
City of Greater Dandenong

Gender Equality Action Plan 2021-2025

Contents

Statement of support by the
Chief Executive Officer and Executive

Part I Gender equality and the need for action

The case for change

Differences in outcomes and opportunities
between women, men and gender
diverse people

Benefits of equal opportunity for all

Council's commitment
to the gender equity principles

Council's historical journey towards
gender equality

Part II The action plan

Process of creating the action plan

Equal access to levels in councils and
Recruitment, promotion and remuneration

	Sexual harassment and bullying	26
2	Workplace sexual harassment	27
	Family violence support	33
	Family violence	34
	General provisions	35
	Access to flexible work arrangements	36
3	Flexible working arrangements	37
	Gendered workforce segregation	38
4	Gendered occupational segregation in the workplace	39
6	Implementing and monitoring the plan	42
7	Implementation plan overview	43
	Resourcing the plan	44

Part III Appendix

12	Summary of the findings of the gender audit and people matter survey	45
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14	References	62
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Statement of support by Chief Executive Officer and Executive

As the Chief Executive Officer of the Greater Dandenong City Council, and on behalf of the Executive team, I am pleased to take this opportunity to express strong support for the purpose and actions set out in this Gender Equity Action Plan (GEAP).

The GEAP marks an important milestone in our continuing progress towards equality of opportunity and respect among people of all genders at Council, and in the creation of a safe, inclusive and productive workplace for our employees in line with our REACH characteristics, namely: Respectful, Engaged, Accountable, Creative and Honest.

Our vision for Council's workplace is one in which each employee is treated with respect and dignity, and experiences a safe, congenial work environment. Female, male and gender diverse employees will share equally in the opportunity to learn and advance their careers, attain financial self-sufficiency, and choose an occupation of interest and value to them. Men, as well as women, may be able to seek adjustments in their working arrangements, to enjoy the fulfillment of their child-rearing and attend to other caring responsibilities.

In this workplace, employees will know that sexual harassment, bullying, disrespecting gender identity and other inappropriate behaviours are not tolerated; they will understand that those who commit such abhorrent behaviours will be held to account; and will have the confidence and conviction to speak out against sexual harassment and the attitudes which accompany such unacceptable behaviours.

Members of staff who are seeking to escape family violence will know that practical and moral support is available to them.

Such conditions will ensure that the talents of all employees are harnessed to their maximum extent, that they participate equally in making the important decisions required of a modern local government organisation, and that interactions between women, men and gender diverse people are governed by principles of equality and respect.

Every effort will be made to extend such developments to the wider community, as we strive together to build a society of inclusion and respect, in which women, men and gender diverse people share in its economic, social and civic opportunities, without facing prejudice, discrimination or violence.

Accordingly, we are firmly committed to the resourcing and implementation of the GEAP, throughout its four-year term.



John Bennie PSM
Chief Executive Officer

Part I

Gender equality and the need for action

In this Part, we set out:

- > The case for change and why we need gender equality;
- > An examination of the differences in outcomes and opportunities between women, men and gender diverse people;
- > The benefits to all of equal opportunity for all; and
- > Council's commitment to the gender equality principles in the Gender Equality Act 2020.

We then present an overview of Council's historical journey towards gender equality, diversity and inclusion.

The case for change

Historically, women have been given the role of caring for children and other family members, as well as maintaining the household, setting limits upon their education and participation in paid employment and other community activities. This can have the effect of diminishing their economic resources, status and decision-making authority. These conditions also expose them to the risk of violence within relationships.

These inequalities are sustained by differences in childrearing for boys and girls, ideas that women are best suited to care for children, by unequal access to paid employment or in levels of pay between men and women, and by other social conditions. Such circumstances often strengthen beliefs that represent men as superior to women and depict men's roles and identities as more important than those of women.

Not all people hold such views, and not all women experience such disadvantages. However, these

circumstances are more common among women than men, and the harm which results is avoidable.

For some women, these conditions may be accentuated by disadvantages associated with age, cultural identity, settlement circumstances or experiences, limited access to formal education, limited fluency or literacy in the use of spoken English, Aboriginal and Torres Strait Islander heritage, disability, and other circumstances.

Efforts to achieve equality between women, men and gender diverse people will help to build our community into one where all people are treated with respect, dignity and equal opportunity at home, in paid employment and in the wider community, and people of all genders may enjoy an equal opportunity to fulfill their aspirations without facing prejudice, discrimination or violence.

Benefits for families include improved wellbeing from a more balanced contribution by both parents to child-rearing and other caring responsibilities, a reduction in violence within the home, and wider scope and opportunity for all children to choose their fields of learning and employment.

For Council and other employers, equality between people of all genders offers the prospect of improved staff wellbeing, a wider diversity of views, experiences and perspectives, enhanced organisational performance, increased ability to attract talent and strengthened engagement with the community.

And among the community as a whole, equal opportunities and respect for women, men and gender diverse people contribute to a productive and innovative local economy which more fully harnesses the pool of talent and experience in our society, as well as a more balanced representation in decision-making roles within government, industry and the community, and improved safety for women and gender diverse people in public places.

Part I

Gender equality and the need for action (continued)

These are goals which have guided Council in its commitment to respect, accountability and honesty in the workplace; in extending equal opportunities for advancement and diversity and inclusion in employment; in its programs, services and other support for people in the community; and in its efforts to promote a wider understanding of the impact of family violence among our staff and residents.

The GEAP presents Council with an opportunity to refine and expand these activities and will create an enduring foundation for the advancement of these goals.

Differences in outcomes and opportunities between women, men and gender diverse people

There is a range of differences in overall opportunities and outcomes between women, men and gender diverse people. Wide disparities are seen in access to employment, occupations and incomes; in representation in positions of authority in business, civic life, and government; and in vulnerabilities to experiences of family violence and harassment at work or in public life.

A balance between paid employment and work at home

Australian women perform over twice as many hours of unpaid housework and child-care hours as men – a weekly average of 15.9 hours unpaid work at home, compared with 7.5 for men in 2016; and women spend a daily average of 8.6 hours caring for children, compared with 3.9 hours among men.¹ Flexible working arrangements hold the prospect of achieving a balance between paid work and family life for both women and men, providing the means for men to enjoy more time raising their children and caring for other family members, while affording women greater opportunities to hold paid employment.

Access to affordable child-care

The proportion of women who hold paid employment is lowest among those with young children. Of Victorian women aged 20 to 29 years, 75% of those without children were in paid work in 2016, compared with 27% of those with three children.² Affordable child-care is essential for the advancement of employment and educational opportunities for many women.

Opportunity for employment and economic security

In 2022, 68% of Victorian males aged 15 years or more held paid employment, compared with 60% of females. Among the women, 45% were in part-time employment, compared with 19% of males.³ The result is a lower level of financial resources and independence among women, including in retirement.

Conditions such as recent settlement, limited fluency in the use of spoken English, limited formal educational attainments and disability often set further limits upon women's access to employment. Among Victorian women of working age, those with limited English fluency, incomplete secondary schooling or a disability are approximately three times more likely as others to be without paid work.

Career advancement

In 2020, women accounted for 18% of CEOs of Australian non-public sector employers, 31% of their key management personnel, 26% of directors and 14% of chairpersons.⁴ The elevation of more women and gender diverse people to senior positions would broaden their opportunities and extend the range of qualified individuals from which people in such positions are chosen.

Part I

Gender equality and the need for action (continued)

Differences in distribution of women and men among occupations

Women accounted for most Victorians in occupations such as nursing, childcare, teaching, dental hygiene, social work and business administration in 2016, while 98% or more of plumbers, carpenters, machinists, electricians, mechanics and truck drivers were men.⁵ Measures to attract more of a balance of women and men into such fields of work would widen the choice of employment for all, while enriching the workplace with a broader range of skills and experience.

Levels of payment for women and men

The 2016 Census determined that male incomes across Victoria were 55% higher than those of females aged 15 or more overall, 36% higher among those in paid work, and hourly pay 6% higher than for women.⁶ As a result, women often enjoy less financial security and control over their finances than men. Superannuation account balances among older, employed Australian women are about two-thirds those of men - reflecting their lower levels of employment and income - confronting many with the prospect of financial hardship in retirement.

Safe, respectful work environments

Surveys of local governments and other workplaces show that women are about twice as likely as men to be bullied or sexually harassed at work^{7, 8, 9, 10}, while gender diverse individuals are particularly vulnerable to discrimination and abuse in the community^{11, 12, 13, 14, 15}. Stronger workplace leadership and transparency, training of staff, fostering of a workplace culture of respect for women and people of diverse genders, and options for reporting and responding to harassment, may help to support people who experience abuse and prevent such behaviour in the first place.

Educational outcomes

Males more often leave school before completing their secondary education - with 13% of 20-24-year-old Victorian men having left school before completing year 11, compared with 8% of women.¹⁶ Similarly, males are less likely to secure a tertiary degree, with 37% of 25-44-year-old Victorian men holding a degree, compared with 48% of women.¹⁷ Many argue that changes in the way children are taught would help to improve opportunities and outcomes for boys and young men, as well as for girls and young women.

Despite their favourable tertiary outcomes, only 9% of Victorian women in tertiary education were enrolled in science, information technology or engineering courses in 2016, compared with 39% of men.¹⁸ Encouraging more women to participate in such fields of study and work makes better use of our community's pool of talent and expands the choices available to girls and women.

Access to positions of leadership and formal authority

In 2021, women accounted for 31% of members of the Federal House of Representatives and 26% of cabinet ministers.¹⁹ An important goal is to increase the representation of women in Australian parliaments and government.

