

# Gender Equality Action Plan

2022 – 2025



COMMISSION FOR CHILDREN  
AND YOUNG PEOPLE

The Commission respectfully acknowledges and celebrates the Traditional Owners of the lands throughout Victoria and pays its respects to their Elders, children and young people of past, current and future generations.

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# Commissioner's foreword



The Commission for Children and Young People (the Commission) is best placed to fulfil its functions to uphold the rights and wellbeing of Victoria's children when its employees feel supported, respected and valued, and bring a range of experiences and perspectives.

The Commission is a relatively new organisation, having been established in 2013. It is also small, with around 70 employees in total. The preparation of this Gender Equality Action Plan (GEAP) has shown that women comprise a high proportion of our workforce—at 76 per cent, which is slightly higher than the 68 per cent average within the Victorian public sector.

Pleasingly, this representation remains relatively consistent across all levels of the organisation, including senior management. We can also report some positive indicators in flexible workplace arrangements, take-up of paid parental leave and employee confidence in support being offered on issues such as family violence leave and caring responsibilities.

While this may suggest we are well advanced in meeting the objectives of the *Gender Equality Act 2020* to improve the status of women in our workforce, our commitments in this GEAP reflect more work to do. We need to ensure our advertising, selection and retention strategies enable us to attract, employ and support people of all genders, including those who are non-binary or gender diverse.

The process of developing this GEAP also highlighted gaps in our workforce data that limit our insights into its diversity beyond gender, age and Aboriginality. Ensuring we have a robust baseline against which to measure change and improvement is a key priority. However, even without the benefit of comprehensive quantitative data, it is clear that we can do better in attracting and retaining employees with disability, from culturally diverse backgrounds, who identify as LGBTQIA+ and who are Aboriginal. Our data collection and analysis will need to recognise that people's identities are personal, unique and often intersecting.

This GEAP reflects our desire to be accountable for our commitment not only to achieving gender equality, but to cultivating a workforce that genuinely reflects the breadth of the communities we serve. We intend to improve our data collection, ensure our policies are reviewed and refreshed with an eye to removing barriers or biases, strengthen our reporting and ensure training and professional development opportunities are promoted and accessible to employees.

Having a diverse and representative workforce is only the first step. We want to be an employer of choice with a culture that listens and learns and ensures all employees are respected and valued. Given our role involves holding other agencies accountable, we need to lead by example by being transparent about our progress and remaining open to change and improvement. This GEAP reflects our resolve to do just that.

A handwritten signature in black ink that reads "Liana Buchanan". The signature is fluid and cursive.

**Liana Buchanan**  
*Principal Commissioner*

# About the Commission

**The Commission is an independent statutory body that promotes improvement in policies and practices for the safety and wellbeing of vulnerable children and young people in Victoria.**

At the Commission we:

- provide independent scrutiny and oversight of services for children and young people, particularly those in the out-of-home care, child protection and youth justice systems
- advocate for best-practice policy, program and service responses to meet the needs of children and young people
- promote the rights, safety and wellbeing of children and young people
- promote the views and experience of children and young people to increase the awareness of government and the community
- support and regulate organisations that work with children and young people to prevent abuse and make sure these organisations have child-safe practices.

# How we developed our Gender Equality Action Plan

## The Commission's case for change

The Commission is committed to challenging gender inequality and ensuring all of its employees are celebrated, embraced, and supported.

The Commission views the principles of the *Gender Equality Act 2020* as closely aligned to those which guide its role in promoting the rights, safety and wellbeing of children and young people. That all Victorians should live in a safe and equal society and be treated with respect and fairness underlies every action of the Commission. This approach is brought to the Commission's workplace culture, and the GEAP will assist with ensuring employees of all genders, including those who are non-binary or gender diverse, feel supported and free from discrimination at work.

The Commission is a relatively new and small organisation in comparison to other public sector organisations. These factors are relevant when analysing the Commission's workforce data and have influenced the compilation of possible actions in this GEAP. The GEAP highlights the ways in which the Commission has embraced equity and inclusion, as well as opportunities to encourage greater diversity in its workforce.

Advancing workplace equality is a shared responsibility across the Victorian community. The Commission is proud of the steps it has taken to support the diversity of its workforce to date, and is committed to building on these actions in the future.

## Vision for gender equality

*We know diversity of people, experiences and perspectives makes our work stronger.*  
– Commission for Children and Young People  
'Our values'

This is the Commission's first Gender Equality Action Plan. In developing this plan, the Commission learnt that it has a lot to celebrate and be proud of. The analysis of the Commission's existing workforce has highlighted areas of clear strength and success. This GEAP will assist the Commission to consider new options to further support the diversity of employees, so that it will continue to grow as an organisation that is recognised as an employer which values, encourages and supports its workforce.

