

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 |
| <p>What is the title of the policy, program or service that was the subject of the GIA?</p> <p>Please use one row for each GIA completed. When reporting on multiple actions taken, include this information in the relevant single cell.</p> | <p>Was the subject of the GIA a policy, program or service?</p> <p>For definitions of policies, programs and services, please refer to the guidance materials at Appendix A: Glossary of terms.</p> <p>Use the drop-down menu in the cell to select your answer.</p> | <p>Provide a description of the policy, program or service subject to the GIA.</p> | <p>Was the policy, program or service new, or up for review?</p> <p>Use the drop-down menu in the cell to select your answer.</p> | <p>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?</p> <p>Use the drop-down menu in the cell to indicate whether or not actions were taken as a result of the GIA.</p> | <p>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.</p> <p>When reporting on multiple actions taken, include this information in one cell. You can press alt+enter to include new lines.</p> | <p>Was it considered that gender inequality may be compounded by disadvantage or discrimination that people may experience on the basis of intersectionality?</p> <p>Use the drop-down menu in the cell to select your answer.</p> | <p>Explain how an intersectional lens was applied while completing the GIA.</p> <p>If this was not done, explain why this was not practicable.</p> |
| <p>Due to resource constraints, no GIAs to report. GIA training for leaders completed in 2022. GIA program commencing in 2024</p> | | | | | | | |

