff members/FTE are allocated to implementing the strategies and measures?• Was enough resourcing allocated to successfully implement your strategies and measures? If not, how will this be addressed?
Your Comments
<p>The Policy team led and completed the Commission's GEAP. During this project, the Policy team allocated two staff members to lead, consult and implement Commission's GEAP. The implementation of the GEAP actions and strategies was supported by the leadership team and corporate services team held responsibilities for delivering 41 out of the 46 actions identified in the GEAP report. Other branches including Policy, Education, and consultancy as well as Strategic comms also held responsibility of delivering some of the actions under GEAP The Corporate Services team resourcing assigned to deliver the GEAP actions has had an average at 1-2 staff members within the people and culture team throughout the last 3 years.</p> <p>The Policy team has also had 1-2 staff members on average delivering on assigned actions under the GEAP. The total average number of FTE staff members allocated to implementing the strategies and actions under GEAP for the Commission has ranged to 2-3 staff. In 2023, the Commission had an organisational restructure that shifted the workplan and priorities of all staff and in particular people and culture. This resulted in significant delays to delivering GEAP actions in 2023. Resourcing constraints and challenges during change has now been incorporated and considered to the workforce planning. The Commission has incorporated the GEAP actions to a streamlined and integrated people and culture plan.</p> <p>The people and culture plan highlights and practises the GEAP action deadlines into the overall workplan for people and culture. As part of this approach, people and culture have identified additional staff and resourcing to deliver on GEAP actions throughout 2024-2025. Although there remains to still be a risk and resourcing gap for the people and culture team that will be monitored. The GEAP actions will also be monitored and evaluated as part of a working group that will meet monthly to provide updates on the GEAP action as well as the overall Commission people and culture plan actions.</p>

Workplace Gender Equality Indicators

Factors key:	
a.	The size of the defined entity, including the defined entity's number of employees.
b.	The nature and circumstances of the defined entity, including any barriers to making progress.
c.	Requirements that apply to the defined entity under any other Act, including an Act of the Commonwealth.
d.	The defined entity's resources.
e.	The defined entity's operational priorities and competing operational obligations.
f.	The practicability and cost to the defined entity of making progress.
g.	Genuine attempts made by the defined entity to make progress.

Table 3 - Workplace gender equality indicators progress										
Required	Required	Required	Recommended						Recommended	
			Factors							
Indicator	Confirm if progress made	Progress description	a	b	c	d	e	f	g	Factors discussion
This column contains the seven workplace gender equality indicators. Complete the 'required' fields, and you are encouraged to complete the 'recommended' columns, to the right of each indicator.	Indicate whether your organisation has made progress in relation to the workplace gender equality indicators.	Demonstrate your progress in relation to each workplace gender equality indicator. In this column, please explain why you believe changes in your data do or do not represent progress against each indicator. Refer explicitly to quantitative changes in the data between your previous workplace gender audit and your progress audit. If you wish, you may also make reference to any strategy or measure from your GEAP that supported, or was designed to support, progress against that indicator.	Indicate below whether or not one of these factors has affected your organisation's progress against each indicator. You are encouraged to reference these factors in your discussion in column L. See the Factors key to the right of this table for a description of each factor.						If you have selected 'yes' to any of the factors in the recommended columns to the left, you are encouraged to complete this column. This column allows you to discuss each factor that has affected your organisation's progress in relation to any of the workplace gender equality indicators.	
Gender composition of all levels of the workforce	Yes	In the 2021 GEAP audit, women represented a greater proportion of the Commission's workforce at all levels, especially management and senior management roles, overall representing 78% of the workforce in the commission (n=45). In the 2023 progress audit, there has been a minor decrease to 75% of women in the workforce at the Commission (n=38). There has been a slight increase of men, in 2021 men represented 19% (n=11) of the workforce compared to 2023 where men represent 24% (n=12) of the workforce at the commission. Overall, there has not been significant change in the Commission's gender composition are there remains to be a larger representation of women than men at the Commission, although there has been a decrease from 3% to 2% of staff who self-describe their gender. The Commission's focus on intersectional data recording and analysis still remains as an area for improvement. In addition, the Commission remains committed to a balanced gender representation with an intersectional lens.								