A voice in advocacy

The Australian Human Rights Commission observes, "Where women are able to speak out, they are often not taken seriously"... but "...collectively they could amplify their power and build confidence to develop innovative solutions to problems". The opportunity for women to speak out together remains essential to the advancement of community priorities.²⁰

Part I

Gender equality and the need for action (continued)

Healthy ideas about what it means to be a man

Conventional ideas sometimes assign higher worth to men than to women; often accord priority to them within relationships and in the wider community; and may encourage controlling or aggressive behaviour – all circumstances which may contribute to violence within relationships.^{21, 22, 23, 24, 25} Efforts are therefore being made to foster healthy ideas about the behaviour and roles of men and women.

Participation in organised sport and physical recreation

Young women and men participate in sport in similar numbers, though women represent little more than a third of participants at Victorian sports clubs, according to the 2018/19 AusPlay Survey.²⁶ In response, sporting organisations are being encouraged to adjust their operations to provide more suitable conditions and appealing recreational options for women.

Intimate partner violence against women

The 2016 Australian Personal Safety Survey found 22% of Australian women and 7% of men have been assaulted by a partner since age 15, while 2% cent of women and 1.1% of men are assaulted by an intimate partner in a 12-month period – almost all by perpetrators of the opposite sex.²⁷ Women are also four times more likely to be sexually assaulted than men, twice as likely to be stalked, and three times as likely as men to feel concerned for their personal safety in public places^{27, 28}.

Opportunity for girls and boys to freely form their adult roles and identities

Books, TV, and social media presented to children at home and in the wider community often show girls and women in submissive or passive roles, and males in roles which reflect assertiveness and heroism.^{29, 30, 31, 32} The opportunity exists for media

and education to instead portray males and females in ways that point to alternative roles and encourage personal choice.

Discrimination and abuse against gender diverse people

Many young trans and gender diverse people experience social exclusion from peers, harassment, threats, violence and accompanying fears for their personal safety at home, school, sport, and the wider community, relating to their gender identity.^{33, 34, 35, 36} Many programs therefore focus upon supporting, and fostering respect and acceptance of, gender diverse people.

Benefits of equal opportunity for all

Unequal status, respect, access to money, participation in decision-making and other opportunities among women and men, is often termed 'gender inequality'. Lesser opportunity for paid employment, lower average rates of pay among women, and fewer opportunities for some employed men to participate in the fulfillment of raising their children, are instances of gender inequality.

For some people, the impact of such conditions upon their lives may be worsened by disadvantage or discrimination associated with their age, race, culture, religion, disability, gender identity, sexual orientation or other circumstances.

Equal opportunity for people of all genders offers the promise of improving quality of life for all people, helping to prevent family violence, strengthening families, and enhancing economic activity.

Safety for women and gender diverse people is a basic human right. Yet violence against women, gender diverse people and children is a serious and widespread crime in our community, affecting people in every locality, segment of the community

Part I

Gender equality and the need for action (continued)

and walk of life. Improving their financial security and independence, and increasing their opportunity and respect can help to prevent such crimes, enhance their security and improve their wellbeing.

Moreover, the possibility of flexible work arrangements coupled with a greater level of workforce participation by women, strengthens families by promoting a more balanced division of paid employment and childcaring. In addition, girls and boys thrive when they are presented with the opportunity to form their own personal identities.

Equal opportunity and respect also offer economic benefits. Raising the number of women in the paid workforce lifts production and living standards, harnessing a wider range of human skills, perspectives and experience, spurring greater effort, supporting talented staff and contributing diversity to the workforce.

While many of these benefits extend well beyond the workplace, a strong and sustained emphasis upon respect, safety and equality of opportunity for women, men and gender diverse people in employment serves as an example for other workplaces, sets a standard of equal opportunity and respect, improves the safety of women and their children, and acknowledges the dignity and rights of all people our community.

Council's commitment to the gender equality principles

Council is therefore committed to the gender equality principles in the Gender Equality Act 2020 and regards them as the underpinning aspirations of this GEAP, as well as Council's historical journey towards gender equality.

The gender equality principles are as follows:

- > All Victorians should live in a safe and equal society, have access to equal power, resources and opportunities and be treated with dignity, respect and fairness
- > Gender equality benefits all Victorians regardless of gender
- > Gender equality is a human right and precondition to social justice
- > Gender equality brings significant economic, social and health benefits for Victoria
- > Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls
- > Advancing gender equality is a shared responsibility across the Victorian community
- > All human beings, regardless of gender, should be free to pursue their professional careers and make choices about their lives without being limited by gender stereotype, gender roles or prejudices
- > Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience based on Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes
- > Women have historically experienced discrimination and disadvantage based on sex and gender
- > Special measures may be necessary to achieve gender equality

Part I

Gender equality and the need for action (continued)

Council's historical journey towards gender equality

Council strives to set an example as a place of employment which extends equal opportunity for advancement for people of all genders, and which is a safe, respectful environment where the rights and dignity of all employees is honoured. These principles are also reflected in Council's delivery of services and programs to residents, and in collaboration with community groups and agencies, where it emphasises respect and opportunity for all residents, in employment, community, civic and family life.

The GEAP complements, enhances and extends existing aspects of Council's work to advance gender equality and address family violence. This work is led and supported by the CEO, John Bennie, the Executive Management Team and the Councillors and is strengthened by Council's broad reach among all segments of the community.

Internal work

Many of Council's internal efforts are guided by its Gender Equity / Prevention of Family Violence Committee, chaired by the CEO, and made up of directors, managers and other Council staff from all directorates. Some of the highlights are set out below.

Council's REACH characteristics have been in operation since 2014 and are designed to make Council an organisation of exceptional character, and focus attention on the importance of respectful behaviour in the workplace and towards our community.

Council's White Ribbon accreditation, held since 2016, has demonstrated a commitment by Council's leadership to gender equity and the prevention of family violence. Council also supports staff affected by family violence with Family Violence Contact Officers (FVCOs), paid leave and other support measures. These steps are accompanied by regular messaging in a variety of channels about family violence and support for staff experiencing it, particularly as impacted by COVID-19. People leaders, FVCOs, union representatives, Health and Safety Representatives and staff attend gender equity / family violence education sessions. Council has a dedicated family violence webpage on its intranet, linking to internal resources and support services.

In 2017, Council participated in the Local Government Listen, Learn and Lead Gender Equity Program, which advanced gender equity and diversity by facilitating discussions between CEOs and council staff about gender equity. The outcomes of this Program assisted the development of an operational plan, which informs and guides our gender equity work. Some of the outcomes of this Program included secondment and higher duties opportunities being more widely advertised throughout the organisation to increase the number of available development opportunities, as well as a review of Council's performance development process.

In 2018, Council's internal 'Step Up' program commenced at the instigation of one of our female Directors. 'Step Up' is a professional development program designed to assist female employees to 'step up' in their careers, by presenting information sessions and guest speakers on a range of career and wellbeing topics.

Part I

Gender equality and the need for action (continued)

In 2019, Council conducted its first gender equality assessment and audit of its recruitment, promotion and secondments, training, flexibility and reporting of family violence. As a result of the audit, Council implemented a range of measures including the continued focus on promoting women, and building a pipeline of talent. For example, requiring that all roles at Band 7 and above need a 50/50 gender split through the recruitment process (this specifically includes people who identify as transgender, gender diverse, gender non-confirming, intersex and/or other). Council has also encouraged the adoption of flexible working arrangements and parental leave. In the wake of the COVID-19 pandemic, the requirement for all staff, including men, to work from home where feasible, has increased flexibility in working arrangements for many more Council staff. This greater flexibility has been embedded in a revised Flexible and Hybrid Work Policy, which was developed following extensive consultation with staff and leaders.

During all pandemic lockdowns, Council ensured that any staff member experiencing family violence was welcome to work from Council offices at any time. Council also provided COVID leave for staff during the pandemic, which was extended to cover those staff members who were unable to work their usual hours due to home schooling – particularly as Council was aware that this was generally being performed by women.

Council strives to remove barriers to the recruitment and employment of people with disabilities, sensitively and promptly effecting reasonable adjustments to accommodate each person's needs in accordance with Council's Workplace Adjustment Guidelines.

To further these goals, since 2019 Council has hosted nine graduate work experience students through a 'Stepping Into Internship' Program.

To achieve a consistent and thorough approach across the organisation, Council also collaborates with the Australian Network on Disability to inform staff of best practice procedures and policies, remove barriers to employment, and meet its responsibilities under the Disability Discrimination Act 1992 and other relevant laws.

In 2021, Council's Appropriate Workplace Behaviours Policy (which covers inappropriate workplace behaviour, discrimination, sexual harassment and bullying) was amended to include the Australian Human Rights Commission's and Victorian Auditor-General's Office's recommendations about the prevention of, and response to, sexual harassment in the workplace. Council is currently conducting mandatory education sessions for all employees of Council on appropriate workplace behaviour, with a focus on everyday sexism. This Policy is integrated into Council's risk management system. Coupled with these activities are processes to encourage employees to report such behaviour, resolve such incidents and prevent them in the future.

Council's training cycle and induction program for staff and people leaders includes mandatory gender equity and support for family violence education. Staff are regularly anonymously surveyed about their experience at work, including their perceptions of their own safety and comfort levels to raise matters of concern internally. Council's free and confidential EAP program includes career support, as well as 'At Risk Support' for staff experiencing family violence or other trauma.

Council also collaborates with unions about gender equity issues, including through the internal Staff Consultative Committee and the Equal Employment Opportunity Committee.

Part I

Gender equality and the need for action (continued)

Council's second Reconciliation Action Plan (RAP), January 2021-December 2023, includes provisions to provide employment, professional development and retention support to Indigenous people within Council through a recruitment and retention plan, founded upon consultation and collaboration with Aboriginal and Torres Strait Islander Elders and staff.

Council has an active LGBTIQ+ internal network and intranet page and proudly participated in the 2022 Midsumma Pride March under a 'City of Greater Dandenong' rainbow banner. Council is currently planning further engagement with regional LGBTIQ+ communities to assist with internal gender impact assessments and Council's external community development work.