Strategies and measures

| Table 2.1 - Strategies and measures progress | | | | | | | | | | | | | |
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| Required Strategies and measures | Required Status | Required Status description | Recommended Evaluation of success | Recommended Timeline | Recommended Responsible | Recommended 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> | | | | | | | |
| <p>Strategies and measures</p> <p>Strategy: 1.1 A communications plan that supports reinforcement of messaging from the Board and the CE on a zero-tolerance approach to sexual harassment, discrimination, and unfair treatment and inappropriate behaviour</p> | In progress | <p>As part of the Belonging communication strategy developed by HR - EEX and the corporate communications team, a new GEAP communications strategy was developed in 2023. Commencing with a campaign of zero-tolerance for sexual harassment, discrimination, unfair treatment and inappropriate behaviour targeted at students and employees. Communication around reporting negative behaviours is currently underway.</p> | <p>We will continue to track incidents and reporting through a new software reporting platform to be rolled out in 2024.</p> <p>Additionally, PMS survey results and HR Data.</p> | 2024 | CE | | | | X | | | | X |
| <p>Strategy: 1.2 A suite of relevant and specific professional development in relation to a safe and respectful workplace available and delivered to staff.</p> | Ongoing | <p>Ongoing training rolled out</p> <p>2023/2024 Professional Development Program Included:</p> <ul style="list-style-type: none"> • AHRC anti-racism e-learning module • LGBTQIA+ LMS module for Managers (to be rolled out to all staff) • Active Bystander Training • Indigenous Cultural Awareness • Promoting Inclusive Classrooms: Mitigating Bias and Fostering Diversity, Equity, and Inclusion • Understanding Diversity, Equity and Inclusion • Acknowledgement of Country Training <p>An Inclusive and people-centric workplace, is one of the five key goals of the Holmesglen Strategic Plan 2024-2026. The new Capability Framework to be launched in 2024 will identify specific D, I & E-learning pathways for all staff and leaders and linked to achieving Strategic Plan Goals.</p> | <p>1. Gender Impact Assessment training conducted on 03/10/2022 for 29 staff</p> <p>2. The AHRC anti-racism e-learning module was conducted on 24/04/2023 for 14 BCT staff. Positive response to module reported by the department manager.</p> <p>3. LGBTQIA+ LMS module released for managers on 06/04/2023 and staff on 11/05/2023. 68 completions and 24 in progress as of September 2023</p> <p>4. Active Bystander training conducted on 19/06/2023 for 80 staff. In both sessions, participants clearly understood the bystander intervention framework, a desire and intention to implement the tools, and an appetite for more learning in this space.</p> <p>5. The ASPIRE program was conducted on 01/06/2023 and 03/08/2023 for 40 people across both sessions. Overwhelmingly positive response to topics raised in Leader's sessions. Several Leaders and participants will do short info-sharing sessions with their departments.</p> <p>6. Promoting Inclusive Classrooms: Mitigating Bias and Fostering Diversity, Equity, and Inclusion training conducted on 25/08/2023 to 20 staff. Staff found it relevant to their role.</p> <p>7. Understanding Diversity, Equity and Inclusion training conducted on 25/08/2023 to 20 staff. Feedback was positive, but it seems that staff are looking for deeper content.</p> <p>8. Acknowledgement of Country training conducted on 22/09/2023 and 25/09/2023 for 37 staff across 2 workshops. The feedback has been positive, with staff feeling better informed on First Nations' history and believing it should be provided more widely to staff.</p> <p>There is a completion rate of 93.6% for Di&E compliance LMS modules.</p> <p>Ongoing efforts to improve this activity will include:</p> <ul style="list-style-type: none"> - Maintaining current training on offer. - Increase regularity of current training to increase engagement across the institute. - Implement a capabilities framework to track and measure staff-wide participation, incorporating successful elements from ad hoc training initiatives. | Ongoing | HR - EE | | | X | | | | X | |
| <p>Strategy: 1.3 Improved induction process for new employees which includes information outlining values, policies, processes and expectations.</p> | In progress | <p>Initial goals were completed in 2022. The LMS Induction module has been updated to include information on Holmesglen's Policies and procedures relating to Diversity, Gender Equality and Family Violence. This includes links to the Gender Equality Action Plan and Family Violence Policy and Procedure.</p> <p>A new Holmesglen induction program will be launched in Q2 2024, with the teacher induction underway. These initiatives aim to provide a comprehensive understanding to new employees about the organisational values, policies, processes, and expectations, ensuring a consistent message is imparted from the onset of employment.</p> | <p>80% of staff have completed the induction refresher module, with the remaining pending completion.</p> <p>Track participation rates and ensure all new staff undergo the updated induction process. Gather and review feedback from induction sessions to ascertain effectiveness and identify areas for improvement.</p> | 2024 | HR | | | | X | | | | X |
| <p>Strategy: 1.4 A communications campaign which builds awareness of relevant policies, procedures and information, and what to do if staff experience or witness harassment, bullying, discrimination, and inappropriate behaviour.</p> | In progress | <p>Resourcing constraints due to an unfilled position resulted in a delay in commencing activity. However, the following projects are now underway.</p> <p>In 2023, "Remember Respect" posters (targeted at students and employees) were created and distributed throughout the Institute. Posters clearly listed types of negative behaviours, outlined how to report negative behaviours, and provided a QR Code link to the complaints process, Police and Security numbers, Student well-being, or EAP contact number.</p> <p>On 1 September 2023, a new Employee Assistance Program (EAP) provider, Converge, was engaged to promote counselling support across eight key areas, including workplace relationships.</p> <p>Monthly Reporting from Converge identifies issues relating to workplace relationships and Negative Behaviours. Data is provided across Divisions.</p> <p>In 2023, HR - Ops, HR - EE and Corporate Governance have been working with a provider to develop a new negative behaviours reporting software for employees and students. This software will be delivered in 2024 with a communications strategy.</p> <p>The 2024 ASPIRES Leaders Program will provide specific training for managers to understand better 'negative behaviours', policies and procedures regarding bullying and sexual harassment and the reporting mechanisms available to staff experiencing negative behaviour.</p> | <p>A notable increase in the utilisation of the organisation's formal complaint-handling procedure</p> <p>Ongoing tracking using PMS, HR data, EAP, and new software data will determine our progress.</p> <p>Ensuring all avenues are well communicated and readily available to staff.</p> | Ongoing | HR, LG | | | | X | | | | X |

| Indicators key |
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| 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 |
| Gendered segregation within the workplace |