Indicator	Confirm if progress made	Progress description	a	b	c	d	e	f	g	Factors discussion
Gender composition of governing bodies	No	<p>In 2021, the Commission's Board comprised of 71 per cent women (n=5) and 29 per cent men (n=2). Between 2021 and 2023 the Commission saw several board members come to the end of their appointments. The recruitment and appointment process for new board members which is managed by external departmental process was also delayed. The 2023 progress audit of the Commissions Board comprised of 67 per cent women (n=2) and 33 per cent men (n=1).</p> <p>As at 2023, the Commission's data continues to not have existing knowledge of trans and/or gender diverse members on the Board. While the majority of Board members remain to be women, including the Chair, the Commission still has limited data on the extent of diversity within the Board in relation to other social/intersectional categories of religion, sexual orientation, cultural identity, and disability. Role modelling diversity on a Board requires an understanding of the nature and extent of demographic information. This requires proactive steps to understand a Board's demographic composition, as well as its skills and capability. The Commission has undergone a race equality audit that has analysed feedback from previous board members and highlighted the focus of intersectional information requested of board members to better assess diversity. The action to integrate this information into a Board Diversity Matrix and a standard skills matrix to identify gaps in skills and demographics has been included into the Commission's People and Culture Action Plan (2024-2026) for further discussion and implementation. The Commission has set a new deadline of completing this action in 2025. The Commission remains limited in terms of its control of Board composition, as appointments are made by the Governor in Council on the recommendation of the Minister. The Commission will look to continue to influence the focus board diversity as reasonably practicable.</p>								
Indicator	Confirm if progress made	Progress description	a	b	c	d	e	f	g	Factors discussion
Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender	Yes	<p>Women and men are entitled to equal pay for work of equal or comparable value. Pay discrepancies need to be investigated and responded to, to ensure all workers, irrespective of their gender, are paid equally for work of equal or comparable value. In 2021, the Commission had a gender pay gap of 12.4 per cent, meaning that women were paid \$112 dollars for every \$100 a men was paid. As of 2023, the Commission has a reduced gender pay gap of 5.6 per cent, meaning that women are paid \$106 dollars for every \$100 dollars a male was paid. This reduced gender pay gap is attributed to a better understanding and focus on pay discrepancies through the recruitment and promotion process. Given the remaining higher number of women in leadership and managerial roles at the Commission, it is likely that the pay gap is still a result of women occupying more senior positions than men. Further, more women appear to be receiving promotions and internal secondment opportunities. The Commission will continue the focus and understanding of pay discrepancies through the collection of more comprehensive demographic data to further assist in understanding the role of other attributes in determining pay discrepancies. Due to the limited broader workforce demographic data, it has not been possible for the Commission to determine the pay gaps that are unrelated to gender or arising on the basis of gender and one or more other attributes.</p>								
Indicator	Confirm if progress made	Progress description	a	b	c	d	e	f	g	Factors discussion