## Gender Equality Action Plan – methodology

This GEAP was developed through extensive consultation with groups and individuals across the Commission as well as external stakeholders. An anonymous all-staff survey provided valuable insights, as did regular consultations with the Community and Public Sector Union (CPSU). A Commission Focus Group, made up of employees from across the Commission at different VPS levels, was also created to discuss gender equality generally, as well as to consider the workplace data and to propose various strategic actions to address perceived issues and gaps. The Commission Focus Group also included a Union representative.

This GEAP is also informed by the following data collections:

- a workplace data audit that collected information on intersectional gender equality
- the People Matter Survey 2021 (employee experience data).

The Commission has developed actions and strategies to assist with building a workplace culture that celebrates and nurtures the diversity of its employees. These actions have been consolidated into a single table and included as an attachment (see Attachment 1).

## Workplace data audit

The *Gender Equality Act 2020* requires a workplace data audit to be conducted as part of developing the GEAP. The audit establishes baseline organisational data on gender and enables the Commission to identify areas that may require attention for the vision for gender equality within the CCYP to be achieved.

Data was collected across the following seven gender equality indicators:

- gender composition of all levels of the workforce
- gender composition of governing bodies
- equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender (pay equity)
- sexual harassment in the workplace
- recruitment and promotion practices in the workplace
- use of family violence leave, flexible working arrangements and working arrangements supporting workers with family or caring responsibilities
- gendered segregation within the workplace.

The *Gender Equality Act 2020* determines that if data is available, the workplace gender audit must also be based on data relating to gender identity, Aboriginality, age, disability, ethnicity, race, religion and sexual orientation. To date, the Commission has not formally collected and recorded employee information relating to disability, ethnicity, race, religion and sexual orientation.

Data contained in the Commission's workplace gender audit is from the 2020–21 financial year. For some data sets that are reflective of a particular point in time, these are based on data as of 30 June 2021.

## People Matter Survey 2021 – employee experience data

The People Matter Survey is an annual employee opinion survey on the intersection between public sector values and employment principles and the workplace culture of public sector organisations. The survey is administered by the Victorian Public Sector Commission.

The People Matter Survey 2021 included new gender equality questions to assist organisations to fulfil data collection obligations under the *Gender Equality Act 2020*. Responses from these questions informed this GEAP.

The Commission had a response rate of 83 per cent in the 2021 People Matter Survey.

## Commission for Children and Young People data

The Commission is a relatively small statutory authority with a workforce of 70 employees as at 30 June 2021. For this reason, this GEAP only discusses high-level trend data for each indicator in order to avoid identifying individuals.

The Commission is supported by the Department for Families, Fairness and Housing for a range of corporate functions including human resources and payroll services. This relationship influenced how data on gender diversity in the Commission has been collected to date.

## Implementation of actions and strategies

To implement the actions and strategies outlined in this GEAP, the Commission developed a Strategic Resource Plan that stated the Commission's Corporate Services team will be responsible for developing a work plan and ensuring specific tasks and activities are undertaken and completed within the identified timeframes.

Corporate Services will report on progress of specific tasks and activities listed in the work plan to the Commission's Governance Group on a quarterly basis.

## Measuring progress

The Commission will report progress in relation to strategies and measures outlined in this GEAP to the Commission for Gender Equality in the Public Sector every second year (at a minimum).

# Indicator 1 – Gender composition

## Indicator 1 – Definition

Gender **composition** at each **classification** (reporting level to the Chief Executive Officer (CEO)) **by employment basis** (full-time, part-time) as at 30 June 2021.

Gender composition at each **classification by employment basis**, and by Aboriginality, age, disability, ethnicity and race, religion and sexual orientation as at 30 June 2021.

## Workplace data

The Commission's workforce was comprised of 76 per cent women and 24 per cent men as at 30 June 2021. This is slightly higher than the percentage of women working in the public sector workforce overall, which was 68 per cent. There are more women in every employment category type than men. Employees did not identify as belonging to any other gender category.

**Table 1 – Employment basis of Commission employees as at 30 June 2021**

Employment type	Women	Men	Total
Full-time permanent/ongoing	31	15	46
Full-time contract/fixed term	7	1	8
<b>Total full-time</b>	<b>38</b>	<b>16</b>	<b>54</b>
Part-time permanent/ongoing	12	1	13
Part-time contract/fixed term	3	0	3
<b>Total part-time</b>	<b>15</b>	<b>1</b>	<b>16</b>
<b>All employees</b>	<b>53</b>	<b>17</b>	<b>70</b>

The workplace data audit confirmed the Commission has a relatively flat structure in comparison to other public sector organisations. All Commission employees are

employed in positions within four reporting levels to the CEO, with women represented in every level. More women reported directly to the CEO than men.

Seven per cent of the Commission's workforce identified as Aboriginal<sup>1</sup>. All Aboriginal employees were employed in full-time positions.