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| Strategy: 1.5 A clear and fair process in place for an employee or bystander to report unwanted or offensive behaviour in the workplace, and at work-related social activities, confidentially and without fear of reprisals, with appropriate action. | Ongoing | PKF Integrity offers a 24/7/365 'Speak Up' service to report suspected unethical or negative behaviour incidents without fear of reprisal or retribution. The ongoing aim is to establish a clear and fair reporting process for unwanted or offensive behaviour. Initially, PKF Integrity's 'Speak Up' service was considered for confidentially reporting suspected unethical or negative behaviour incidents. However, this service was found to be unsuitable for the intended purpose. In 2023, the exploration of a Riskware add-on for anonymous psychosocial hazard reporting, including bullying, harassment, and negative behaviours, is in progress. This add-on provides a secure and confidential channel for employees or bystanders to report adverse incidents without fear of reprisals and will be delivered in 2024 with a | Establishment of a confidential reporting channel that is accessible and user-friendly, leading to a safer workplace environment. Employees demonstrate confidence using new reporting technology, as measured by the PM data and bespoke focus group planned in 2024. | Ongoing | HR | | | | | | X | | | | | |
| Strategy: 1.6 An optimum model for the investigation of complaints is implemented. | In progress | There is an ongoing effort to monitor complaints handling with a view to continuous improvement. The objective is to refine the complaints handling process to ensure it is robust, fair, and effectively addresses the concerns raised, embodying a culture of continuous improvement. A new software program being developed for reporting complaints about negative behaviours and psychological hazards is to be implemented in 2024. | Using HR data, PMS, and other employee feedback we will track the effectiveness of improvements in complaints handling process. Including quicker resolution times and employee confidence. | 2024 | CE | | | | | | X | | | | | X |
| Strategy: 1.7 A record of all call centre calls is available for training, monitoring and quality purposes | In progress | The current call centre software does not allow for calls to be recorded. The system is due to be reviewed and upgraded in 2024. | | 2025 | EDE&S | | | | | | X | | | | | X |
| Strategy: 1.8 Relevant information and tools that clearly articulate issues in relation to violence against women, including consideration of intersectionality are available and distributed throughout the organisation. | Ongoing | Holmesglen is a member of Respect in TAFE Working Group (all TAFEs) involved in developing relevant information and tools developed to address violence against women. First initiative, is purchase of new video resources in 2024 from Monash University about sexual harm, consent, and discrimination. While there is no formal intersectional database for analysis intersectional data has been collated from PMS 2023 will be further analysed by the Employee Experience and Statistics team. | Using HR data, PMS, and other employee feedback we will track effectiveness of improvements in communicating issues around violence against women. | Ongoing | HR | | | | | | X | | | | | X |
| Measure: Reduction in People Matter Survey respondents who experienced sexual harassment, bullying, discrimination. (Percentage of respondents reporting experiencing these behaviours in the past 12 months) | Ongoing | 2023: Bullying – 16% (121 people), Sexual harassment – 9% (68 people), Discrimination – 8% (60 people) 2022: Bullying – 15% (108 people), Sexual harassment – 9% (63 people), Discrimination – 8% (56 people) 2021: Bullying – 18%, Sexual harassment – 6% (68 people), Discrimination – 5% | In 2023, individuals reporting experiencing bullying have increased by 1%. Exclusion or isolation is the main type (61%), followed by Incivility (53%) and Withholding Information (51%). 69% of respondents who had experienced bullying in the past 12 months identified a manager or supervisor as the perpetrator. Reports of Sexual harassment have remained at 9%. Intrusive questions remain the main reason (56%) compared to Other unwelcome conduct of a sexual nature (24%). 61% of respondents who had experienced sexual harassment in the past 12 months identified a manager or supervisor as perpetrator. | Ongoing | All | | | | | | X | | | | | X |