Sexual harassment in the workplace	No	<p>As Victoria's equal opportunity and human rights regulator, the Commission understands that sexual harassment is a very significant workplace issue. We work with a number of organisations on preventing sexual harassment, discrimination, and victimisation, and providing advice around best practice responses to unlawful conduct. The 2021 PMS results showed that 2% of staff experienced behaviour that could have amounted to sexual harassment. The 2023 PMS results has shown an increase of 5% of staff who have experienced behaviour that could amount to sexual harassment (noting: 1 person accounts for a 2.5% increase/decrease to VEOHRC 2023 PMS results). Over both the 2021 and 2023 periods, the Commission has not received no formal complaints of sexual harassment. Although in 2023, as per the strategy set out in the GEAP, the Commission was able to receive disaggregated data from the VPSC on sexual harassment to determine whether the sexual misconduct and/or negative behaviours in the survey response occurred internally or externally. This data has helped inform and tailor the Commission's approach to addressing sexual harassment. The Commission has continued to assess and focus on the risks to receiving complaints of sexual harassment and other forms of unlawful conduct, as well as consider ways to improve reporting avenues. In our sexual harassment guideline and prevention plan on workplace sexual harassment, and our work with other organisations, we advise employers that regardless of whether their employees make formal complaints, they should take steps to not only identify and mitigate risk, but also empower others through fostering a culture of speaking up. The Commission urges staff who experience inappropriate workplace behaviour to make a formal complaint through multiple channels including regular communications and annual training. The fact that there continues to be no formal complaints made points to a need to further address the barriers staff face in reporting. The update of the Commission's sexual harassment policy and prevention plan has highlighted a focus to address reporting barriers at the Commission and promoting existing formal avenues to staff who may not be aware of the process for complaint-making. The Commission is continuing to identify and implement actions to improve responses to and prevention of sexual harassment, as well as ensure full compliance with the Sexual Harassment Guideline – Preventing and responding to workplace sexual harassment.</p>								
Indicator	Confirm if progress made	Progress description	a	b	c	d	e	f	g	Factors discussion
Recruitment and promotion practices in the workplace	Yes	<p>In 2021 the Commission recruited 86% (n=18) and 14% men (n=3). In comparison the 2023 progress audit presented an increase of 15% of men recruited to Commission. Whilst the 2021 data indicated women received 100% of the promotions, due to a focus on ensuring equal promotion opportunities for both genders there has been a significant increase 57% of men receiving promotions over 43% of women. In 2023, the progress report indicated that more women than men continued to receive higher duties and internal secondments. Despite the generally gendered nature of human rights and social justice work, the focus on recruiting and retaining underrepresented groups at the Commission has resulted in an increase of men. Although the number of women remains higher at the Commission, this focus has also resulted in a higher representation of men receiving promotions. It should be noted that at the Commission, there are limitations on how promotions are given, as a role must open up at the relevant branch level and be applied for, and availability fluctuates. This is different to other workplaces where promotions can be given without as much oversight. It should also be noted that the statistics on recruitment don't include reappointments within the Commission as DJCS doesn't collect data on reappointments, meaning that this data isn't complete. This is also the case for internal secondments, as data is limited to secondments within the rest of DJCS, not within the Commission itself or the rest of the Victorian Public Service. The Commission continues to prioritise how to track and gather more information on the diversity of staff recruited and/or receiving promotions and secondments internally.</p>								

Indicator	Confirm if progress made	Progress description	a	b	c	d	e	f	g	Factors discussion
Availability and utilisation of terms, conditions and practices relating to: - family violence leave; and - flexible working arrangements; and - working arrangements supporting employees with family or caring responsibilities	Yes	Since returning to the office in 2021, the Commission have adopted hybrid working and have aligned to the VPS flexible work policy where the default schedule for full-time staff is three days in office, with the other 2 days worked from home, or another suitable location. The 2023 progress audit indicates that 26 per cent of the Commission's workforce are on formal flexible work arrangements. Women represented 85% of those who are on a formal flexible work arrangement over 15% men. Flexible working options include things like flexible start and finish times; compressed hours (working more hours over fewer days); job-sharing; flexible rostering; working from home or another location; 'purchasing' extra paid leave; unpaid leave; and taking rostered days off as two half days. The 2021 data has been included to the PMS survey and indicates that overall, 19 staff took carers leave, 15 women and 4 men. The 2023 results indicate that there has been a slight decrease to 15 staff accessing carers leave, 11 women, 3 men and 1 self-described. The Commission will continue to track, promote, and support parental and carers leave options for all staff at the Commission.								
Indicator	Confirm if progress made	Progress description	a	b	c	d	e	f	g	Factors discussion
Gendered segregation within the workplace	Yes	The Commission is comprised of a majority of women indicating the over representation of management, professional, clerical and administration work occupational segregation. In 2023, the progress audit indicates a 23% increase of men in management from 8%. (NB: this figure does not include non-binary members of the executive and leadership team). The proportion of clerical/ administrative and professional position of women and men have not significantly changed continues to represent a higher proportion of women. The results remain to indicate more information is required to understand the demographics of women and men who are entering leadership positions and to ensure any positive trends are also intersectional.								

Gender Equality Progress Audit 2023

In addition to our Progress Report the Commission completed a Progress Audit in relation to the gender equality indicators. This involved collecting workforce and employee experience data in 2023 and comparing the information to our workforce gender audit data collected in 2021.

To view the Commission's 2021 and 2023 summary data go to the [Commission for Gender Equality in the Public Sector Insights Portal](#).