The number of women was higher than men in all age categories.

**Table 2 – Age of Commission employees by gender as at 30 June 2021**

Age	Women	Men	Total
65+	3	0	3
55-64	12	1	13
45-54	14	1	15
<b>Total over 45 years</b>	<b>29</b>	<b>2</b>	<b>31</b>
35-44	13	7	20
25-34	11	7	18
15-24	0	1	1
<b>Total under 45 years</b>	<b>24</b>	<b>15</b>	<b>39</b>
<b>All employees</b>	<b>53</b>	<b>17</b>	<b>70</b>

## Employee experience data (People Matter Survey 2021)

The People Matter Survey 2021 asked survey respondents to rate how strongly they agreed with the following statement:

*There is a positive culture within my organisation in relation to employees of different sexes/genders.*

The responses to this question from employees at the Commission were very similar:

- 95% of women agreed or strongly agreed
- 92% of men agreed or strongly agreed.

<sup>1</sup> The term Aboriginal is used in this document to refer to both Aboriginal and Torres Strait Islander people.

# Indicator 2 – Gender composition of governing body

## Indicator 2 – Definition

Gender composition of the **governing body** as at 30 June 2021.

Gender composition of the **governing body** by Aboriginality, age, disability, ethnicity and race, religion and sexual orientation as at 30 June 2021.

This indicator is not applicable to the Commission as it does not have a governing body.

# Indicator 3 – Pay equity

## Indicator 3 – Definition

The average (mean and median) annualised full-time equivalent **salary gap between genders** (for both annualised base salary and total remuneration) by classification and employment basis across the whole defined entity for the last pay period before 30 June 2021.

The average (mean and median) annualised full-time equivalent **salary gap between genders** (for both annualised base salary and total remuneration) by classification and employment basis across the whole defined entity, and by Aboriginality, age, disability, ethnicity and race, religion and sexual orientation, for the last pay period before 30 June 2021.

## Workplace data

There is a significant difference at the Commission between the median and mean annualised full-time equivalent salary gap between women and men. This can partly be explained by the flat organisational and reporting structure of the Commission. Employees at the VPS 3, 4 or 5 level, for example, could be between 2 – 4 reporting levels from the CEO. This contrasts with the organisational structure of government departments, where there are typically several more reporting levels between junior and senior employees.

As at 30 June 2021, the Commission also had a high number of women employed in executive positions (including the CEO). This influenced the gender bias in mean salary of the total workforce towards women. However, because women at the Commission are employed across positions from the VPS 3 to CEO, the *median* salary for women is lower than the median salary for men.

Data for this indicator was primarily gathered from the workplace data audit. The Commission conducted an all-staff survey on gender equality in November 2021, which included questions on gender and pay equity. Responses to these questions did not indicate any perceived or experienced barriers to pay equity based on gender.

**Indicator 3 – Pay equity**  
continued

**Table 3 – Median and mean annualised full-time equivalent salary gap between genders**

	Women			
	Median Base Salary	Median Total Remuneration <sup>2</sup>	Mean Base Salary	Mean Total Remuneration
Total Workforce	12.4%	12.4%	-0.2%	-0.3%
1 reporting level to CEO	-11.5%	-11.5%	-17.6%	-18.0%
2 reporting levels to CEO	22.1%	22.1%	10.1%	10.1%
3 reporting levels to CEO	-3.0%	-3.0%	1.9%	1.9%
4 reporting levels to CEO	-18.8%	-18.8%	-21.7%	-21.7%

Note – a positive figure (e.g. 12.4%) means the gap in salary is 12.4% more for men compared to women. A negative figure (e.g. -0.2%) means the gap in salary is 0.2% more for women compared to men.

The analysis by age category found that the mean pay gap was in favour of women in the 45 – 54 age range only. This is because of the higher number of women than men employed at the Commission in this age category, in addition to the number of women in senior positions aged between 45 – 54 years.

As noted earlier, seven per cent of employees at the Commission identified as Aboriginal. Aboriginal employees were employed in positions that were concentrated at either senior or junior levels, with few at the VPS 5 or 6 level. This led to a significant pay gap in favour of women, who were employed in senior roles.

## Employee experience data (People Matter Survey 2021)

People Matter Survey data does not exist for this indicator.

<sup>2</sup> Includes superannuation in total remuneration columns

# Indicator 4 – Sexual harassment

## Indicator 4 – Definition

Total number of **sexual harassment complaints** from 1 July 2020 to 30 June 2021.

The number of **sexual harassment complainants** from 1 July 2020 to 30 June 2021, by gender and type of complainant.

The number of **sexual harassment complainants** from 1 July 2020 to 30 June 2021, by gender and relationship to incident.

