

JANUARY 2022

GENDER EQUALITY ACTION PLAN

2021-2025



Acknowledgement of Country

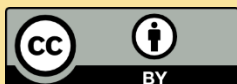
The Department of Treasury and Finance (DTF) (the Department) acknowledges all Aboriginal and Torres Strait Islander people, Traditional Owners, and custodians of the land on which we work and live as Australia's first peoples.

We pay our respects to their Elders, past, present, and future, and the Aboriginal and Torres Strait Islander people who are part of our workforce. Reconciliation is at the heart of our path toward building a diverse and inclusive working environment at the Department.

The Secretary
Department of Treasury and Finance
1 Treasury Place
Melbourne Victoria 3002
Australia
Telephone: +61 3 9651 5111
dtf.vic.gov.au

Authorised by the Victorian Government
1 Treasury Place, Melbourne, 3002

© State of Victoria 2022



You are free to re-use this work under a Creative Commons Attribution 4.0 licence, provided you credit the State of Victoria (Department of Treasury and Finance) as author, indicate if changes were made and comply with the other licence terms. The licence does not apply to any branding, including Government logos.

Contents

Message from the Secretary	1
Message from the Champion for Gender Equality and Respective Workplace Culture	1
1. Introduction	1
2. Principles	1
3. Commitment	1
4. Intersectional gender inequality	2
5. Success factors	3
6. Consultation, communication, and leadership	4
7. Gender equality indicators	6

Message from the Secretary

Colleagues

I am pleased to launch the Gender Equity Action Plan 2021–2025 to strengthen the Department’s commitment to improving gender equity within our workplace and community.

A diverse workforce reflects the community it serves, provides the best mix of views and leads to better advice to the Government. The Department’s employees have equal access to opportunities and responsibilities.

To better support all Victorians, the Department has established a Gender Responsive Budgeting Unit. This unit will ensure that new policies, programs, and services will be developed with a gender lens to enable more inclusive design of budget initiatives.

I am pleased to reaffirm the Department’s commitment to building a workplace that is inclusive and respectful, where wellbeing is paramount and where our people are given opportunities to succeed. This new plan will support the Department to be a leader and employer of choice in the Victorian public service.

I am proud of the work that we have accomplished together with Gender Equality Champion Jamie Driscoll, Deputy Secretary Budget and Finance, to drive and promote gender equality.

David Martine

Secretary

Message from the Champion for Gender Equality and Respective Workplace Culture

It is my pleasure to launch the new Gender Equality Action Plan to drive gender equality across the department.

As Gender Equality Champion, my role is to lead on issues of equity and equality.

During the development of this plan, the Department has consulted a wide range of stakeholders to learn about gender equality issues, particularly our approach to improving intersectionality gender equality indicators.

As a senior leader within the Department, I am committed to ensuring we hold ourselves accountable for progress and results.

Jamie Driscoll

**SEG Champion for Gender Equality and Respectful Workplace Culture
Deputy Secretary, Budget, and Finance**

1. Introduction

The purpose of the Department's Gender Equality Action Plan 2021–2025 (GEAP) **(Attachment A)** is to implement strategies and measures to improve gender equality and diversity across DTF.

The Department recognises that gender inequality may be compounded by other forms of disadvantage or discrimination that women may experience based on Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation, and other attributes (also known as intersectional gender inequality).¹

The *Gender Equality Act 2020* was introduced by the Commission for Gender Equality in the Public Sector to improve workplace gender equality across the Victorian public sector.¹ To successfully achieve the obligations under the Act, the Department's GEAP has been informed by the results of the Gender Equality Workforce Audit **(Attachment B)**, the People Matter Survey 2021, and a consultation process **(Attachment C)**.

The GEAP is aligned to the Department's *Diversity and Inclusion Framework 2021–2025*, *Getting to Work: disability employment action plan 2018–2025* (VPS) and the *Barring Djinang: Aboriginal Employment Strategy* (VPS). This alignment is also extended to use of language including the Framework's use of 'Aboriginal and Torres Strait Islander' and 'LGBTQ+'.