| Measure: Increase in percentage of People Matter Survey respondents who feel safe to challenge inappropriate behaviour at work. "Safe to Speak up" has 3 elements: *I feel culturally safe at work *I feel safe to challenge inappropriate behaviour at work *People in my workgroup are able to bring up problems and tough issues | Ongoing | 2023: Safe to speak up - Overall 64%, Culturally safe - NA, Inappropriate behaviour - 65%, Problems and tough issues - 63% 2022: Safe to speak up - Overall 67%, Culturally safe – 79%, Inappropriate behaviour -63%, Problems and tough issues – 60% 2021: Safe to speak up - Overall 71%, Culturally safe – 79%, Inappropriate behaviour -63%, Problems and tough issues – 70% | This overall measure has decreased by 3% due to the removal of I feel culturally safe at work which was 79% in past years. At the same time, the other two measures both improved on past results. | Ongoing | All | | | | | | X | | | | | X |
| Strategy: 2.1 Additional intersectional and audit data is identified and collected ensuring clear information regarding its collection and use is provided. | In progress | HR - Ops have reviewed employee data collection systems: System inadequacy as ADP is unable to store intersectional data beyond MF/Other. ADP is capable of storing Yes/No answers to a limited number of intersectional questions. HR Onboard is still unable to record more intersectional data. The Employment & Talent Acquisition team are working with HR Onboard to see if these can be implemented. HR - EE has captured all Diversity data from 2023 PMS and organised according to Intersectional groupings. This data is being analysed in collaboration with the data and stats team for benchmarking and | Staff are more engaged with providing intersectional data with 10% more data collected for those who identified as having a disability or as Aboriginal or Torres Strait Islander in the 2023 PMS. | 2024 | HR | X | | X | | X | X | X | X | | | X |
| Strategy: 2.2 Recruitment and selection processes, including advertisements, assessment and evaluation encourage and support a gender diverse workforce. | Ongoing | The recruitment process and advertisements have been reviewed to meet diversity and inclusion requirements. Employment & Talent Acquisition - All Position Descriptions are reviewed and approved by HR to ensure neutral language is used and merit-based decisions are made. Recruitment selection committees have a balanced gender representation, and employees involved in the recruitment process complete the mandatory HR LMS module on Equal Employment Opportunity for Managers and Supervisors and Best Practices | | Ongoing | HR | X | | X | | X | X | X | X | | | X |
| Strategy: 2.3 Flexible work and other relevant policies are reviewed annually to maintain relevancy. | Ongoing | The Flexible Work Policy has been reviewed in 2023, and no changes were required. | | Ongoing | CE, LG | X | | X | | X | X | X | X | | | X |
| Strategy: 2.4 Flexible work practices are promoted and supported by managers and senior leaders. | Ongoing | Flexible work is available, but options other than WFH must be explained, e.g. part-time, 50/52, and flexible starting and finishing times, which are flexible work modes. Flexible work options go beyond WFH, encompassing part-time work, 50/52 arrangements, and flexible hours. To clarify these options to staff and managers, training is planned for 2024 to enhance managerial skills in handling various flexibility requests and to foster reasonable work-life balance. This training will occur through new LMS modules to be developed, a new Induction program: Manager Pack (for recruiting managers) and a New Starter pack. The new ASPIRE Leader and Development program 2024/25 focuses on practical tools, policies and procedures to manage people at Holmesglen, including managing their flexible work options. | Effective training leading to increased approved flexible work arrangements. Enhanced awareness and utilisation of various flexible work options, improving staff satisfaction. The proportion of the organisations who agreed or strongly agreed that if a flexible working arrangement was requested, they were confident it would be given due consideration increased from 58% to 61%. | Ongoing | All | X | | X | | X | X | X | X | | | X |