Finally, the requirement under the Gender Equality Act for Gender Impact Assessments to be conducted on all new and reviewed policies, programs and services with direct and significant impact on the public, is leading to a greater awareness within Council of the importance of placing a gender and intersectional lens over our external work. This has the benefit of promoting an understanding of circumstances which influence gender equity both within Council and among the wider community.

External work

Council strives to foster an understanding of gender equality and family violence among the community by conducting public events, informing residents about such issues, and supporting community initiatives. Public events are held to highlight the issue of violence within families and relationships and inform residents about available sources of assistance. These include Council's annual Walk Against Family Violence, now in its seventh year, held in conjunction with local organisations and health promotion agencies, faith leaders and Victoria Police. The Walk continues to attract hundreds of residents and provides public exposure to this issue. Council staff are encouraged to help organise and

participate in this event, to help involve them in efforts to prevent such behaviour.

A related priority is ensuring that the built environment and transport are accessible and safe for women, as well as Council's emergency management response recognising the higher prevalence of family violence during emergencies. Council recently participated in the 'YourGround' survey, where women and gender diverse people could virtually 'drop a pin' on an interactive map to identify areas where they felt safe or unsafe, and view pins dropped by others.

Through its newsletter 'The City', website, social media and other channels, Council informs the public about the meaning and benefits of gender equality, repudiating violence against women, emphasising the equal status and rights of women, celebrating women's achievements, and portraying women and men in a way that reflects equality and diversity.

Support is also provided to community-based initiatives which help to prevent family violence, advance equality of opportunity and respect between women, men and gender diverse people, and enhance the participation of women in local government and community decision-making, sport and recreation and other activities. Among these efforts, steps are being taken to promote equal opportunities for girls and women to participate in organised sport and other physical recreation, encouraging local sporting clubs to provide safe, appropriate facilities and club environments for women, girls and gender diverse people, and seeking to establish facilities and recreational opportunities to support those goals. In addition, measures are being taken to promote the rights of, and respect for, LGBTIQ+ residents, including people of diverse genders, among the wider community.

Part I

Gender equality and the need for action (continued)

Council also promotes equal opportunities for women, men and gender diverse people in the delivery of services, access to employment and incomes, and decision-making, consultation and community leadership. Council's Youth Services Unit conducts activities and programs to inform young people about healthy, equal and respectful relationships. Such issues are also addressed in Council's services to families, which promote healthy relationships and equality in roles, responsibilities and status among women and men, and provide counselling and other family support to prevent or address family violence. In supplying home support to older people or those living with disabilities, women are given a voice in consultations and service planning, and measures are taken to address the abuse of older or disabled residents in our community. Council also trains regulatory staff to recognise and respond to family violence in their interactions with residents, and emergency management planning incorporates considerations of gender equity and family violence as they relate to the outcome and response to local emergencies.

Equality is also addressed through arts and creative initiatives, to encourage understanding of gender equity, and promote diverse perspectives and empowerment. At the same time, in the libraries, books are stocked and promoted that portray women, men and gender diverse people as equals, depicting them in a variety of roles to reflect the range of family structures and types in our community.

Council advocates to State and Federal Governments for, and supports, local initiatives to prevent family violence, to develop safe, affordable housing for vulnerable women, and to improve opportunities for women in education, employment and other fields. To further strengthen such activities among the wider community, Council collaborates with other local authorities, actively participating in regional and state-wide networks to expand the efforts of Victorian councils to prevent family violence and create a community of equal opportunity for all people.

Part II

The action plan

This section features an explanation of the process of creating Council's GEAP, which sets out our objectives, strategies, measures, time-frames and people who will be carrying out the work. These strategies and measures focus on the seven workplace equality indicators:

- 1 Gender composition at 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 family violence leave, flexible working arrangements and working arrangements supporting workers with family or caring responsibilities
- 7 Gendered segregation within the workplace

The opening of each section includes a brief account of the inquiries and research which guided the development of our strategies and measures. Further information about Council's audit and survey results are contained in the Appendix.

Process of creating the action plan

The strategies and measures component of the GEAP is based upon evidence assembled through background research, a review of information about employment conditions and experiences, a survey of Council employees and extensive consultations with staff. The purpose of these efforts was to ensure that the GEAP was founded upon a clear and detailed understanding of the experiences, views and aspirations of Council employees.

Research review

A wide-ranging review was conducted of research, statistics and commentary about relevant issues, including flexible work practices, the advancement of women in paid employment, the distribution of women and men among various occupations, the prevalence and impacts of violence within families and intimate relationships, the nature and impact of sexual harassment and bullying within workplaces, the abuse of gender diverse individuals in society, the allocation of caring responsibilities and its influence upon employment opportunities for women, and other matters. This examination of current social conditions and trends formed a backdrop to Council's consideration of the issues to be addressed in the GEAP.

Gender Audit

An audit of information about women and men among the Council workforce provided contemporary and detailed information about employment conditions, including relative numbers of staff, as well as incomes, occupations, part and full-time employment, promotion and career development opportunities, access to leave and incidents of sexual harassment.

Part II

The action plan (continued)

People matter survey

The 'People matter survey', conducted by the Victorian Public Sector Commission in mid-2021, presented an opportunity for Council staff to register their views and perceptions. The survey inquired about respectful treatment of diverse staff; fair opportunity for career advancement; flexible work and leave provisions; workplace bullying and sexual harassment; and support for staff experiencing family or intimate partner violence. Thirty per cent of Council staff responded to the survey, two-thirds of them women, with its findings providing a broad outline of the balance of opinions and experiences in these fields, among Council employees.

In the course of the survey and the accompanying audit, it has become clear that information concerning gender diverse employees may be incomplete, in part due to limitations in record-keeping procedures and a possible reluctance among some staff members to identify their gender. These conditions will therefore be addressed in the GEAP, to ensure that all Council employees are accorded the same consideration and opportunity.

Consultations

To supplement these findings, an initial round of consultations was conducted with Councillors, the Executive Management Team, the Staff Consultative Committee and the Health and Safety Representatives. In addition, approximately 70 Council staff participated in eight on-line focus groups in September 2021, each relating to key issues concerning equal opportunity for women and men. Before each consultation session, participants were provided with a summary of the key findings of the gender audit and People matter survey, accompanied by background information about the particular topic. In addition, the focus groups were set up as safe spaces in which people could share their views, in the knowledge that their comments

would be recorded anonymously. The focus groups themselves were conducted by staff members rather than people leaders.

More than 40 other employees submitted their views by email, through an anonymous digital survey, or on paper forms - made available to staff at settings where access to computers was limited. Importantly, these consultations gave Council employees an opportunity to provide a broad and detailed explanation of their personal experiences, concerns and aspirations.

Council's internal working group, the Gender Equality Action Group (GEAG), then compiled and reviewed the responses provided throughout the consultations, with emphasis upon strategies which employees favoured in response to the audit and survey findings. It may be mentioned that the GEAG comprises interested women and men from different areas and levels at Council who are passionate about gender equity, including a Council union delegate and members of Council's Organisational Development business unit who work in the field of gender equity.

At the conclusion of this process, strategies and measures were prepared, then submitted to all staff and a selection of expert, local agencies for review. Staff were informed about the draft GEAP through Council's intranet, by email or from their managers; and hardcopies were made available to those who required them. Council staff who have lived experience with disability, who are members of the LGBTIQ+ community, or who come from First Nations backgrounds or work with the Traditional Owners, were also specifically invited to review and comment on the draft strategies and measures.

As a result of the second-round consultation process, a significant number of amendments were incorporated into the strategies and measures now featured in this GEAP.

Strategies and measures for 2021-2025

Equal access to all levels in Council and Recruitment, promotion and remuneration

This section incorporates indicators

- 1 Gender composition at 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, and
- 5 Recruitment and promotion practices in the workplace.

Benefits of attracting, retaining and advancing women in paid employment include a wider range of workforce talent and perspectives, strengthened community engagement, improved staff health, well-being and satisfaction, and reduced turnover and absenteeism. However, while women represent 56% of Victorian university graduates and 47% of people in paid employment, they account for only a third of staff in managerial positions in the private sector and one in six private sector CEOs.^{37, 38}

Conditions within local government in Victoria present a more favourable outlook though, with women accounting for approximately a third of CEOs and nearly half of all managers. At Council, five of the eleven Councillors are women. At the time the gender audit was conducted, the upper three levels of Council were occupied by 4.5% of female staff and 7.8% of male staff.

The elevation of women to senior positions broadens opportunities for women and extends the range of qualified individuals from which people in such positions are chosen.

Of the more than 900 Council staff, approximately 63% are women, and 37% are men. However, women are less likely than men to occupy the senior roles within Council and more often hold positions among the lower ranks of the organisation.

Council operates under an 8-level banded classification and pay structure contained in its Enterprise Agreement. This is largely based on historical Awards and covers the majority of staff, other than 28 people on executive contracts. The lowest Band utilised by Council is Band 2, with many team leaders and coordinators classified at Bands 7 and 8.

Strategies and measures for 2021-2025 (continued)

The lowest level from the CEO is occupied by 26% of women and 18% of men. This appeared to affect the annualised total remuneration for women holding contract positions which was up to 9% lower than for men, though the annualised total remuneration for women on ongoing contracts of employment under the banded structure was higher than men. In response, the GEAP includes strategies to support women in their professional development to increase the number of women in higher-paying roles.