2. Principles

The Department has considered the Act's gender equality principles throughout the consultation process and in the design and development of the GEAP's strategies and measures.²

3. Commitment

Gender equality prevents violence against women, and it is essential for economic prosperity. Societies that value women and men as equal are safer and healthier. Gender equality is a human right.³

¹ <https://www.genderequalitycommission.vic.gov.au/>

² *Gender Equality Act 2020* Section 6

³ <https://www.vic.gov.au/gender-equality-what-it-and-why-do-we-need-it>

The Department is committed to improving gender equality within the community and for our employees and recognises that promoting and delivering the GEAP is a shared responsibility across DTF.

Increasing representation of women in senior leadership roles improves gender equality and benefits both individuals and the organisation. Inclusive organisations have higher performance, more innovation, better customer service, more satisfied and secure employees, and less harassment and discrimination.⁴

To further the Department's commitment to improving gender equality and diversity, the GEAP will continue to focus on:

- delivering leadership and career development programs
- monitoring progress on gender equality and diversity workforce targets
- reducing the median pay gap across all levels
- providing a safe workplace free from harassment
- promoting flexible work arrangements
- ensuring all programs and policies that benefit Victorians are developed with a gender lens through Gender Impact Assessments.

4. Intersectional gender inequality

The Department recognises the perspectives and needs of women and employees with diverse gender identities from diverse backgrounds.

The Department understands how the intersections between diverse experiences impact safety, economic security and work, and how leadership is critical in the development of policy making.

Gender inequality is not experienced in the same way by everyone. The experience of gender inequality can be compounded by the way gender-based discrimination intersects with other forms of discrimination based on attributes such as Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation.

⁴ The Diversity Council Australia's⁴ *Inclusion@Work Index*

Systemic discrimination and bias, both conscious and unconscious, can create inequalities at every stage of the employment cycle. Women and men from diverse groups can face multiple and compounding disadvantages in the workplace. These range from inequitable access to employment opportunities and compounding biases in recruitment and promotion to cultural barriers and increased likelihood of discrimination.⁵

5. Success factors

In the development of the GEAP, the Department has recognised past achievements and success factors. Some of these include:

	<ul style="list-style-type: none"> • equal representation overall of women and men across DTF • equal representation of women and men on all leadership and/or career development training • the Department's current recruitment practices require 50 per cent of shortlisted candidates to be women⁶
	<ul style="list-style-type: none"> • introduction of training programs including Respectful Workplace Culture, LGBTQ+, Disability Confidence, Aboriginal Cultural Awareness, Sexual Harassment and Workplace Equality and Respect • implementation of Gender Impact Assessment training. • continued commitment to deliver leadership development programs across the Department.
	<ul style="list-style-type: none"> • committed to the development of a Diversity and Inclusion Framework
	<ul style="list-style-type: none"> • introduction of a Gender Equality Champion • establishment of a Women in Mentoring program aimed to increase women's participation into occupations such as Economics • introduction of the Department's Safe People Officers program

⁵ <https://www.wgea.gov.au/gender-equality-and-diversity>

⁶ DTF Recruitment and Selection Policy 2019

6. Consultation, communication, and leadership

The Department's approach to meaningful consultation was led by the Gender Equality Implementation Lead and the Gender Equality Champion.

To fulfil our obligations of meaningful consultation (**Attachment C**) the Department held a series of workshops and employee sessions. This involved consultation with the Gender Equality Working Group, the Community and Public Sector Union and relevant peak bodies.