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| Strategy: 2.5 An annual report on uptake of flexible work options and arrangements is provided to the Diversity and Inclusion Working Group and the People, Culture and Remuneration Committee. | Ongoing | Data on the take up of flexible work is unreliable as some arrangements are ad hoc. The definition of flexible work is broader than just WFH, especially when considering gender equity. A 2023 PMS Di&E outcomes report was presented to PCR and DIWG in September 2023, including data about flexible working arrangements. Those who access FWAs are in the most satisfied cohort based on PMS data. PMS survey data shows that staff with no FWA are among the least satisfied in the institute. PMS 2022 shows 46% of respondents do not use any flexible work arrangements; of those who do, 18% WFH, 18% are part-time. Staffing data shows that 378 people worked part-time in September 2022, 18% have flexible start and finish times (although only 6 have formal IFA's). PMS 2023: 39% of respondents do not use flexible work arrangements. 40% WFH, 16% are part-time, and 19% have flexible start and finish times. | | Ongoing | HR | X | | X | | X | X | X |
| Strategy: 2.6 Pay equity audits conducted at least every 2 years. | Ongoing | Planned for 2023 and 2025 Quarterly reports are presented to the PCR on various gender equality indicators such as workforce profile, gender composition of all workforce gender pay gap, diversity representation, and remuneration across employment bands. | | 2023 and 2025 | HR | X | | X | | X | X | X |
| Strategy: 2.7 All position descriptions and remuneration, are linked to objective performance measures that consider gender | Ongoing | Objective measures are in place, and positions are reviewed on re-classification or creation. All Position Descriptions are reviewed and approved by HR to ensure neutral language is used, and merit-based decisions are made. Since the GEAP was published, 184 individual PDs have been reviewed, with 24 currently outstanding. | | Ongoing | HR - Ops | X | | X | | X | X | X |
| Measure: Increase in percentage of staff who disclose their intersectional data. | Ongoing | System inadequacy as ADP is unable to store intersectional data beyond MF/Other. If intersectional data can be added to the online contract process, more information will be obtained for new employees. Refer to action 2.1 above. PMS data showed an increase of non-disclosed gender identity from 1 to 12. | 82% of staff disclose intersectional data relating to disability status, indigeneity and age. Holmesglen's systems do not currently capture data relating to cultural identity, religion or sexual orientation. | Ongoing | HR - Ops | X | | X | | X | X | X |
| Measure: Reduction of gender pay equity gaps by 2025. | In progress | Quarterly reports are presented to the PCR on various gender equality indicators such as workforce profile, gender composition of all workforce gender pay gap, diversity representation, and remuneration across employment bands. All Position Descriptions are reviewed and approved by HR to ensure neutral language is used, and merit-based decisions are made. | 2023: Gender pay equity gap has increased, from 7% to 8.3% (mean base salary) and from 12% to 18.1% (median total remuneration) | 2025 | HR - Ops | X | | X | | X | X | X |
| Measure: Increase in number of staff who take up flexible work arrangements | Ongoing | WFH is not accurately measured, but other flexible working arrangements can be identified, e.g. part-time work, 50/52, and flexible starting and finishing times through IFAs. PMS 2023: 39% of respondents do not use flexible work arrangements. 40% WFH, 16% are part-time, and 19% have flexible start and finish times. As of January 2024, 229 formal flexible work agreements are in effect (with some staff using more than one form of flexible work). Working remotely: 209 agreements Working part-time: 18 agreements | | 2024-2025 | HR | X | | X | | X | X | X |
| Strategy: 3.1 Strategic Plan includes support for diversity and inclusivity. | In progress | To be included in developing the 2024 – 2027 Strategic Plan. Goal 1 of the 2024-2026 Strategic Plan relates to diversity and inclusion with four underpinning priorities. Inclusive and people-centric 1. Build and support an inclusive and diverse work and learning community 2. Enhance the Holmesglen Experience (HX) for learners, businesses and our people 3. Expand opportunities for learners and our people to contribute with value | | 2024 | CE, Board | X | X | X | | | | X |
| Strategy: 3.2 A Diversity and Inclusion Plan is developed and monitored by the Diversity and Inclusion Working Group. | In progress | In Q1 2024, the Diversity and Inclusion Working Group will review the new Strategic Plan and develop the underpinning Diversity and Inclusion Plan aligned with the Strategic Plan goals and priorities. | | 2024 | CE | X | X | X | | | | X |
| Strategy: 3.3 The Chief Executive establishes and chairs the Diversity and Inclusion Working Group to oversee, monitor and promote the implementation of the GEAP. | Complete | Completed in 2022, the working group has been established. The DIWG meets in person every quarter and is chaired by the CE. The DIWG established the Holmesglen Pride Network, a staff and student LGBTQIA+ group, along with ongoing initiatives to achieve CEAP goals and priorities. | | 2022 | CE | X | X | X | | | | X |
| Strategy: 3.4 An inclusive language and imagery guide and tools is available for use across the organisation. | In progress | The updated Writing Style Guide will be delivered in 2024. Updates have included guidance on pronouns, acknowledgement of country, disability, and the traditional owners of the lands where our campuses are located. | | 2024 | EDE&S | X | X | X | | | | X |
| Strategy: 3.5 All communications and information for external and internal use is checked to ensure language and images are appropriate. | Ongoing | The Communications team monitors all internal and external communication to ensure appropriate language and images. | | Ongoing | EDE&S | X | X | X | | | | X |
| Strategy: 3.6 Pronouns email signature option for staff is available | Complete | Completed in 2022. Template email signature is customisable to include pronouns. | | 2022 | TSD | X | X | X | | | | X |
| Strategy: 3.7 A program of activities and events is scheduled to engage and support informal learning and build awareness of gender equality and intersectionality factors, including International Women's Day, LGBTQIA+ festivals and events, and significant cultural events including National Reconciliation week and NAIDOC week. | Ongoing | The Employee Experience team and the Student Engagement are working in partnership to organise and promote these events in the Institute. In 2023 the Holmesglen Pride Network was formed and has established a program of events for 2024, including Midsummer Pride March, planning for IWD and NAIDOC week is currently underway. A RAP committee was formed in 2023 to commence the Holmesglen RAP journey. O-weeks included many activities and cultural events to raise awareness of diversity and inclusion at Holmesglen. | | Ongoing | HR - EE and EDE&S | X | X | X | | | | X |