At the people leader level, the gender audit indicated that remuneration of women was lower than for men at the upper three managerial levels of the organisation. However, for the purposes of the gender audit, positions were classified by reporting levels from the CEO. In hindsight, this was not a suitable process to properly assess Council's internal pay equity. Council currently has a temporary organisational structure which was implemented due to the Director Corporate Services resigning. As an interim measure, this role was not filled, and instead as of 30 June 2021 the Managers who had reported to the former Director were temporarily promoted to report directly to the CEO. Further, the Executive Assistants were included using their actual reporting lines (for example, reporting directly to the CEO was recorded as CEO-1). In addition, each Directorate is structured differently, and has varying managerial levels. As a consequence of these circumstances, each reporting level from the CEO encompasses a wide range of positions which do not require the same skills and experience, or attract the same remuneration. For example, CEO-3 level includes positions classified at Band 4 as well as people on executive contracts.

Instead, it has been determined that it would be more appropriate for future auditing and reporting to use an internal classification structure which sets out levels defined by Council. The GEAP therefore includes strategies for undertaking a gender pay gap analysis for roles above the banded structure, and then addressing any identified disparities.

On the other hand, Council's gender audit showed that women were more likely than men to receive training, higher duties and promotion.

Women are often economically dependent upon their partners, as they are less likely than men to be in paid work, with 56% of Victorian women aged 15 or more in paid work in late-2021.³⁹ As a result, average incomes among Victorian males were 55% higher than those of females overall and 6% higher than women in hourly rate of pay. Notably, incomes may be as low as a quarter of the average among women who are recent settlers or refugees, as well as those with limited formal education or English fluency.^{40, 41}

These conditions largely stem from women's greater responsibility for the unpaid care for children and other family members. Victorian women undertake nearly twice the amount of unpaid work around the home and care for children and disabled relatives as Victorian men - a trend which persists among couples where both are in full-time paid employment.⁴² Variable access to flexible working conditions, limited paid parental leave, unsatisfactory childcare options and workplace discrimination all aggravate this problem. Reflecting such circumstances, female Council staff are also twice as likely to occupy part-time positions than males, and half as likely to work full-time.

Strategies and measures for 2021-2025 (continued)

Accordingly, some staff observed that, while the opportunity to work part-time enabled them to hold paid employment while providing caring at home, such conditions often set limits to their capacity to seek a promotion or more challenging duties - placing their financial independence and career fulfillment in second place. Therefore, a focus of the GEAP is to maintain flexible and hybrid working arrangements which have been partially enforced through Council's COVID-19 response. In addition, steps will be taken to encourage a wider adoption of carer's leave and parental leave by men, thereby sharing parenting and child-care responsibilities more equitably, and moving men away from being locked in as 'the breadwinner'.

In the staff consultations, many Council employees expressed a preference for more regular professional development reviews. Further career planning for women and staff of other genders, including training, workshops and forums, and opportunities to present to higher management, coupled with a strengthened process of review of professional development aspirations and opportunities, may help to advance and enrich the careers of women in Council, including those employed in part-time roles, or returning to work after caring for children.

In this GEAP, Council has decided to focus early efforts on its internal and external recruitment processes. This will be accomplished by conducting refresher training for all people hirers on equitable and inclusive interview and selection processes. Generally, this will cover the people leaders at Council, together with other staff members who assist on interview panels - accounting for approximately 200 people. The training will also focus on eliminating unconscious bias from the recruitment process. It is intended that by using recruitment training as a specific focus, the training itself will exert a wider influence upon gender equality throughout the organisation.

The guidance of mentors and female role models, who bring 'female perspectives' to their role and who are often familiar with the challenge of balancing caring responsibilities with those related to employment, may also help to extend the opportunities of women within the organisation. Council is currently participating in an inter-Council mentoring program conducted by a peak body, and encourages the participation of women and gender diverse people in this program.

In addition, monitoring the career progress of women within Council, and inviting feedback from staff of all genders, will help Council gauge the impact of these and related efforts.

These strategies, along with others, are set out below.

Strategies and measures for 2021-2025 (continued)

Equal access to levels in Council

Objective	Strategy	Responsibility	Measures	Timeframes
Develop skills and knowledge of People leaders to create intersectional, gender-equitable access to career advancement and promotion opportunities	Promote internal training opportunities to staff	OD, People leaders	Report developed	By mid 2023
	Develop a report which provides gender breakdowns for organisational training		Reporting shows increase in training participation rate of women, non-binary and gender diverse people	
	Institute and promote programs of professional development for women and gender diverse people, including opportunities to participate in external training, workshops and forums	OD	Reporting shows increase in training participation rate of women, non-binary and gender diverse people	By mid 2023
	Investigate access to career planning, secondment, higher duties and other development opportunities for women of diverse cultural backgrounds, Aboriginal and Torres Strait Islander people, those from LGBTIQ+ communities or living with a disability	OD	Review completed Recommendations implemented	By end 2022 By mid 2025

Strategies and measures for 2021-2025 (continued)

Objective	Strategy	Responsibility	Measures	Timeframes
Develop skills and knowledge of People leaders to create intersectional, gender-equitable access to career advancement and promotion opportunities (continued)	Conduct an awareness campaign for staff and people leaders to internally register external training	People leaders	Awareness campaign conducted Reporting shows training budgets spent at EOFY	Late 2022 then annually
	Review training budgets and expenditure to ensure sufficient and equitable investment in staff training			
	Review Performance Development program, strengthening emphasis on career development for women and gender diverse people, ensuring reviews are conducted at least annually and incorporating career development goals and professional development options	OD; People leaders	Review conducted Reporting shows at least a 10% increase in number of PDPs conducted annually for women, non-binary and gender diverse people Consultations with staff show satisfaction with this process and/or point to possibilities for improvement	By end 2022 By end 2024 By end 2024
	Promote the availability of career counselling by EAP and its benefits, to staff		Quarterly 'The Source' article published on EAP provider and a specific topic	Ongoing

Strategies and measures for 2021-2025 (continued)

Objective	Strategy	Responsibility	Measures	Timeframes
Provide relevant and appropriate mentoring to employees of all genders to support professional development	Assemble and promote details of external mentoring and professional development programs for women and gender diverse people on the Source (intranet) and through other channels	OD	Relevant topics promoted	Ongoing
	Establish external mentoring scheme to provide guidance and encouragement to women and gender diverse people in their professional development; Review opportunities to mentor men about gender equity and how they can support women	OD	External mentoring scheme provided Review completed	By end 2022 By mid 2023
	Celebrate and give prominence to female role models within Council	OD; People leaders	Quarterly REACH awards and profiles published in 'The Source'	Ongoing

Strategies and measures for 2021-2025 (continued)

Objective	Strategy	Responsibility	Measures	Timeframes
Create more internal professional development opportunities for women and gender diverse people to grow their leadership	Create opportunities for women, non-binary and gender diverse people to present to senior management to gain exposure and confidence as experts in their fields	People leaders	People leaders encouraged to create opportunities	Ongoing
	Review 'Director for a Month' program, with a view to maintaining and strengthening this program		Program relaunched with at least two female/gender diverse participants per year	By mid 2023
	Continue to conduct and promote the 'Step Up' program, determining how to engage non-office-based staff	Step Up Committee	Three Step Up sessions held annually Analysis of participants shows attendance from non-office-based staff	By end 2022
	Monitor the implementation of secondment and higher duties provisions of the Recruitment Policy, continuing to educate leaders where requirements are not met	OD	Provisions monitored and education provided Awareness campaign conducted among leaders	Ongoing
	Monitor work environments to ensure respect and opportunity are extended to employees of all genders and ethnicities	People leaders	Consultations with staff show satisfaction with opportunities or identify scope for improvements	Ongoing

Strategies and measures for 2021-2025 (continued)

Objective	Strategy	Responsibility	Measures	Timeframes
Strengthen leadership commitment to improving gender equity for all genders as well as employees of diverse ages, sexualities, cultures and abilities	Include gender equity and diversity KPIs for all Managers at level 3 and above Provide training on workplace gender equity and diversity	OD; People leaders	KPIs incorporated into contracts	Each new contract
			Training conducted	By end 2022
			An increase in positive responses of at least 5% of women, non-binary and gender diverse people in the following questions in the next People matter survey: 'There is a positive culture within my organisation in relation to employees of different age groups', '...sexes/ genders'	By mid 2025
			An increase in positive responses of at least 5% in all genders in the following questions in the next People matter survey: 'There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+', '...who are Aboriginal and Torres Strait Islanders', and '... with disability'	By mid 2025
Gender Composition of governing bodies	Promote resources and campaigns developed by industry bodies such as MAV, among the wider community, to encourage women and people from diverse backgrounds to stand as Councillors	Governance	Promotional campaign conducted	End 2024

Strategies and measures for 2021-2025 (continued)

Recruitment, promotion and remuneration

Objective	Strategy	Responsibility	Measures	Timeframes
Build capacity in those carrying out existing recruitment processes to improve gender equity and diversity	Conduct mandatory recruitment training, including unconscious bias, for all people-hirers to ensure best practice gender equitable and inclusive interview and selection processes	OD	Recruitment training conducted	By end 2022
			An increase in positive responses of at least 5% of women in the following questions in the next People matter survey: 'There is a positive culture within my organisation in relation to employees of different age groups', '...sexes/ genders'	By mid 2025
			An increase in positive responses of at least 5% in all genders in the following questions in the next People matter survey: 'There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+', '...who are Aboriginal and Torres Strait Islanders', and '... with disability'	By mid 2025

Strategies and measures for 2021-2025 (continued)

Objective	Strategy	Responsibility	Measures	Timeframes
Build capacity in those carrying out existing recruitment processes to improve gender equity and diversity (continued)	Ensure external recruitment agencies engaged by Council are aware of its policies on gender-equitable and inclusive recruitment and flexible working arrangements	OD	Template information prepared and provided to current recruitment agencies	By end 2022
	Review compliance annually		Compliance reviewed	Annually
	Encourage implementation of the Recruitment Policy requirement that all roles of Band 7 and above require a 50/50 split throughout selection process	OD; People leaders	Gender composition of each key recruitment stage tracked to inform and improve practice	Ongoing
	Promote secondment and higher duties requirements of Recruitment Policy among managers	OD	Next gender audit shows that a similar proportion of female and gender diverse people participate in secondment and higher duties compared to males	Mid 2025
	Continue to review job advertisements and job descriptions for gendered language and to ensure they are appropriate to a diverse audience	OD	Use of review tool incorporated into standard practice and process	Ongoing
	Use gender decoder on corporate documents	OD	Use of review tool incorporated into standard practice and process	Ongoing
	Review emerging best practice in encouraging diversity in the workforce specifically targeting women and gender diverse people with job listings and PDs (reference WGEA)	OD	Review undertaken	Ongoing