The number of **sexual harassment complainants** from 1 July 2020 to 30 June 2021, by gender and Aboriginality, age, disability, ethnicity and race, religion and sexual orientation.

The number of **respondents to sexual harassment complaints** from 1 July 2020 to 30 June 2021, by gender and workplace relationship to complainant.

The **outcomes of any sexual harassment complaints** including any settlement and/or non-disclosure agreements from 1 July 2020 to 30 June 2021 by gender of complainant.

Actions your organisation has taken to **prevent future incidents of sexual harassment** in the workplace from 1 July 2020 to 30 June 2021.

The number of sexual harassment complaints that were **handled internally, externally or both** from 1 July 2020 to 30 June 2021, by gender of complainant.

What was the overall level of **complainant satisfaction** with the outcomes of each complaint from 1 July 2020 to 30 June 2021, by gender of complainant?

## Workplace data

The Commission did not receive any formal sexual harassment complaints in 2020–21.

During 2020–21, the Commission undertook the following activities to ensure employee awareness and assist in the prevention of future sexual harassment incidents:

- All-staff mandatory training – *Workplace Equality: Healthy and Respectful Workplaces Behaviour* training (facilitated by the Victorian Equal Opportunity and Human Rights Commission).
- Development (and update) of inappropriate behaviour policies and procedures:
  - Prevention of Sexual Harassment in the Workplace Policy
  - Workplace Bullying Policy
  - Inappropriate Workplace Behaviours – Internal Complaints Procedure.

## Employee experience data (People Matter Survey 2021)

Table 4 below outlines the questions relevant to Indicator 4 in the People Matter Survey 2021.

**Table 4 – People Matter Survey 2021 questions relevant to Indicator 4, with 83 per cent of Commission employees responding to the survey.**

People Matter Survey Questions	Response – Women	Response – Men
<i>Experienced sexual harassment, by gender</i> (calculated by subtracting the percentage of survey respondents who selected “No, I have not experienced any of the above [sexual harassment] behaviours” from 100%)	2%	8%
<i>I feel safe to challenge inappropriate behaviour at work</i>	77%	75%
<i>My organisation takes steps to eliminate bullying, harassment and discrimination</i>	91%	75%
<i>My organisation encourages respectful workplace behaviours</i>	91%	92%

# Indicator 5 – Recruitment and promotion

## Indicator 5 – Definition

Gender composition of people **recruited** from 1 July 2020 to 30 June 2021, by classification and employment basis.

Gender composition of employees who have had a **permanent promotion** from 1 July 2020 to 30 June 2021, by classification.

Number of people who participated in **career development training opportunities** from 1 July 2020 to 30 June 2021, by gender and classification.

Gender composition of employees who have been awarded **higher duties** from 1 July 2020 to 30 June 2021, by classification and employment basis.

Gender composition of employees who have been awarded **internal secondments** at the same level from 1 July 2020 to 30 June 2021, by classification and employment basis.

Gender composition of employees who have **exited** the defined entity from 1 July 2020 to 30 June 2021, by classification and employment basis.

Gender composition of **recruitment and promotion data** by Aboriginality, age, disability, ethnicity and race, religion and sexual orientation, from 1 July 2020 to 30 June 2021.

## Workplace data

### Recruitment

Recruitment refers to people who have been newly appointed to a role from both internal (roles filled by employees within the Commission) and external (roles filled by people from outside of the Commission) recruitment processes. It does not include people who have been promoted.

In 2020–21, the Commission recruited seven individuals to positions that varied in types and level of seniority. Six of the seven were women, and one individual identified as Aboriginal.<sup>3</sup> The new recruits were aged between 25 and 55 years.

### Permanent promotions

Permanent promotions involve existing employees being appointed to a role at a level higher than their substantive position, either through competitive recruitment processes or after demonstrating competencies, as well as promotions awarded after a fixed period. It excludes temporary promotions or higher duties, as well as pay rises within the same classification.

In 2020–21, ten Commission employees received permanent promotions during the year, in which 70 per cent were women and thirty per cent identified as Aboriginal. The roles were all full-time. While the women who received promotions were from all age categories, the men promoted were all under 34 years of age.

### Career development training

Career development training opportunities assist employees to progress their careers by building on their capacity and skills through specific (career development) training.

In 2020–21, women comprised 76 per cent of Commission employees and undertook 80 per cent of recorded career development training opportunities.

<sup>3</sup> Further details not provided due to privacy considerations.

## Indicator 5 – Recruitment and promotion

continued

### Higher duties

Higher duties assignments refer to temporary internal arrangements where an employee moves into a higher classification for a period of two weeks or more.

In 2020–21, 50 per cent of the employees who transitioned to higher duties for the year were women and 83 per cent of the total group were full-time and ongoing.

### Internal secondments

Internal secondments refer to temporary internal arrangements where an employee moves into another role at the same classification for a period of two weeks or more.

