



**Victorian
Public Sector
Commission**



Strategies and measures

Progress against the Commission's gender equality strategies and measures.

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Monitor gender equality in a simple and transparent way

Measures:

- dashboard created
- dashboard indicators set
- shared quarterly.

Status:

Complete

Status description:

All VPSC executives receive a monthly operational dashboard report. This report includes Gender composition at workforce and executive level, advisory board, gender composition by employment basis, by level, FTE status. The operational report is being discussed at regular formal senior management meetings.

Evaluation of success:

Successfully supports a focus on gender equality in workforce.

Timeline:

Established and monitored ongoing.

Responsible:

Corporate and Digital Services

Agree on our approach to achieving and maintaining optimal gender composition**Measures:**

- agreed approach to goals (use of KPIs, targets, quotas)
- agreed approach to correction where necessary
- accountability embedded in Executive performance plans.

Status:

Complete

Status description:

Discussed in weekly Executive level meetings and observations made on gender balance at each level. The VPSC drives consistency in position descriptions and advertisements to attract the best person for each position. The VPSC currently has 67% women in the organisation and at least 50% women at each VPS level.

Evaluation of success:

Successfully supports a focus on gender equality in workforce.

Timeline:

Established and monitored ongoing.

Responsible:

Corporate and Digital Services

Fill data gaps on intersectionality**Measures:**

3 new datasets collected (cultural identity, religion and sexual orientation) in line with the People matter survey strategy.

Status:

Ongoing

Status description:

Data collection is incomplete but work to improve is ongoing. The VPSC collects data when a new employee commences and the People Matter survey also provides us with information.

In addition, the VPSC is leading work to develop data standards for capturing diversity workforce data in VPS HR systems.

Celebrate all genders**Measures:**

Internal events and communications on International Women's Day, Wear it Purple Day, Pride March and International Men's Day.

Status:

Complete

Status description:

The VPSC has celebrated and promoted all listed except International Men's Day and communicates through various channels including Microsoft Outlook and Microsoft Teams. The executives regularly discuss upcoming events in senior leadership meetings. The Commissioner is promoting specific events at all staff meetings and through all staff emails.

Commit to gender balance on the Advisory Board**Measure:**

- 50/50 representation of men and women
- broader gender diversity over time.

Status:

Complete

Status description:

50/50 representation at Advisory Board achieved.

Select contemporary members to the Advisory Board**Measures:**

- advice considers gendered impact on customers and community
- advice supports progress on gender equality.

Status:

Ongoing

Status description:

The VPSC has an [Advisory Board](#) consisting of two men and two women. The board is consulted on a range of matters that include workforce composition.

Monitor the gender pay gap as it changes**Measures:**

Dashboard indicators shared quarterly.

Status:

Ongoing

Status description:

The VPSC has no gender pay gap at any level of the organisation. Policy for new starters is the base of any relevant VPS level. Any higher salaries are based on evidence provided. As of 2024, the VPSC will run gender pay reports every six months for discussion at senior executive level.

Design key decision points to eliminate overall gender pay gap**Measures:**

- recruitment and remuneration procedures reviewed
- agreed criteria for objectivity in remuneration
- percentage annual reduction in pay gap

- goal set to eliminate overall pay gap by 2023.

Status:

Complete

Status description:

The VPSC has no gender pay gap at any level of the organisation. Data indicates that in 2023, the average base salary by VPS level is:

- VPS2: M \$57,570 W \$58,395
- VPS3: M \$77,579 W \$82,124
- VPS4: M \$95,811 W \$97,858
- VPS5: M \$114,035 W \$118,060
- VPS6: M \$155,943 W \$157,121.

At executive level there is only one male executive so have elected not to document salary numbers here.

Set acceptable tolerance for pay gap variation per level

Measures:

Set acceptable tolerance for pay gap variation per level:

- 3 tolerances agreed, maintained and decreased over time
- plus or minus "x" percentage at VPS 3 to 5 level
- plus or minus "x" percentage at VPS 6 level
- plus or minus "x" percentage at Executive level
- work-level pay disparities are analysed and corrected.

Status:

Ongoing

Status description:

The VPSC has no gender pay gap at any level of the organisation. As of 2024, the VPSC will run gender pay reports every six months for discussion at senior executive level.

Create a culture where work is shared openly

Measures:

- collaborative project initiation
- human resource costs embedded in project plans
- access to work samples.