Strategies and measures for 2021-2025 (continued)

Objective	Strategy	Responsibility	Measures	Timeframes
Collaboration with external entities to improve diversity	Explore partnerships and endorsements such as WORK180 and Rainbow Tick	OD	Prospective partnerships investigated At least one external contact made	By mid 2023
A learning and development plan which promotes leadership and development skills equitably for all	Prepare a leadership and professional development plan which includes increasing women and gender diverse people's access to, and support for, participation in learning and development	OD	Plan prepared	By end 2023
	Develop an annual learning and development training program to operationalise the plan, monitor and review it annually, and adjust as necessary	OD	Program prepared	By end 2023
	Ensure the budget is sufficient to implement the learning and development plan and program, and ensure equal access to resources by people of all genders	OD; People leaders	Budget reviewed	By early 2023

Strategies and measures for 2021-2025 (continued)

Objective	Strategy	Responsibility	Measures	Timeframes
Build greater understanding of the intersectional gendered experience of our recruitment processes	Conduct an analysis of working conditions attached to roles across the organisation from a gendered and intersectional perspective, using the results to guide recruitment and promotion processes	OD	Next gender audit of 'Recruitment by Gender and Employment Basis' shows a shift towards gender balance	By mid 2025
Eliminate any inequitable gender pay gap at Council	Undertake a gender pay gap analysis for roles above the banded structure Establish equal pay for work of comparable value.	OD	Next gender audit shows a greater parity of women's annualised salaries at the non-banded levels when compared to men	By mid 2025

Strategies and measures for 2021-2025 (continued)

Sexual harassment and bullying

Indicator

4 Sexual harassment in the workplace

Bullying includes persistent verbal abuse, criticism, intimidation, isolation, giving workers impossible or meaningless tasks and other unreasonable actions. Its impacts include depression and anxiety, harming physical and mental health, disrupting family and personal life, and detracting from productivity. Within Council, women are twice as likely to experience bullying: 20% of women and 10% of men who participated in the People matter survey had experienced bullying in the previous 12 months.

A further issue of concern is sexual harassment, which is unwanted or unwelcome sexual advances, requests for sexual favours or conduct of a sexual nature, in a way that could reasonably be expected to cause offence, intimidation or humiliation. The People matter survey found that 7% of women and 4% of men had experienced sexual harassment in the previous 12 months.

Practical experience shows that many of those who are sexually harassed endure harm to their mental health, confidence, employment, personal relationships or financial circumstances.^{46, 47, 48}

The economic impact of such behaviour includes reduced workplace productivity at work, increased absence from work and elevated staff turnover.⁴⁹

While people who experience sexual harassment often discuss the incident with a colleague or friend, formal reporting of such incidents is uncommon, due largely to perceptions that the incident was not sufficiently serious to warrant a response, misgivings about the impact of reporting upon their professional reputation, or the belief that reporting would not make any difference. Indeed, while most Council employees voiced confidence in Council's resolve and progress in addressing such behaviour in the staff survey, 21% of women and 10% of men who responded to the survey stated that they did not feel 'safe to challenge inappropriate behaviour at work.'

Efforts to prevent workplace sexual harassment can help to foster an environment of mutual respect, fairness and safety, reducing absenteeism and staff turnover, while enhancing morale and productivity. Prevention of sexual harassment also demonstrates leadership, setting a practical example to staff and to the wider community of equality and respect in the workplace, between people of all genders.

Council's strategies to continue to prevent and respond to sexual harassment in the workplace, as well as bullying, are set out below.

Strategies and measures for 2021-2025 (continued)

Workplace sexual harassment

Objective	Strategy	Responsibility	Measures	Timeframes
Implement a Council-wide plan to prevent sexual harassment in the workplace	Develop a sexual harassment prevention plan	OD	Plan prepared	By end 2022
	Develop a Council-wide, strategic internal and leadership-driven communications strategy to drive out everyday sexism, in line with Council's REACH values	OD; Media and Comms; EMT	At least 10% increase in positive responses from women and no decrease in positive responses from men to the next People matter survey questions 'My organisation takes steps to eliminate bullying, harassment and discrimination' and 'I feel safe to challenge inappropriate behaviour at work'	By mid 2025
Build capability of leaders to prevent and address workplace sexual harassment	Train and instruct managers to lead Council's response to sexual harassment, modelling acceptable behaviour, responding decisively to improper conduct and properly managing initial disclosures	OD; People leaders	75% of managers at level 4 and above have completed formal training Staff satisfaction survey shows an increase in the proportion of staff who feel safe in the workplace	By end 2023 By end 2023
	Ensure the responsibility of managers to address violence against women and sexual harassment in the workplace is clearly documented in their position descriptions	OD	Position descriptions reviewed and amended	By mid 2023

Strategies and measures for 2021-2025 (continued)

Objective	Strategy	Responsibility	Measures	Timeframes
All staff are empowered to respond to sexual harassment	Provide bystander training to instruct staff on how to speak up or otherwise respond to incidents of sexual harassment or bullying, and to support those affected by such behaviour	OD	Bystander training conducted	By end 2023
			An increase in positive responses from women and no decrease in positive responses from men to the next People matter survey question 'I feel safe to challenge inappropriate behaviour at work'	By mid 2025
Amended Appropriate Workplace Behaviours policy rolled out	Roll-out amended Appropriate Workplace Behaviours Policy to all staff	OD	Policy rolled out to staff	By mid 2022
			No decrease in positive responses in the next People matter survey to the question 'My organisation encourages respectful workplace behaviors'	By mid 2025
	Conduct Appropriate Workplace Behaviour training for Councillors	OD; Governance	All Councillors have attended training	By end 2022
	Provide refresher training for Appropriate Workplace Behaviour representatives	OD	All Appropriate Workplace Behaviour Representatives have attended training	By end 2022

Strategies and measures for 2021-2025 (continued)

Objective	Strategy	Responsibility	Measures	Timeframes
Amended Appropriate Workplace Behaviours policy rolled out (continued)	Continue to provide training on appropriate workplace behaviour which includes an anti-sexual harassment component (on induction and 3-yearly)	OD	Training conducted	By end 2022
			An increase in positive responses from women, and no decrease in positive responses from men, to the next People matter survey question 'My organisation takes steps to eliminate bullying, harassment and discrimination'.	By mid 2025
	Promote 'Living the REACH values' campaign to affirm Council's commitment to gender equality and the prevention of violence against women	OD	No decrease in positive responses to 'My organisation encourages respectful workplace behaviors'	By mid 2025
			An increase in positive responses from women, and no decrease in positive responses from, men to the next People matter survey question 'My organisation takes steps to eliminate bullying, harassment and discrimination'.	By mid 2023
		No decrease in positive responses to 'My organisation encourages respectful workplace behaviours'	By mid 2025	

Strategies and measures for 2021-2025 (continued)

Objective	Strategy	Responsibility	Measures	Timeframes
Staff report any incidence of workplace sexual harassment to Council	Develop a channel for anonymous reporting of sexual harassment, including the use of an external provider	OD	Channel for anonymous reporting established and promoted Next gender audit shows an increase in reports of sexual harassment	By end 2022 By mid 2025
	Promote availability of independent sources of support (internal and external) in relation to sexual harassment or bullying, as an alternative to approaching a manager or supervisor	OD	Independent sources of support promoted Next gender audit shows an increase in reports of sexual harassment	By end 2022 By mid 2025
	Conduct a promotional campaign for all staff on what and how to report using informal and formal channels	OD	Campaign conducted Next gender audit shows an increase in reports of sexual harassment	By end 2022
	Conduct internal awareness campaign about sexual harassment policy and internal complaints procedures using variety of channels	OD	Campaign conducted Next gender audit shows an increase in reports of sexual harassment	By end 2022 By mid 2025

Strategies and measures for 2021-2025 (continued)

Objective	Strategy	Responsibility	Measures	Timeframes
Any employee who experiences workplace sexual harassment or bullying feels supported by Council	Provide a high standard of support for individuals who disclose sexual harassment	OD	Reporting spreadsheet shows: * initial response to each reported matter is within 48 hours * complainant is offered ongoing EAP immediately on making complaint * complainant is offered OD consultant as support person	By mid 2023
	Ensure timely response and communication of progress and outcomes to the complainant	OD	Reporting spreadsheet shows: * initial response to each reported matter is within 48 hours * complainant is contacted at least once each fortnight during a complaint process	By mid 2023
Detailed records of inappropriate workplace behaviours are available for analysis and tracking	Continue to record cases of inappropriate workplace behaviour including sexual harassment, reporting trends to Council and staff annually	OD	Cases recorded and reported on annually	By mid 2023

Strategies and measures for 2021-2025 (continued)

Objective	Strategy	Responsibility	Measures	Timeframes
Council obtains meaningful feedback from complainants	Explore sexual harassment in quarterly reporting and in staff satisfaction survey.	OD and GE Working Group	Report and survey reviewed	By end 2022
	Invite staff to provide feedback about their experiences of sexual harassment or bullying, and of the processes for seeking support and registering complaints	OD	Feedback obtained from staff and documented	By mid 2023
Implement appropriate risk management strategies	Conduct risk assessments and record sexual harassment risks in Council risk register	Risk team	Risks included in risk register	By mid 2023
	Review occupational health and safety guidelines to ensure they reflect gendered risks and needs	OHS team	Guidelines reviewed	By mid 2023

Strategies and measures for 2021-2025 (continued)

Family violence support

Indicator

- 6** Adaptability and utilisation of terms, conditions and practices relating to family violence leave

Family violence includes any actions which threaten, harm, intimidate, control or victimise a person within a family relationship or household. Such behaviour may include physical or sexual assault, as well as verbal, emotional and other forms of abuse.