Of the employees who undertook internal secondments during 2020-2021, 75 per cent were women.

### Exits

Exits refer to the number of employees who resigned and left the Commission during the reporting year.

During 2020–21, nine women and seven men exited the Commission, all of whom were full-time employees. Ten of the 16 were fixed term employees.

## Employee experience data (People Matter Survey 2021)

Table 5 outlines the questions relevant to Indicator 5 in the People Matter Survey 2021.

**Table 5 – People Matter Survey 2021 questions relevant to Indicator 5**

People Matter Survey Questions	Response – Women	Response – Men
<i>My organisation makes fair recruitment and promotion decisions, based on merit</i>	79%	75%
<i>I feel I have an equal chance at promotion in my organisation</i>	63%	75%
<i>Gender is not a barrier to success in my organisation</i>	98%	75%
<i>Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation</i>	88%	92%
<i>Cultural background is not a barrier to success in my organisation</i>	88%	67%
<i>Sexual orientation is not a barrier to success in my organisation</i>	98%	58%
<i>Disability is not a barrier to success in my organisation</i>	81%	67%
<i>Age is not a barrier to success in my organisation</i>	88%	75%
<i>What is your likely career plan for the next 2 years – Continue to work in my current workgroup within my organisation</i>	53%	33%

# Indicator 6 – Leave and flexibility

## Indicator 6 – Definition

Proportion of employees with formal **flexible work arrangements**, by gender, classification and employment basis, as at 30 June 2021.

Number of senior leaders working with **flexible work arrangements, by gender and type of flexible work arrangement**, as at 30 June 2021.

Number of people who have taken **parental leave** from 1 July 2020 to 30 June 2021, by gender, classification, length of leave and by type of leave (paid or unpaid).

Number of people who **exited the defined entity during parental leave** from 1 July 2020 to 30 June 2021, by gender.

Number of people accessing **family violence leave** from 1 July 2020 to 30 June 2021, by gender.

Number of people accessing **carers leave** from 1 July 2020 to 30 June 2021, by gender.

## Workplace data

### Flexible Work Arrangements

Flexible working is defined as access to one or more of the following arrangements, as chosen by the employee:

- Working more hours over fewer days
- Flexible start and finish times
- Working remotely (negotiated by the employee)
- Working part-time (negotiated by the employee only)
- Shift swap
- Job sharing
- Study leave
- Purchased leave
- Using leave to work flexible hours.

It should be noted that COVID-19 restrictions, which have forced employees to work remotely (i.e. at home) during 2020–21, are excluded from this definition.

During the period 1 July 2020 to 30 June 2021, 33 per cent of employees at the Commission had a flexible working arrangement in place, which mostly involved working on a part-time basis. Of this group, 92 per cent were women. This means that 40 per cent of the total number of women employed at the Commission worked flexibly.

Employees on flexible working arrangements are represented from all four reporting levels from the CEO.

### Parental Leave

Parental leave refers to both paid and unpaid leave, which may be classified as Primary Carers/Maternity/Birth Parent Leave or Partner/Secondary Carers Parental Leave.

During 2020–21, 15 per cent of employees took parental leave. Men comprised 54.5 per cent of this total and women were 45.5 per cent. Employees who took parental leave in 2020–21 took more leave as paid leave rather than unpaid leave.

No employees exited the Commission whilst on any type of parental leave.

## Indicator 6 – Leave and flexibility

continued

### Carers Leave

Carers leave refers to leave to care for, or support an employee's immediate family or household member, if they are ill, injured or have an unexpected emergency.

There were 46 instances of carers leave at the Commission during 2020–21. Of the employees who accessed carers leave, 74 per cent were women.

It is likely that the COVID-19 pandemic influenced the number of occasions carers leave was accessed. Special Leave was available to VPS employees during lockdowns in Victoria, however, this was only available to particular employees and for very particular situations (and a capped number of days was available).

Due to the low numbers (or no instances) of other data relating to other categories (such as family violence leave), these are not discussed in the GEAP.

## Employee experience data (People Matter Survey 2021)

Table 6 below outlines the questions relevant to Indicator 6 in the People Matter Survey 2021.

**Table 6 – People Matter Survey 2021 questions relevant to Indicator 6**

People Matter Survey Questions	Response – Women	Response – Men
<i>My organisation would support me if I needed to take family violence leave</i>	98%	100%
<i>I am confident that if I requested a flexible work arrangement, it would be given due consideration</i>	98%	83%
<i>My organisation supports employees with family or other caring responsibilities, regardless of gender</i>	93%	75%

# Indicator 7 – Gendered segregation

## Indicator 7 – Definition

Gender composition of employees by occupation per ANZSCO codes as at 30 June 2021.

## Employee experience data (People Matter Survey 2021)

People Matter Survey data does not exist for this indicator.