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| Strategy: 3.8 Gender equality, diversity and inclusion content is included in the ASPIRE Leaders program. | Ongoing | The 2022 ASPIRE Leaders program included a diversity, equity and inclusion workshop. The 2023 ASPIRE Leaders program included modules on Indigenous cultural awareness and diversity, equity and inclusion. These improvements will be maintained in future ASPIRE programs. | Feedback 2023 on training sessions was overwhelmingly positive. Several participants suggested a wider rollout of the workshops across the institute. | 2023 | HR | X | X | X | | | | | | | | X |
| Strategy: 3.9 A training program on gender equality impact assessments, diversity and inclusion, unconscious bias, cultural awareness is included in the suite of professional development activities. | Ongoing | Training on gender equality impact assessments (GIA), diversity and inclusion, unconscious bias and cultural awareness are included in the suite of professional development activities. This activity is ongoing, and the training content will be continually updated. GIA training was conducted in 2022 for 29 leaders across Holmesglen; however, resourcing constraints due to an unfilled position delayed further training. The recommencement of this strategy will be a priority in 2024. In 2023, training opportunities have expanded to include the AHRC anti-racism e-learning module, LGBTQIA+ learning management system module, Active Bystander Training, Indigenous Cultural Awareness, Promoting Inclusive Classrooms: Mitigating Bias and Fostering Diversity, Equity, and Inclusion, Understanding Diversity, Equity and Inclusion, Acknowledgement of Country Training. Initiatives of Pride Network in 2024: • Expand the LGBTQIA+ Awareness learning management system module to include all staff in 2024. • Deliver new resources for teachers and support staff regarding pronouns and inclusive language, including Monash courses on harassment, neurodiversity in the classroom, and expanding acknowledgement of country training. | | Ongoing | HR - EE | X | X | X | | | | | | | | X |
| Strategy: 3.10 Gender equality & diversity and inclusion information is provided during induction. | Complete | Induction LMS has been updated to include diversity, equity and inclusion. Refer to Strategy 1.3 for ongoing progress. | | 2022 | HR | X | X | X | | | | | | | | X |
| Strategy: 3.11 A formal Welcome to Country is included at the annual ASPIRE conference and Academic Graduation Ceremony by a local Traditional Owner or Custodian. | Ongoing | It was not implemented at the 2022 conference and was prioritised in 2023. At the 2023 ASPIRE Conference, attended by 863 staff, an Elder from the Bunurong Land Council delivered a formal Welcome to Country. All open day and O week events include welcome to country for students and staff. | | Ongoing | CE | X | X | X | | | | | | | | X |
| Strategy: 3.12 A Cultural Protocols Guide is available across the organisation. | In progress | As of 2023, a draft Guide has been developed for review by the Diversity & Inclusion Working Group. Final approval is pending to be released and published on the Institute website in 2024, in consultation with the RAP committee. | | 2024 | EDE&S | X | X | X | | | | | | | | X |
| Strategy: 3.13 Acknowledgement of Country or other appropriate protocol delivered by the meeting chair at the commencement of meetings hosted by the Institute. | Complete | Since 2022, acknowledgement of country has been included on Meeting templates. In 2023, the updated style guide included an outline and instructions on how to deliver an acknowledgement of country at Holmesglen campuses. Professional development training on the meaning of and how to do an acknowledgement of country was offered to staff. This training received excellent feedback and is planned to be expanded in 2024. | | 2022 | All | X | X | X | | | | | | | | X |
| Measure: Reduction in formal reports of sexual harassment, bullying and discrimination. | Ongoing | Reduction from 18 reports in 2021 to 6 reports in 2022. Reduced again in 2023 to 2 formal complaints received | | Ongoing | All | X | X | X | | | | | | | | X |
| Measure: Increase percentage of workforce involved in events and activities to support diversity and inclusivity. | Ongoing | Di&E-related training professional development training attended: 2021: 11 sessions; 427 participations by 320 distinct employees 2022: 9 sessions; 433 participations by 340 distinct employees 2023: 8 sessions; 368 participations by 311 distinct employees Holmesglen Pride Network membership: 36 staff and students Midsummer Pride March: 46 attendees (up from 25 in 2023) Di&E-related learning management system completions: 2022: 1689 2023: 1445 LMS training resets every 24 months. Our LMS completion compliance rate for Di&E-related training is 93.6% | Increasing opportunities and participation will be a priority in 2024. | Ongoing | HR - EX | X | X | X | | | | | | | X | |