Males are more likely to be the perpetrators of such crimes, while women account for most of its victims.

Family violence may cause fear, depression, anxiety and low self-esteem; isolation, loneliness and lack of social support; helplessness and suicidal thoughts; guilt and sense of failure in the marriage; as well as injury or death. Children are also affected, either as witnesses to such behaviour or as victims of violence themselves.^{50, 51, 52, 53}

Though family violence is often hidden, its prevalence in the community is substantial, with an Australian survey showing that 7% of men and 22% of women had been assaulted by a current or former partner since the age of 15.⁵⁴

Favourable perceptions of the support extended to Council employees were recorded in the People matter survey, where over nine-tenths of respondents expressed confidence that Council would support them if they needed to take such leave. However, this GEAP presents Council with an opportunity to consolidate staff awareness of the leave provisions and other assistance available, encourage further uptake of this support, and enhance the training of responsible officers, as detailed below.

Strategies and measures for 2021-2025 (continued)

Family violence

Objective	Strategy	Responsibility	Measures	Timeframes
Build the capacity for Council staff to prevent and address family violence	Review Family Violence clause in Enterprise Agreement during negotiations, then Family Violence policy	OD	Clause and policy reviewed	By end 2023
	Continue to promote awareness of the leave provisions and other assistance available to staff under such circumstances, through multiple channels, to encourage further uptake of this support	OD	Next People Matter survey shows increased positive responses to question 'My organisation would support me if I needed to take family violence leave'	By mid 2025
	Provide refresher family violence support training for Family Violence Contact Officers, Health and Safety Representatives and union representatives	OD	All FVCOs and most HSRs and union reps have undertaken training	By end 2024
	Provide refresher training about family violence support to managers and supervisors	OD	At least 80% of managers have undertaken family violence support training	By mid 2024
	Continue to schedule events with stakeholders and community, such as the Walk Against Family Violence, which encourage staff awareness of, and engagement in, the prevention of violence against women	OD; GE/PFV Committee	Events conducted	Annually
	Continue to encourage staff involvement as organisers and participants in such events	OD; GE/PFV Committee	Staff included in event planning and execution	By end 2023

Strategies and measures for 2021-2025 (continued)

General provisions

Objective	Strategy	Responsibility	Measures	Timeframes
Improved gender and diversity data collection	Review recruitment and payroll systems to include investigation of the feasibility of recording intersectional data	OD	Review completed Intersectional data collected in next gender audit, to the extent feasible	By mid 2025
	Review contract management system to include capture of flexible working arrangements	OD	More efficient process for data collection established for the next gender audit	By mid 2025
Overcome internal resistance to gender equity and diversity	Build a capacity and capability program for People leaders on resistance and backlash to gender equality, to enable them to implement gender equality strategies	OD; People leaders	At least one step taken to address resistance	By mid 2024

Strategies and measures for 2021-2025 (continued)

Access to flexible work arrangements

Indicator

- 6** Availability and utilisation of terms, conditions and practices relating to flexible working arrangements and working arrangements supporting workers with family or caring responsibilities

Part-time employment, leave options and flexible work arrangements – such as shorter working weeks, variations in start and finish times and telecommuting – offer a variety of benefits to workers. These include helping them to better accommodate paid employment with their personal responsibilities, enhancing job satisfaction, retention and attraction, improving the financial security of women and others with caring responsibilities, extending opportunities for men to enjoy more time raising their children, reducing distractions, stress and absenteeism, and raising productivity. Nearly a fifth of female and male Council staff work under flexible arrangements.^{43,44}

Caring responsibilities though, are largely borne by women, who provide two-thirds of care for children at home and unpaid care for family members with a disability. As a result, fewer women than men are able to hold paid employment, while for others, part-time or flexible arrangements enable them to work, but oblige them to accept low-paid, menial, casual and insecure employment as they perform two jobs: one at work for payment, and another at home, providing unpaid care.

Within Council, female employees are more than twice as likely to work part-time as males. Female staff also account for most of those who take parental or carers leave, and are more likely than men to feel that caring and family responsibilities were a barrier to the progress of their careers.

A related concern is the level of engagement of men in the care of their families, and the opportunities extended to them to adapt the conditions of their paid employment to their family responsibilities. Part-time and other flexible working arrangements can provide men in paid employment with greater opportunities to participate in their family lives while more equally sharing the responsibilities and fulfillment of child-care.

As stated above, a key aspect of the GEAP is to encourage a more equitable distribution of caring arrangements among people of genders, as well as the adoption of a more extensive flexible and hybrid work policy. Council will also be monitoring the implementation of this policy to ensure that flexibility is balanced against 'proximity bias', so that preferential treatment is not provided to those people who choose to work from Council premises more often than is required, which may disproportionately affect women. Council is currently trialing a workforce design tool to assist with the development of flexible jobs.

Measures to address these concerns are set out below.

Strategies and measures for 2021-2025 (continued)

Flexible working arrangements

Objective	Strategy	Responsibility	Measures	Timeframes
Flexible work options are available to all staff irrespective of gender or level	Finalise comprehensive, flexible and hybrid work policy, offering flexibility to the extent feasible	OD, Directors and Managers	Policy finalised	Mid 2022
	Promote awareness through multiple channels, and adoption of flexible working options to all staff, including people leaders	OD	Awareness campaign conducted	By mid 2023
			Favourable responses to People matter survey question 'Using flexible work arrangements is not a barrier to success in my organisation' exceeds result for 2021	By mid 2025
Male employees more equally participate in family and caring responsibilities	Encourage men to increase caring responsibilities, take carer's leave and work more flexibly through recruitment and roll-out of flexible and hybrid working policy; and to take more parental leave through roll-out of revised parental leave entitlements	OD; People leaders	Next gender audit shows an increase in the number of men using family leave	By mid 2025
	Review parental leave entitlements with a view to reducing differences between primary and secondary carers	OD	Review conducted Next gender audit shows an increase in the average duration of parental leave for men	By mid 2025

Strategies and measures for 2021-2025 (continued)

Gendered workforce segregation

Indicator

7 Gendered segregation within the workplace

Workplaces that include a balance of women, men and gender diverse people tend to generate a wider range of ideas and perspectives, resulting in improved efficiency, and a more congenial, healthy work environment.

Some occupations though, are held by a large majority of either men or women. For example, women account for fewer than 2% of people employed in outdoor trades and for 17% of those in science, technology, engineering or mathematics. On the other hand, 95% of people employed as receptionists, personal assistants, dieticians, dental assistants, beauty therapists, child-carers and preschool teachers are women.⁴⁵

Similar trends are mirrored in tertiary education, where women currently represent a quarter of those studying science, engineering and technology, and fewer than one in twenty students in trades and engineering courses.

These conditions are also seen within Council, where female Council staff account for the majority of people employed in the fields of education, health, social work and human resources, and as personal assistants, receptionists, carers and clerical workers. On the other hand, women represent a minority of general managers, IT professionals, technicians and tradespersons, laborers, animal and horticultural workers, and engineers.

Such an imbalance in the employment of women and men in some professions shows that constructive efforts may be made to widen the scope of occupational choices for those who seek employment at Council. In addition, further steps may be taken to support women already engaged in these fields, with the guidance of strong, female role models, access to networks, training and support programs, and other initiatives to support an increase in diversity among staff employed in some of its business units.

The table below sets out measures which Council will take in an effort to address these issues.

Strategies and measures for 2021-2025 (continued)

Gendered occupational segregation in the workplace

Objective	Strategy	Responsibility	Measures	Timeframes
Include gender segregation in advocacy work	Advocate to governments for continued funding for efforts to encourage women and gender diverse people to consider a wider range of roles for their careers, during childhood, and through seminars and curriculum content during their schooling and tertiary education	Community Development	At least one advocacy approach made	By end 2022
Attract women and men to non-conventional fields	Promote work experience, training programs and job opportunities in male-dominated fields to women at secondary school, tertiary institutions, in the wider community and within Council	OD; Community Development	At least one promotion event conducted	By end 2023
	Promote work experience, training programs and job opportunities in female-dominated fields to men at secondary school, tertiary institutions, in the wider community and within Council	OD; Community Development	At least one promotion event conducted	By end 2023

Strategies and measures for 2021-2025 (continued)

Objective	Strategy	Responsibility	Measures	Timeframes
Create employment opportunities in non-conventional fields	Review Council's capacity to create traineeships (including in partnership with job network providers/ group training providers and possibly other Councils) and work experience opportunities for women, men and gender diverse people in non-conventional fields, especially targeting cohorts such as members of Aboriginal and Torres Strait Islander, CALD and LGBTIQ+ communities	OD; Community Development	Review conducted At least one collaboration approach made	By end 2022
	Explore opportunities for collaboration with state peak bodies and local education providers to advance career opportunities for women in traditionally male-dominated occupations and vice versa, including ensuring appropriate career pathways and safe, supported and positive workplace environments	OD; GE working group	At least one collaboration approach made	By end 2022

Strategies and measures for 2021-2025 (continued)

Objective	Strategy	Responsibility	Measures	Timeframes
Collaborate with external entities to break down gendered workforce segregation and improve diversity	Explore partnerships with organisations such as TradesWomen Australia and support systems for women who work for Council in male dominated trades, including potential network approach with other Councils	OD	Prospective partnerships investigated At least one external contact made	By end 2022
	Explore the possibility of the establishment of a mentoring or buddy system to support women who have taken employment in male-dominated fields, perhaps through collaborative, inter-council arrangements or partnership with non-government organisations	OD; GE working group	At least one collaboration approach made	By end 2022
Address unconscious bias	Incorporate considerations about women in male-dominated fields, and men in female-dominated fields, into unconscious bias training, to dispel assumptions about the suitability of women and men in such roles	OD	Consideration included in unconscious bias training	By mid 2023

Strategies and measures for 2021-2025 (continued)

Implementing and monitoring the plan

Overall implementation of the GEAP will be overseen by the GE/PFV Committee, constituted of the CEO, Directors, Managers and officers across Council with a key role in the fulfillment of the Plan. The GE/PFV Committee will guide the implementation of the GEAP, taking decisions where necessary to ensure the availability of adequate resources, efficient collaboration between responsible business units, and the effectiveness of the actions taken in achieving their goals. Throughout the four-year life of this plan, it will consider amendments to its actions, strengthening those which are most effective and amending any which are not exerting the expected influence.