## Workplace data

As at 30 June 2021, the Commission's workforce occupied only three of the Australian and New Zealand Standard Classification of Occupations (ANZSCO) code categories. These were:

- Managers
- Professionals (including human resources, marketing, business)
- Clerical and Administrative workers.

The gender composition of employees is shown in Table 7 below.

**Table 7 – Gender composition of employees by gender**

ANZSCO code	Women	Men	Total
Managers	11 (65% of total)	6	17
Professionals	24 (85% of total)	4	28
Clerical and Administrative workers	18 (70% of total)	7	25
<b>All employees</b>	<b>53</b>	<b>17</b>	<b>70</b>

The Commission considers data collected on the composition of its workforce by VPS levels to be a more useful measure for providing insights into gender diversity and will consider options to enhance existing collection methods to align with this preference.

# Conclusion

Developing this GEAP provided the Commission with the chance to reflect in detail on the gender balance and other characteristics of its workforce. The Commission learnt that for a relatively small organisation, it has a lot to be proud of with employee feedback indicating the Commission's existing workplace culture provides a good foundation for recognising and promoting the diversity of its employees.

The Commission is committed to building on its achievements to date. The GEAP highlights the need to focus on recruitment and retention strategies to ensure people of all genders and those from diverse backgrounds want to work and stay employed at the Commission. We are committed to addressing all issues raised by staff and understand that realising our objectives as an organisation depends upon creating a diverse and inclusive workplace and a workforce that feels valued, safe and respected.

The actions developed for the GEAP reflect a commitment towards improving our knowledge of gender equality and intersectional diversity through data collection and analysis initiatives. Regular reporting on the themes and patterns uncovered through these processes will shape future decisions about how we continue to improve.

The Commission is excited to implement the GEAP and to keep exploring new ways to contribute to workplace equality in Victoria.

# Attachment 1

## Gender Equality Action Plan strategies and measures

The Commission has developed actions and strategies to assist with building a workplace culture that celebrates and nurtures the diversity of its employees. These actions and strategies each have specific measures, owners and due dates to ensure each of these are addressed and implemented by the Commission. Each action and strategy links to specific indicators within this GEAP.

The Commission's actions and strategies are consolidated below.

**Attachment 1**  
**Gender Equality Action Plan strategies and measures**  
*continued*

Action	Strategy	Measure	Owner	Timelines (Due Date)	Indicators
<b>Data collection to address gender equality data gaps</b>	Identify a system to collect additional gender equality data sets to comply with the <i>Gender Equality Act 2020</i> . Specifically, commence the formal collection of gender equality and intersectionality data sets	Promote the requirement to collect additional gender equality data sets to Commission staff  Liaise with DFFH to ensure additional data sets are collected and held along with existing payroll data  Update current processes and systems to collect and store additional data sets of employees	Corporate Services	30 June 2023	1
	Investigate options to enhance existing data collection and extraction methods to increase the Commission's knowledge and understanding of under-represented cohorts and gender equality	Liaise with DFFH to enhance collection and consistent extraction of employee data relating to gender equality	Corporate Services	30 June 2022	1, 3, 7
	Develop processes to track and record career development opportunities undertaken by staff. This will assist the Commission to understand trends and highlight issues in the intersection between gender diversity and career development	Implement a new system to record, monitor and extract all training (including career development) undertaken by Commission employees	Corporate Services	30 June 2023	5
	Develop a system of identifying, recording and reporting informal, as well as formal, complaints regarding inappropriate behaviour	Create and implement dedicated inappropriate behaviour registers (sexual harassment, bullying, racism, discrimination) that consider and record intersectional gender equality information relating to employees  Commence reporting to the Commission's Governance Group data on reports of inappropriate behaviour	Corporate Services	30 June 2022  Monthly from 30 June 2022	4
	Maintain central records of flexible work arrangements for all Commission employees	Create and maintain a central register of flexible work arrangements	Corporate Services	30 June 2023	6

**Attachment 1**  
**Gender Equality Action Plan strategies and measures**  
*continued*

Action	Strategy	Measure	Owner	Timelines (Due Date)	Indicators
<b>Data collection to address gender equality data gaps</b> <i>continued</i>	Continue to promote the annual People Matter Survey to encourage a high participation rate	Undertake an annual promotional campaign of the People Matter Survey	Corporate Services	Annually from 2022	1
	Continue to monitor actions arising from the People Matter Survey to drive workplace change	Develop an annual action plan based on the results of the People Matter Survey and promote work being undertaken			
	Identify further opportunities to analyse and understand issues raised in the 2021 People Matter Survey relating to gender equality at the Commission	Commence the undertaking of an annual pulse survey of Commission staff to further question, analyse and understand issues raised in the 2021 People Matter Survey relating to gender equality at the Commission	Corporate Services	Annually from 2022	1, 4, 5, 6