Status:

Ongoing

Status description:

All new work is being initially discussed at senior executive level to understand strategic fit, budget, workload consideration and assignment of teams in an open and transparent manner. Team members from across the Commission are assigned to projects based on required skills and availability. Human Resource costs are embedded in project plans and resources charged to appropriate cost centres. Access to work samples is being provided by having all project related documentation on an open SharePoint instance, enabling discoverability of documentation by all staff. If required, some projects may be locked down due to confidentiality reasons.

Show zero tolerance for sexual harassment

Measures:

Commissioner statement scripted (similar to VSB) and read when appropriate. For example, when sharing People Matter Survey results.

Status:

Ongoing

Status description:

PMS survey results are being shared with staff by Commissioner, followed by individual branch and divisional deep dive sessions. Message on Zero tolerance for sexual harassment is part of the PMS messages communicated to staff.

Publish clear information for staff on the intranet (re: sexual harassment and other negative behaviours)**Measures:**

- new content and tools for staff (sexual harassment and other negative behaviours)
- number of staff who know it's there (usability testing)
- page analytics.

Status:

In progress

Status description:

New Sexual Harassment policy, including reporting mechanisms, to be implemented early 2024. All policies including the sexual harassment policy are scheduled to be updated and promoted on the intranet for staff in Q1 2024.

Increase proficiency in managing sexual harassment**Measures:**

- one new item added to manager's checklist

- manager confidence score (tested)
- number of occurrences, discussions, complaints and reports.

Status:

Ongoing

Status description:

The VPSC has not had any formal sexual harassment complaints to report. However, we have updated the sexual harassment policy and are in the process of developing a preventative plan in consultation with staff. VEOHRC training has been provided to Managers at all levels increasing confidence levels in identifying sexual harassment.

Determine why negative behaviours occur and why complaints aren't made

Measures:

- monitor and analyse incidences or occurrences
- discuss where possible, confidentially or anonymously.

Status:

In progress

Status description:

The Commission can see a reduction in reported negative behaviours. Any reports are being monitored by senior management. Management is receiving appropriate support to manage negative behaviour by senior People Operations practitioners. In addition, senior leaders received positive duty training in November 2023 'Creating healthy and respectful workplaces program for managers'. Training for other employees is being arranged for 2024. Process for complaints is being updated via a fresh HR Management Framework scheduled for early 2024. Analysis of negative behaviour incidences occurs within the People Operations team and any trends or major issues reported to the relevant executive level, including the Deputy Commissioner. A new HR-focused sub-

committee, established in 2023, will provide further opportunities to analyse any negative behaviours, ensuring confidentiality of involved parties.

Timeline:

HR-focused sub-committee to be established by February 2023.

Responsible:

- Corporate and Digital Services
- HR sub-committee

Agree our approach to merit in recruitment

Measures:

- common understanding
- consistent and transparent application of gender and intersectional lens.

Status:

Complete

Status description:

Always request gender balance on recruitment panels where possible. The issue we have addressed is when a panel member does not identify as male or female and the role that it is recruiting for. The VPSC encourage the use and communications of pronouns and is used in templates to mitigate this.

Apply a human-centred design approach to women's development

Measures:

- learning and development offerings designed by women for women and self-described
- participant satisfaction.

Status:

Complete

Status description:

It is considered this action has been addressed by promoting training around positive duty to maintain a healthy workplace for all staff, in partnership with VEOHRC.

Review attraction and recruitment practices to remove gender bias and promote gender diversity**Measures:**

- policies, processes and assets improved
- number of position descriptions edited for inclusive language
- improved gender balance and diversity at each stage.

Status:

Ongoing

Status description:

Policy states:

- All VPSC recruitment panels include a gender mix and a person whose own role has some interaction with the role to be filled or has recruitment or relevant professional expertise.
- Interviews are to be arranged being mindful of candidates who may need adjustments, and also of candidates who may identify as gender diverse by using

the Victorian Government Inclusive Language Guide. For people with disability, an Inclusive Language Guide is available from the Australian Network on Disability.

Invite, encourage and reward use of contemporary employment practices

Measures:

- review documentation to be more inclusive
- all requests considered for reasonable adjustments, special measures, flexible work or job sharing.

Status:

In progress

Status description:

Process in place to consider all requests for reasonable adjustments, special measures, flexible work and job sharing. Example job sharing arrangements in place. Several examples where the Commission recruited to special measures roles.

Support intersectional people to rise here

Measures:

- custom development
- higher duties opportunities
- employees recruited using special measures.

Status:

Ongoing

Status description:

2 employees have been recruited to the VPSC under special measures.

Policy states:

- Where a special measure has been applied there should be at least one panel member who is a representative of that group, or who has a good understanding of the needs of that group.
- Where a candidate discloses a disability, or requires any reasonable adjustments, the Chair of the selection panel should seek advice from the HR representative to confirm the reasonable adjustments required for the interview.