Together with relevant business unit managers, Council's Gender Equality Action Group (GEAG) is tasked with the operational implementation of the Plan.

Progress against the measures specified for each action will be reported annually to Councillors.

In addition, a detailed account of the outcomes of the GEAP will be submitted to the Commission every two years, in accord with the requirements of the *Gender Equality Act 2020*.

Finally, the entire GEAP will be reviewed every four years, with consideration of the practical lessons learned from the implementation and impact of each measure, evolving conditions within the workplace, and of further opportunities for the advancement of gender equality which may be revealed by the progress of the GEAP during that period.

Strategies and measures for 2021-2025 (continued)

Implementation plan overview

The accompanying table outlines the processes and responsibilities for the oversight of the GEAP, including monitoring and facilitating the progress of its actions, deciding upon, and making any necessary adjustments to its implementation, and reporting outcomes to Councillors, Council employees and the Commission.

Activity	Responsibility	Frequency
Regular GEAG meetings to: > design implementation activities > discuss progress and achievements > identify problems & solutions	GEAG members	Every 2 months
Document relevant actions specified in the GEAP	Business unit managers	Ongoing
Undertake implementation activities	GEAG members	Quarterly business unit reporting to senior management
Report progress to senior management	OD team	
Present to the Staff Consultative Committee and/or EEO Committee with: > relevant policy reviews > updates on corporate training	GEAG members	As required
Discuss Appropriate Workplace Behaviour matters with AWB Contact Representatives	SCC and Equal Employment Opp. Committee members	Quarterly
Report into the GE/PFV Committee to: > provide progress updates > obtain authority for key decisions > receive advice and guidance	GEAG members	Every 2 months
Provide progress updates to the Executive Management Team	GEAG members	Every 6 months
Develop implementation update communications to the broader organisation	GEAC members	Annually
Report progress against relevant measures to Councillors	GE/PFV Committee members	Annually
Prepare and submit progress report to the Commission for Gender Equality in the Public Sector	GEAG	By 31 October 2023 By 31 October 2025

Strategies and measures for 2021-2025 (continued)

Resourcing the plan

Council commits to allocating a portion of time from an OD Consultant who will work with the GEAG on implementation and reporting activities. Council also commits to resourcing the required training under the GEAP, as well as to engaging external resources as, and when, required. A high-level anticipated resource allocation plan is set out below.

Activity	Estimated resource allocation per annum
Year one - financial year 2021-2022	
One day per week EFT of an Organisational Development Consultant at Band 7 to coordinate the strategies set out in the GEAP	\$27,000
Step Up program	\$6,000
Recruitment training	\$15,000
External mentoring scheme	\$10,000
Appropriate Workplace Behaviours training	\$56,000
Year two - financial year 2022-2023	
One day per week EFT of an Organisational Development Consultant to coordinate the strategies set out in the GEAP	\$27,000
One day per fortnight EFT of Organisational Development Consultant for development of learning and development plan	\$13,500
Recruitment training	\$15,000
Appropriate Workplace Behaviours Representative training	\$5,000
Anti-sexual harassment training (People leaders)	\$5,000
Develop channel for external reporting of sexual harassment	\$10,000
Internal professional development opportunities (leadership)	\$5,000
Year three - financial year 2023-2024	
One day per week EFT of an Organisational Development Consultant to coordinate the strategies set out in the GEAP	\$28,000
Anti-sexual harassment training (general)	\$10,000
Refresher family violence training (FVCOs and People leaders)	\$10,000
Year four - financial year 2024-2025	
One day per week EFT of an Organisational Development Consultant to coordinate the strategies set out in the GEAP	\$29,000
Workplace gender equity and diversity training (OD and People leaders)	\$20,000

Part III

Appendix

Summary of the findings of the gender audit and people matter survey

This section presents a summary of the findings of the Council employee survey and audit of staff employment conditions, which, along with employee consultations, provided a foundation for the development of this GEAP.

1 – Gender composition of the workforce

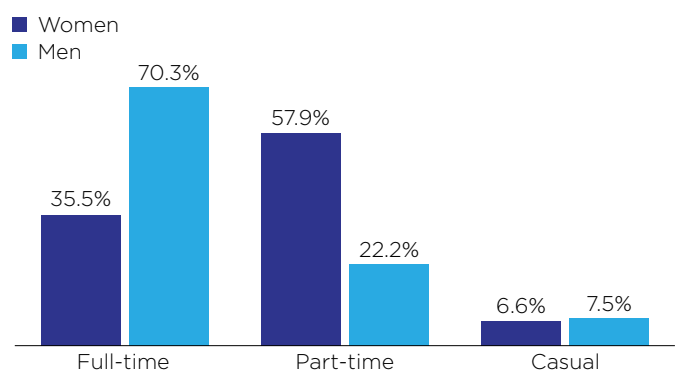
Of the 909 staff of Greater Dandenong, 63 per cent, or 575, are women, 37 per cent, or 333, are men, and one, or 0.1 per cent identifies themselves as another gender.

Female staff are about twice as likely to occupy part-time positions than males, and half as likely to work full-time. Fifty-eight per cent of female employees hold part-time positions - twice the corresponding proportion of male staff, of 22 per cent. Conversely, 36 per cent of women are employed in full-time positions - half the 70 per cent of men who work full-time (table and chart, below).

Number of staff, by gender and employment basis

Employment Basis	Female (No.)	Male (No.)	Female (%)
Full-time permanent/ongoing	147	178	45.2
Full-time contract (fixed term)	57	56	50.4
Part-time permanent/ongoing	249	61	80.3
Part-time contract (fixed term)	84	13	86.6
Casual	38	25	60.3
Total	575	333	63.3

Per cent of staff in each employment basis (condensed), by gender



The upper three levels of Council are occupied by 4.5 per cent of female staff, compared with 7.8 per cent of males. By contrast, the lowest level is occupied by 26 per cent of women and 18 per cent of men (table below).

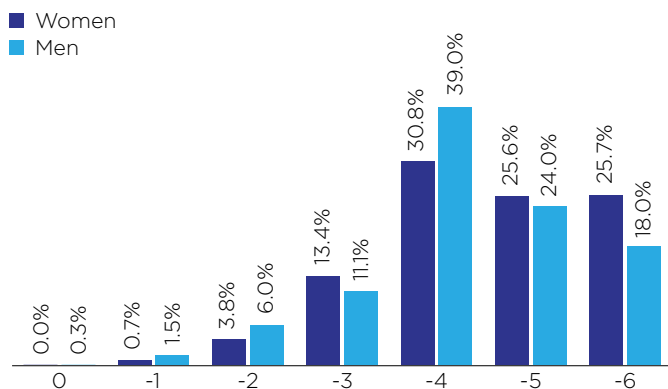
Number of staff by gender and level

Level	Female (No.)	Male (No.)	Female (%)
0	0	1	0.0
-1	4	5	44.4
-2	22	20	52.4
-3	77	37	67.5
-4	177	130	57.7
-5	147	80	64.8
-6	148	60	71.2
Total	575	333	63.3

Part III

Appendix (continued)

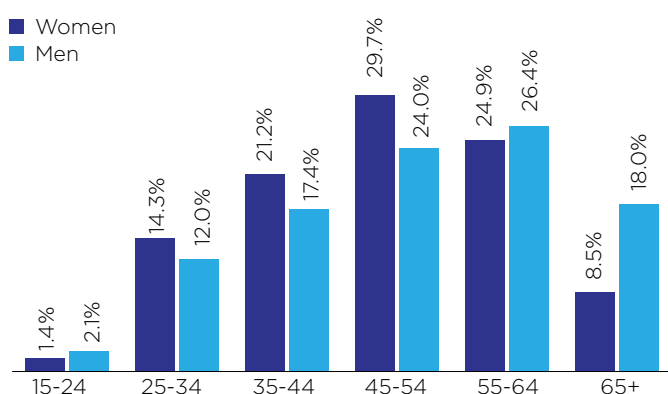
Per cent of staff in each level, by gender



Female staff are younger, overall, than male staff. An examination of the distribution of women and men among the age groups shows that female staff are slightly younger than males, with an average age of 47.7 years, compared with 50 years among males.

Reflecting this trend, 65 per cent of female staff and 53 per cent of males, are aged 25 to 54 years. Conversely, a higher proportion of men than women are among the older staff, with 18 per cent of male staff aged over 64 years compared with 8.5 per cent of females.

Per cent of staff in each age range, by gender



The table below sets out the proportion of respondents to the staff survey who expressed agreement with a sequence of statements concerning organisational culture in relation to staff of different genders, sexes, ages, cultural backgrounds, Indigenous status, abilities and sexual identities or orientation.