Resourcing your GEAP

Table 2.2 - Allocation of resources to implement the strategies and measures in your GEAP

Recommended

You might consider some or all of the following, in addition to any other aspects you consider relevant:

- 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

In October 2022, GIA templates were developed, and training was delivered to 29 Holmesglen leaders. However, our key resource within Human Resources responsible for developing and executing the GEAP left the organisation. We have been recruiting for that role, but the position has not been filled since. Whilst we have progressed our GEAP deliverables, this resourcing constraint has resulted in a delay in the progress of the GIAs program.

To continue the implementation of the GEAP, we have created the new department of Human Resources - Employee Experience. Members of this team are responsible for implementing GEAP activities with advisors who have ownership of diversity, equity, and inclusion, professional development, and data analytics. This team will partner with departments and teams within the Institute to continue to implement GEAP strategies and will report progress to the CE's D&I Working Group.

To address the implementation of GIAs, Human Resources - Employee Experience is partnering with the Corporate Governance, Risk and Strategy officer and Right Lane Consulting to develop the policy, procedure, and training required to implement GIAs as a priority in 2024.

Workplace Gender Equality Indicators

Table 3 - Workplace gender equality indicators progress

| Indicator | Required | | Recommended | | | | | | | Factors discussion | | |
|---|--------------------------|---|-------------|-----|----|----|----|----|-----|--|--|---|
| | Confirm if progress made | Progress description | Factors | | | | | | | | | |
| | | | a | b | c | d | e | f | g | | | |
| <p>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.</p> <p>Indicate whether your organisation has made progress in relation to the workplace gender equality indicators.</p> <p>Use the drop-down menu in the cell to select 'yes' or 'no.'</p> | | <p>Demonstrate your progress in relation to each workplace gender equality indicator.</p> <p>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.</p> | | | | | | | | | <p>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.</p> <p>See the Factors key to the right of this table for a description of each factor.</p> | <p>If you have selected 'yes' to any of the factors in the recommended columns to the left, you are encouraged to complete this column.</p> <p>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.</p> |
| <p>Gender composition of all levels of the workforce</p> | Yes | <p>The gender proportion of employees at Holmesglen remained relatively constant, at 60% women and 40% men in FY23. The gender composition of the senior leadership structure was identical. The number of staff at level -2 doubled, and the proportion of women at that level decreased by 14%. Holmesglen captured 10% more intersectional data for those living with a disability and those who identify as Aboriginal or Torres Strait Islander.</p> | No | Yes | No | No | No | No | Yes | <p>We note that four of the seven new positions at level -2 filled by men were 0.1 FTE. Women filled the remaining three new level -2 positions, which were 1.0 FTE.</p> <p>Additionally, our HR Specialist and Talent Acquisition manager have made deliberate efforts to ensure the recruitment process and position descriptions are free from gendered bias.</p> | | |
| <p>Gender composition of governing bodies</p> | Yes | <p>In FY23, there are 5 men and 6 women on the board, including the chair who is a man.</p> | | | | | | | | | | |
| <p>Equal remuneration for work of equal or comparable value across all levels of the workforce, irrespective of gender</p> | Yes | <p>The mean base salary pay gap increased from 7% in FY21 to 8.3% in FY23; this is less than Australia's base salary public sector gap of 10.6%.</p> <p>The median total remuneration pay gap increased from 12% in FY21 to 18.1% in FY23; this is less than Australia's total remuneration gender pay gap of 21.7%. Despite an increase in the overall pay gap, there are positive signs with smaller level-by-level pay gaps than the organisational pay gap, indicating progress towards pay equity.</p> <p>While still below the industry average, an overall pay disparity increase must be addressed. This size of the overall gap is largely due to the gender segregation in our level-6 workforce, with women making up 70% of our level -6 positions. Strategies to address this complex issue will be developed in future GEAP activities.</p> | | | | | | | | | | |