7. Gender equality indicators

Indicator	Strategies	Measures	Complete year
1. Gender composition of all levels of the workforce Supported by People and Culture; Gender Equality Champion; SEG.	1. Expand on the gender equality and diversity workforce data collected and reported on to improve gender equality and diversity metrics.	1.1 Introduce additional gender equality workforce metrics to be captured and reported on to monitor progress to improved gender equality and diversity. (DI) <ul style="list-style-type: none"> increase the cultural diversity of women from 19 per cent⁷ to 20 per cent across DTF increase the number of employees who identify as non-binary to 10 per cent increase the number of women at VPS6 from 43 per cent to 50 per cent. ensure there is 50 per cent women at all Executive bands 	2023
		1.2 Communications campaign throughout the year (including induction) to encourage employee confidence to share their demographic details to better capture and report on gender equality and diversity metrics. (DI)	2023
		1.3 Continue to work with the Victorian Public Sector Commission (VPSC) and VPS and DTF network(s) to understand workforce data to improve gender equality and diversity. (DI)	2023
	2. Continue to deliver DTF leadership development program, tailored for women at VPS5–VPS6, to increase gender balance.	2.1 DTF to focus on high performing women at VPS5–6 to increase gender balance (and diversity) at VPS6 and above and/or support pathways to specialist roles.	2023
		2.2 Connect and engage with the Women of Colour network on contemporary practices in the development of culturally appropriate leadership programs. (DI)	2023

⁷ People Matter Survey 2021

Indicator	Strategies	Measures	Complete year
	3. Continue to deliver career development, with a focus on women at VPS3–VPS5 to support transition into higher or specialised roles.	3.1 DTF to focus on high performing women at VPS3–VPS5, to increase retention rates and to increase the career transition of women into higher or specialised roles.	2023
	4. The Gender Equality Champion to continue to lead gender equality as a key business and strategic focus and a driver for improved organisational performance and engagement.	4.1 Gender Equality indicators and progress to continue to be a regular key agenda item for the Senior Executive Group (SEG) and to also be included in Quarterly Board Performance Report as a mechanism for tracking and sharing progress. (DI)	2022
4.2 DTF leaders consider only attending or speaking at external panels which are gender balanced.		2023	
4.3 Establish a Gender Equality Committee to monitor progress and identify risks and challenges in the delivery of the GEAP (biannually). (DI)		2022	
2. Gender composition of governing bodies Supported by People and Culture; Secretary; Hiring Manager.	1. Continue to communicate policy guidelines promoting fair and consistent recruitment and appointment(s) to Executive roles and/or panels.	1.1 Regularly promote and communicate the VPSC guidelines in relation to the recruitment and appointment of governing bodies, board and/or panels to improve gender representation and diversity.	2022
		1.2 Director or Executive Director roles to be advertised within three months of becoming vacant, with acting arrangement not to exceed three months.	2023
		1.3 Improve transparency of the skills experience, skills and capabilities required for roles on governing bodies.	2023

Indicator	Strategies	Measures	Complete year
3. Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender Supported by People and Culture; SEG; Secretary.	1. Reduce the pay gap by at least 5 per cent over the next four years. ⁸	1.1 Continue to undertake annual pay gap data analysis (include intersectional data) and corrective action particularly when an occupation(s) and/or VPS level is identified with a pay gap of greater than 2 per cent.	2023
		1.2 The outcomes of the gender pay analysis to be shared with all employees.	2023
		1.3 DTF to allocate specific budget annually to counter identified pay gaps.	2025
		1.4 Regularly review the DTF Job Classification policy to identify if there are current gender biases that are impacting upon remuneration and take corrective action.	2023
4. Sexual harassment in the workplace Supported by People and Culture	1. Continue to promote and communicate the Department's zero-tolerance approach to sexual harassment across DTF.	1.1 Promote the DTF Safe People Officers program and ensure sufficient Officers are available to all employees across DTF.	2022
		1.2 Respectful Workplace Culture Roll out of a face-to-face and online training.	2023
		1.3 Sexual harassment data (without breaching confidentiality) is a standing agenda item on the DTF Work Health and Safety committee.	2022
		1.4 Annually communicate and promote resources available to all employees to counter sexual harassment and emphasise DTF's zero tolerance approach. (DI)	2022–2025
		1.5 Implement and annually promote the anonymous reporting process being introduced across the VPS. (DI)	2023