**Attachment 1**  
**Gender Equality Action Plan strategies and measures**  
*continued*

Action	Strategy	Measure	Owner	Timelines (Due Date)	Indicators
<b>Policy and procedure development</b>	Identify and review a number of internal Corporate policies to ensure they are free from any gender bias or barriers within the Commission	Using data obtained from processes developed, review and update the following internal Corporate policies, to ensure they use gendered language and are free from any gender bias or barriers within the Commission (including Aboriginal, age, disability, culture and race, religion, sexual orientation): <ul style="list-style-type: none"> <li>• Equal opportunity employment policy</li> <li>• Recruitment and selection policy (to assist with culturally diverse recruitment practices)</li> <li>• Flexible work policy</li> <li>• Parental leave policy</li> <li>• Carers leave policy</li> <li>• Sexual harassment policy</li> <li>• Positive and fair workplaces policy</li> </ul>	Senior Management Team  Regulation Division  Corporate Services	31 December 2023	1, 3, 4, 5, 6
	Identify and review internal Commission processes to ensure they are free from any gender bias or barriers within the Commission	Using data obtained from processes developed, review and update the following internal processes, to ensure they are free from any gender bias or barriers within the Commission (including Aboriginal, age, disability, culture and race, religion, sexual orientation): <ul style="list-style-type: none"> <li>• Recruitment (including advertisements, position descriptions and interviews)</li> <li>• Onboarding methods and providing workplace adjustments</li> <li>• Exit interviews (to ensure staff are able to raise issues about equality, intersectionality, diversity and inclusion)</li> <li>• Employing young people</li> </ul>	Senior Management Team  Corporate Services	31 December 2023	1, 5
	Identify options to document and enhance workforce diversity and inclusion at the Commission	Develop a Workforce Diversity and Inclusion Framework	Corporate Services	30 June 2023	1, 3, 4, 5, 6, 7

**Attachment 1**  
**Gender Equality Action Plan strategies and measures**  
*continued*

Action	Strategy	Measure	Owner	Timelines (Due Date)	Indicators
<b>Policy and procedure development continued</b>	Implement a consistent, clear approach in relation to pay equity at the Commission	Develop a Commission Pay Policy to ensure consistent setting of salaries and pay equity  Review all positions and position descriptions to ensure equal pay for equal work	Corporate Services	31 March 2023	3
	Finalise the Commission's first Reconciliation Action Plan and identify specific actions to strengthen cultural safety for the Commission's existing Aboriginal workforce and to increase the number of Aboriginal employees at the Commission	Release the Commission's first Reconciliation Action Plan	Commission wide	31 December 2022	1, 5
	Investigate options for having increased gender diversity representation amongst the group of people who receive and manage complaints regarding inappropriate behaviour	Create a panel of employees who are able to receive and manage complaints regarding inappropriate behaviour (especially race discrimination complaints, mediation, or conciliation processes)	Senior Management Team	Annually from 2023	4
	Develop options for staff to anonymously communicate concerns regarding inappropriate workplace behaviours	Implement a system for the anonymous raising of concerns regarding inappropriate workplace behaviours	Corporate Services	31 December 2022	4
	Review and consider options to internally encourage and promote permanent promotions, applications for vacant positions, internal secondments and higher duties within the Commission	Develop, promote and apply dedicated policies and processes in relation to permanent promotions, applications for vacant positions, internal secondments and higher duties	Corporate Services	30 June 2023	5
	Review the Commission's existing writing style guides to ensure inclusive language is used	Update the Commission's writing style guides to ensure inclusive language and terms are used	Corporate Services	30 June 2023	1
	Ensure flexible work is available to all employees	Review and update the Commission's position descriptions to include the ability to access and apply for flexible work (such as job sharing, part-time work)	Corporate Services	31 March 2023	6

**Attachment 1**  
**Gender Equality Action Plan strategies and measures**  
*continued*

Action	Strategy	Measure	Owner	Timelines (Due Date)	Indicators
<b>Reporting</b>	To assist with future recruitment strategies, consider methods to monitor the Commission's progress and success in building further gender diversity and intersectionality at the Commission	Commence reporting to the Commission's Governance Group on employee gender profiles and intersectionality. Reporting to include pay data and VPS levels/roles	Corporate Services	Twice per year from 1 July 2023	1, 3
	Review methods to monitor and report trends relating to recruitment and promotion at the Commission	Commence annual reporting of employee gender equality data trends relating to recruitment, higher duties and internal promotion to the Commission's Governance Group	Corporate Services	Annually from 2023	5