| <p>Sexual harassment in the workplace</p> | Yes | <p>These figures indicate the need to focus on education, specific management training and reporting mechanisms, all of which are projects that are in train for 2024/25.</p> <p>There were 2 formal reports of sexual harassment at Holmesglen in FY23 compared with 6 in 2022 and 18 in 2021.</p> <p>76% of People Matter Survey respondents in 2023 agreed that Holmesglen encourages respectful workplace behaviours, though numbers have dropped 5% since FY21. PMS data for 2023 - Reports of Sexual harassment have remained at 9% of PMS respondents (68755 staff responses). Intuitive questions remain the main reason (56%) compared to other unwelcome conduct of a sexual nature (24%). 61% of respondents who had experienced sexual harassment in the past 12 months identified a manager or supervisor as perpetrator.</p> <p>Of the People Matter Survey respondents who experienced sexual harassment, 77% did not submit a formal complaint because they thought doing so would not make a difference; this compares to the Victorian TAFE average of 36%.</p> <p>In 2023, Holmesglen created and distributed "Remember Respect" posters throughout the Institute. Posters clearly listed types of negative behaviours, outlined how to report negative behaviours, and provided a QR Code link to the complaints process, Police and Security numbers, Student Wellbeing, or EAP contact number.</p> <p>A new Employee Assistance Program (EAP) provider, Converge, was engaged, focusing on promoting counselling support across 8 Key Areas, including workplace relationships. Monthly reporting from Converge identifies issues relating to workplace relationships and negative behaviours. This reporting process contributes to improved tracking of issues.</p> <p>A new staff confidential software reporting system for psychosocial hazards, including negative behaviours such as sexual harassment, will be implemented in 2024 with a communication strategy.</p> <p>The 2024 ASPIRE Leaders Program will provide specific training for managers to understand better 'negative behaviours', policies and procedures regarding bullying and sexual harassment and the reporting mechanisms available to staff experiencing negative behaviours.</p> | | | | | | | | | | |
| <p>Recruitment and promotion practices in the workplace</p> | Yes | <p>More women were recruited than men in both FY23 and FY21, and when men were recruited, they were most likely to be recruited to full-time roles (as compared to part-time and casual). The proportion of men recruited decreased by 11% since FY21. Women were most likely to be recruited to full-time roles in FY23, whereas in FY21, they were most likely to be recruited to part-time roles.</p> <p>The Human Resources - Employment and Talent Acquisition team has rolled out a 'Best Practice Recruitment' training module, which is completed by staff involved in interviewing and selecting applicants.</p> | | | | | | | | | | |
| <p>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</p> | Yes | <p>Full-time employment is still the most common employment basis, reflecting 53% of the workforce in FY21 and 57% in FY23. The part-time basis was predominantly made up of women in both FY21 and FY23 (75% and 74%, respectively). The proportion of those in casual roles declined by 7%.</p> <p>Employees believe that Holmesglen would support them if they needed to take family violence leave, reflected in an increase from 64% in FY21 to 84% in FY23.</p> <p>More women and men are confident that requests for flexible work arrangements would be given due consideration. Women have increased from 64% in FY21 to 73% in FY23, while men have increased from 58% in FY21 to 61% in FY23; this compares to the Victorian TAFE average of 70%.</p> | | | | | | | | | | |
| <p>Gendered segregation within the workplace</p> | No | <p>The majority of Holmesglen staff work in Professional occupations. This includes all of Holmesglen's teaching staff. The gender breakdown of Professionals is broadly in line with the organisation's total workforce composition. Women made up 80% of clerical and personal service workers and 75% of community and personal service workers; men constituted 90% of machinery operators and drivers and 75% of labourers.</p> <p>One of the initiatives of the Chief Executive's Diversity and Inclusion working group in 2024/25 will be to investigate gender segregation across our workforce and make recommendations for addressing the current situation.</p> | | | | | | | | | | |

| 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. |