⁸ This is a suggested percentage only from the Commissioner of Gender Equality

Indicator	Strategies	Measures	Complete year
	2. Review relevant policies and processes to ensure people of all genders feel safe to report sexual harassment.	2.1 Regularly review sexual harassment guidelines and procedures to ensure these reflect the sector and community practice approach. (DI)	2023
5. Recruitment and promotion practices in the workplace Supported by People and Culture, Executive Directors, Deputy Secretaries.	1. Continue to build DTF's recognition externally as an employer of choice.	1.1 Promote the Department's commitment to gender equality and diversity, inclusion, and flexible ways of working internally. (DI)	2022
		1.2 Engage with employees, relevant peak bodies, and external networks to continue to embed recruitment and engagement practices to increase gender diversity and build on being recognised as an employer of choice. (DI)	2023–2025
	2. Review the DTF Recruitment and selection policy, to increase gender diversity, retention, and promotion rates of women.	2.1 Review policy and guidelines to continue to promote and improve gender equality and diversity practices and targets within the Department's recruitment, remuneration and promotion processes. (DI) <ul style="list-style-type: none"> • Increase retention rates of women at Executive Director and at VPS3–VPS5 level. • Increase the number of women applicants to DTF from 34 per cent to 50 per cent over the next four years. • Increase the promotion of women at VPS5–VPS6 to 50 per cent (from 42 per cent to 45 per cent respectively). • Increase promotion rates for women at Directors/STS and VPS5–VPS6 to 50 per cent. 	2023–2025
		2.2 DTF to review performance development moderation process to enable an equitable approach to promotion through performance development process.	2023

Indicator	Strategies	Measures	Complete year
6. Availability and utilisation of terms, conditions and practices relating to family violence leave, flexible working arrangements and working arrangements supporting workers with family or caring responsibilities Supported by People and Culture; Executive Directors; People Leaders.	1. Regularly review and communicate DTF Family Violence guidelines to improve ease of access to leave.	1.1 In consultation with employees, DTF to regularly review guidelines and processes to improve ease of access, safety and privacy for employees when applying for leave.	2023
		1.2 Engage and connect with family violence external networks to understand and embed contemporary sector and community practice.	2023–2025
	2. Continue to regularly promote DTF’s approach to flexible work arrangements to increase uptake across DTF.	2.1 Annually promote the Department’s flexible work guidance materials to ensure employees are aware of arrangements available under the Enterprise Agreement 2020.	2022–2025
		2.2 People and Culture process to provide multiple opportunities for employees to share flexibility and accessibility requirements. (DI)	2023
		2.3 Deliver improved guidance around avoiding bias during performance assessments of employees who have additional non-work responsibilities or who use flexible work arrangements and/or work part time.	2023–2025
	3. Improve parental leave policies and guidelines to be non-gendered.	3.1 DTF to make recommendations to improve parental leave entitlements in the next Enterprise Agreement negotiations.	2023
		3.2 Continue to promote and communicate parental leave entitlements.	2023
		3.3 Provide a more formal approach to employees returning from periods of parental leave to support transition into workplace.	2023

Indicator	Strategies	Measures	Complete year
7. Gender segregation within the workplace Supported by People and Culture; Executive Directors.	1. Increase gender representation and diversity in occupations with significant gender segregation.	1.1 Continue to support employment programs to increase gender balance and diversity in highly segregated occupations. (DI)	2024
		1.2 Target specific occupations with high gender segregation with a focus on recruitment and secondment arrangements to increase gender diversity.	2024
		1.3 Create an internal awareness campaign to promote understanding of gender segregation of occupations within the workplace, workforce and industry, and the impact gender stereotypes can have on decisions about role type and level.	2024
8. Gender Impact Analysis for policy development Supported by Gender Responsive Budgeting Team.	1. Establish Gender Responsive development and budgeting across DTF.	1.1 Develop a tool to assess the overall impact of the budget on people of different genders and establish a baseline to evaluate impact over time.	2023
		1.2 Gap analysis to inform future policy development.	2023
		1.3 Embed gender responsive budgeting within the State budget process.	2023
		1.4 Build on the achievements of the <i>Gender Equality Act 2020</i> by embedding the requirement for Gender Impact Assessments for policies, programs, or services with a direct and significant impact on the public into resource allocation processes.	2023
		1.5 Evaluate tools and processes implemented in the 2022-23 Budget before embedding them into future budget processes.	2023