**Attachment 1**  
**Gender Equality Action Plan strategies and measures**  
*continued*

Action	Strategy	Measure	Owner	Timelines (Due Date)	Indicators
<b>Communications</b>	Promote the availability and benefits of flexible work and options available at the Commission	<p>Review and update the Commission's position descriptions to include the ability to access and apply for flexible work (such as job sharing, part-time work)</p> <p>Undertake promotion of the availability and benefits of accessing the Commission's policies on:</p> <ul style="list-style-type: none"> <li>• Flexible work</li> <li>• Parental leave</li> <li>• Family violence</li> <li>• Carers leave</li> </ul> <p>Include the promotion of the policies in the Commission's all-staff newsletter, as well as creating a dedicated site/page on the Commission's intranet</p>	Corporate Services	31 December 2023	6
	Increase the uptake of signature block pronouns at the Commission	Develop and provide promotional material to employees regarding the importance of signature block pronouns	Senior Management Team	31 December 2022	1
	Explore options to create a dedicated annual program focussing on and celebrating gender equality, diversity and intersectionality	Develop an annual 'Commission Respects Diversity' program which will involve messaging from the Commissioner, possible guest speakers and other ways to celebrate and increase employee knowledge of gender equality, diversity and intersectionality	Senior Management Team	Annually from 2023	1
	Ensure major religious events and celebrations are included in the Commission's annual Significant Dates calendar	Review and update the Commission's Significant Dates calendar on an annual basis	Senior Management Team	Annually from 2022	1

**Attachment 1**  
**Gender Equality Action Plan strategies and measures**  
*continued*

Action	Strategy	Measure	Owner	Timelines (Due Date)	Indicators
<b>Communications</b> <i>continued</i>	Explore methods to promote the Commission's support mechanisms for inappropriate behaviours (HSR, Workplace Contact Officers, Senior HR Adviser)	<p>Enhance online and printed/hardcopy materials relating to the Commission's support mechanisms for inappropriate behaviours (HSR, Workplace Contact Officers, Senior HR Adviser)</p> <p>Develop materials to display in the office and create a dedicated site/page on the Commission's intranet</p> <p>Review training provided to Workplace Contact Officers to ensure it is appropriate and fit for purpose to receive and handle inappropriate behaviour complaints</p>	Corporate Services	31 March 2023	4

**Attachment 1**  
**Gender Equality Action Plan strategies and measures**  
*continued*

Action	Strategy	Measure	Owner	Timelines (Due Date)	Indicators
<b>Learning and Development</b>	Identify and implement opportunities to improve staff awareness of anti-violence/family violence policies and procedures for all employees	Develop and release a dedicated policy and procedure relating to anti-violence / family violence leave  Promote new policies and procedures through appropriate channels within the Commission	Corporate Services	30 June 2023	6
	Review the Commission Learning and Development Matrix regarding mandatory all-staff training sessions that are delivered to Commission employees	Embed into the Commission Learning and Development Matrix a mandatory all-staff training session on: <ul style="list-style-type: none"> <li>• Anti-sexual harassment training that focusses on mechanisms for reporting and support at the Commission</li> <li>• Workplace diversity, equity and inclusion</li> <li>• Aboriginal cultural awareness and safety package</li> <li>• Cultural safety (including cultural entitlements)</li> </ul> As part of the L&D Matrix, deliver the above training every second year	Corporate Services	30 June 2022  Every second year from 2023	1, 4
	Ensure all Commission training is free from any perceivable gender bias and that, wherever appropriate, gender equality and intersectionality is considered and included	Screen training providers rigorously and develop set, consistent wording relating to gender equality and intersectionality to provide to all future training providers when training programs are being developed for the Commission	Corporate Services	30 June 2023	4
	Ensure recruitment processes are free from any unintentional or unconscious gender or other bias	Implement regular Unconscious Bias training for all people/hiring managers	Senior Management Team	Every second year from 2022	3

**Attachment 1**  
**Gender Equality Action Plan strategies and measures**  
*continued*

Action	Strategy	Measure	Owner	Timelines (Due Date)	Indicators
<b>Accessibility</b>	Explore methods to ensure the Commission's floor is safe, inclusive and accessible and also free from barriers or hazards for all employees and visitors (including those with a physical disability)	Organise and undertake an accessibility assessment of the Commission's floor to identify and assess potential issues or barriers for employees and visitors, including for employees and visitors with disability, women, non-binary or gender diverse people, and trans workers.  Act on any findings from the floor assessment	Corporate Services	30 June 2023	1
	Explore options to convert a Commission room or private space to be a dedicated multi-faith quiet/prayer room for employees and/or visitors	Provide employees and/or visitors with a dedicated multi-faith quiet/prayer room	Corporate Services	30 June 2022	1
	Ensure the Commission's online environment (website and Intranet) support accessibility	Conduct an assessment of the Commission's online environment to support accessibility  Within available budget and funding, act on the findings of the online assessment	Corporate Services	31 December 2023	1



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AND YOUNG PEOPLE

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