Show support for part-time and flexible work at higher levels

Measures:

Managers and Executives utilise flexible work in some way and communicate that they are doing so.

Status:

Ongoing

Status description:

All senior leaders practise flexible work by working remotely with some senior leaders requiring flexibility due to parental commitments. A culture of flexibility is embedded. As custodians for the VPS Flexible Work Policy, the VPSC is committed to be the exemplar for the VPS.

Invest in technology that enables flexible and hybrid work

Measures:

- enabling video conferencing technologies to support hybrid working

- staff uptake of new technologies.

Status:

Complete

Status description:

Microsoft Teams, as video conferencing technology, embedded in ways of working across the Commission. Microsoft Teams used for day-to-day collaboration within Commission and when communicating with other government agencies or entities. Strong uptake of new hybrid work-related technologies. Sharepoint embedded as intranet and document management system, enabling working anywhere at anytime.

Responsible:

Corporate and digital services.

Champion flexible work by overcoming practical challenges**Measures:**

- champion appointed
- organisational record of problems and solutions
- upwards report including recommendations for improvement.

Status:

Ongoing

Status description:

VPSC has continued its partnership with Grace Papers to promote and encourage flexible working arrangements and practices. VPSC owns the flexible work policy used across the VPS and are champions for the service.

Flexible work reports are received and discussed.

Foster positive mental health and wellbeing by encouraging gender equal use of leave

Measures:

- people report feeling comfortable to request flexibility
- utilisation of personal leave, parental leave
- parental leave and part-time work promoted to men.

Status:

Ongoing

Status description:

Grace Papers is utilised to support all genders, in particular men who utilise parental leave. Where this occurs, we encourage promotion at All Staff from staff who do utilise. The VPSC champions flexible work. People Operations has encouraged staff to utilise provisions of leave where personal circumstances may affect or influence mental health.

Raise awareness of who can use family violence leave and when

Measures:

- communications items

Status:

In progress

Status description:

People Ops team in process of contacting Domestic Violence Victoria for guidance on best practice in managing future issues and staff education. Staff are aware of common policies which include family violence leave.

Revise the VPSC accessibility action plan with focus on support for employees in line with Getting to work

Measures:

- new plan from 2022

Status:

In progress

Status description:

The Corporate Services team has this planned for 2024 and will need to work alongside project team with representatives from across the Commission.

Commit to gender equal composition of managerial team at VPS 6 level

Measures:

- 50% men and 50% women
- gender diversity and intersectional diversity is represented.

Status:

Ongoing

Status description:

As of December 2023, the Commission has 57% Women, 39% Men and 4% self-described staff at the VPS6 level. The high proportion of women at VPS6 level is an ongoing trend.

Overall, the Commission has a gender composition of 67.7% Women, 29% Men and 3.2% self-described as of December 2023.

Design attraction and recruitment to encourage men to apply for professional and clerical roles

Measures:

- PD's revised with gender-inclusive language
- gender balance of applicants.

Status:

Void or cancelled

Status description:

Recommend to Void strategy as PDs have no gender language and all roles are described in relation to the 'position'. Gendered words are not used in VPSC PDs.

Provide support for women and gender diverse people to promote the Commission and its work at events

Measures:

- events attended
- panels served
- speaking notes and presentations on file.

Status:

Ongoing

Status description:

VPSC supports International Women's Day, including enabling staff and executives to attend the IPAA Gala Dinner.

In 2024, the VPSC is partnering with DFFH to run an event on the Innovation Network to celebrate IWD.

In 2023, the Commission published a Gender Affirmation Guide to support employees and their managers to navigate gender affirmation in the workplace.

In 2023, the Deputy Commissioner hosted a panel event for International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT) – which was a conversation with Ro Allen, Fin Bird and Michelle Sheppard.

Apply principles of gender equality in procurement

Measures:

Added to selection criteria.

Status:

Complete

Status description:

Progress made. The Commission is following DPC's procurement policies and processes, including DPC's Social Procurement Strategy, in place since 2019. Social Procurement is one of the rated key selection criteria for any procurement activity. To further strengthen social procurement, the Commission is supporting DPC in obtaining supplier commitments to social benefits and embedding it into contracts, which links in with better reporting and being able to draw on more qualitative and quantitative data.

Embed gender impact assessments in new policies

Measures:

- built into project pipeline
- assessments for new strategies and policies.

Status:

In progress

Status description:

Requirement for GIA is being considered whenever a new policy is being considered or an existing policy is being reviewed.