Notably, a substantial proportion of those Council employees who participated in the survey registered their agreement with these statements. And while a somewhat lower proportion of women than men voiced their agreement with the statement relating to a positive culture in relation to employees of different sexes or genders, only 4 per cent of female and of male survey respondents actually registered their disagreement with this contention. Similarly, although the proportion of respondents who agreed with the statements relating to Aboriginal and Torres Strait Islanders, LGBTIQ+ persons and to people with disabilities, in each instance, only four per cent actually disagreed with these assertions.

% Respondents agree:	Persons	Females	Males
There is a positive culture within my organisation in relation to employees of different age groups	74	76	82
There is a positive culture within my organisation in relation to employees of different sexes/genders	79	77	86
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	69	70	69
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	84	84	88
There is a positive culture within my organisation in relation to employees who are Aboriginal and Torres Strait Islanders	65	67	68
There is a positive culture within my organisation in relation to employees with disability	67	69	68

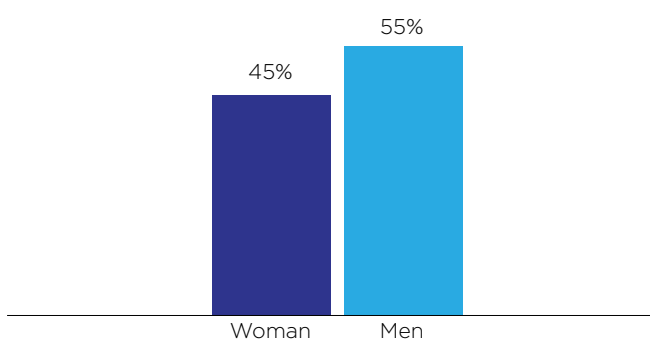
Part III

Appendix (continued)

2 – Gender composition of governing body

Five of the 11 councillors, or 45 per cent, are women and six, or 55 per cent, are men.

Per cent of Councillors by Gender



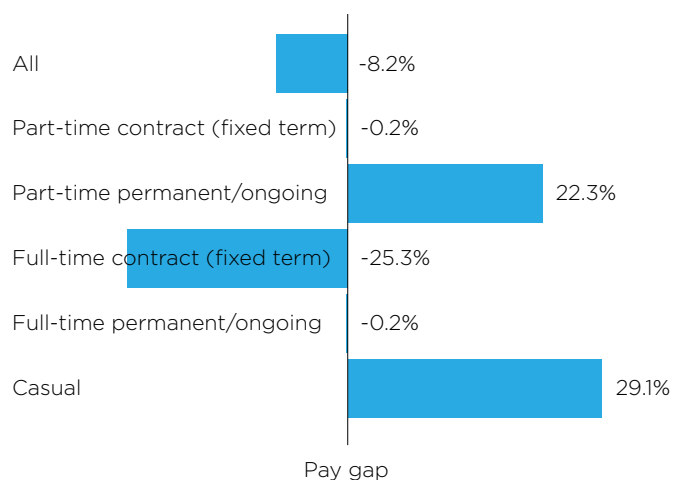
3 – Pay equity

The findings of the audit show that average total remuneration is lower among female employees than among males by 8.2 per cent, or \$8,236. However, as set out above, the method of levels from the CEO used for these calculations was not sufficiently accurate to result in reliable findings, as it resulted in vastly disparate roles being directly compared with each other. Accordingly, we have reported the audit findings, but will use the GEAP implementation period to gather, analyse and, if necessary, act on more accurate remuneration data.

This difference varies widely with employment condition. Among female employees, total remuneration is 22 per cent higher than for males among staff employed under part-time permanent arrangements, and 29 per cent higher among casual staff.

Among full-time contract staff, on the other hand, average total remuneration is 25 per cent lower among women than men, while among part-time contract and permanent full-time staff, remuneration levels differ little between women and men.

Average total remuneration pay gap as a percentage, by employment condition



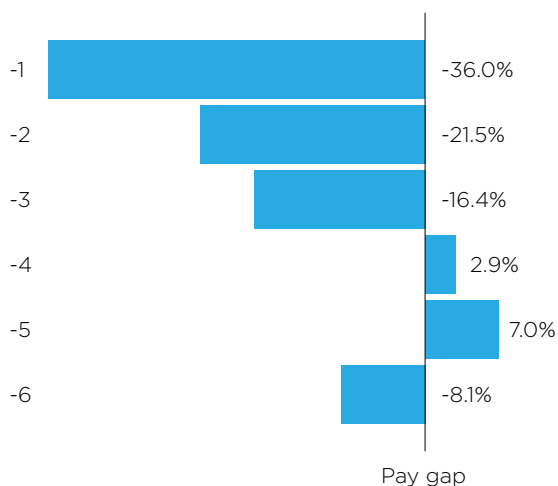
Disparities between female and male remuneration levels also vary widely with organisational level.

Part III

Appendix (continued)

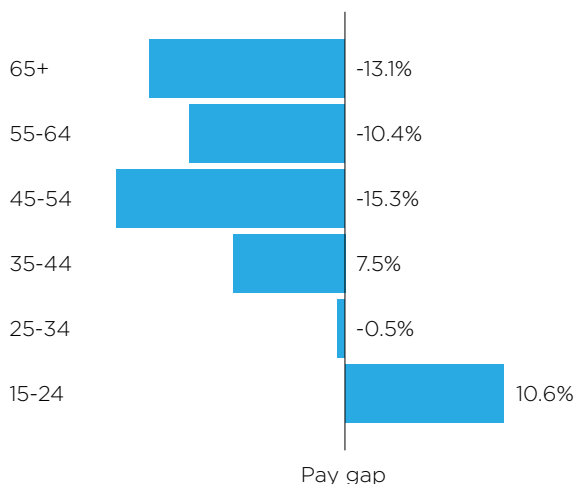
Average total remuneration is lower among women than for men among employees at the upper three levels, though slightly higher among women at levels four and five or the organisation, then lower among those at level six.

Average total remuneration pay gap as a percentage, by level within the organisation



The difference in remuneration between women and men rises with age. Among employees aged 15 to 24 years, total remuneration of women is nearly 11 per cent higher than for men. Among older employees, this difference is reversed, exceeding 10 per cent among those aged 45 years or more.

Average total remuneration pay gap as a percentage, by age



4 - Sexual harassment

In 2020/21, one formal complaint of sexual harassment was received by Council. By contrast, the 2021 People matter survey found that 6 per cent of survey participants had experienced sexual harassment in the previous 12 months, with the implication that most incidents are not formally reported to Council.

The table below shows the proportion of respondents to the People matter survey who agreed with a selection of relevant statements. The proportion of employees who felt that this organisation takes steps to eliminate bullying and harassment was markedly lower among women than men. Indeed, women were three times more likely to disagree with this statement, with 15 per cent disagreeing, compared with 5 per cent of men.

Similarly, 21 per cent of women stated that they disagreed with the statement that 'I feel safe to challenge inappropriate behaviour at work', compared with 10 per cent of men.

% Respondents agree:	Persons	Females	Males
My organisation encourages respectful workplace behaviours	85	83	96
My organisation takes steps to eliminate bullying, harassment and discrimination	67	64	82
I feel safe to challenge inappropriate behaviour at work	64	60	80

Part III

Appendix (continued)

5 – Recruitment and promotion

The accompanying table shows the results of the People matter survey relating to recruitment and promotional opportunities within the organisation.

Inquiries about fairness in prospects of career advancement within the organisation included the statement 'Gender is not a barrier to success in my organisation', which attracted the agreement of 72 per cent of survey participants.

Notably, 83 per cent of men, but only 68 per cent of women, endorsed this statement. Conversely, women were three as likely as men to disagree with this proposition (12 per cent) as men (4 per cent).

Presented with the statement 'I feel I have an equal chance at promotion in my organisation', 49 per cent of survey respondents expressed their agreement, while 24 per cent of female respondents and 18 per cent of males disagreed with this proposition.

A related statement 'My organisation makes fair recruitment and promotion decisions, based on merit', attracted the support of 52 per cent of respondents, including 52 percent of women and 58 per cent of men. Sixteen per cent of female respondents and 11 per cent of males disagreed with this statement.

% Respondents agree:	Persons	Females	Males
My organisation makes fair recruitment and promotion decisions, based on merit	52	52	58
Gender is not a barrier to success in my organisation	72	68	83
Age is not a barrier to success in my organisation	64	63	73
Sexual orientation is not a barrier to success in my organisation	72	73	76
Cultural background is not a barrier to success in my organisation	76	76	82
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	66	66	74
Disability is not a barrier to success in my organisation	61	60	70
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	61	58	73
I feel I have an equal chance at promotion in my organisation	49	46	60

Part III

Appendix (continued)

Recruitments

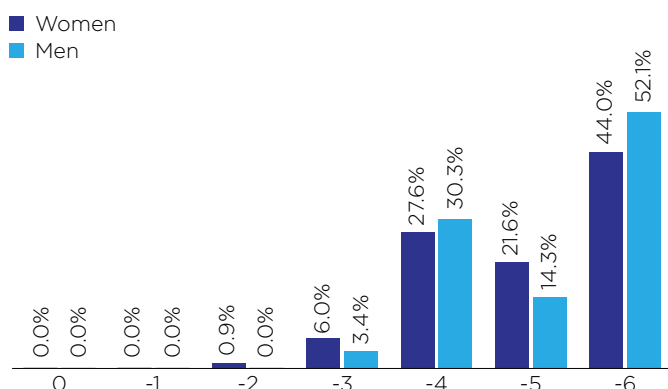
In 2020/21, 235 people, representing 26 per cent of Council staff, were recruited to the organisation. Among them, 116 were women, accounting for 20 per cent of female staff, and 119 were men, representing 36 per cent of male staff.

Most of the recruitments were to positions among the lower three levels, where similar numbers of women and men were recruited.

Recruitment in year to June 30, 2021, by Gender and Level

Level	Women (No.)	Men (No.)	Female (%)
0	0	0	-
-1	0	0	-
-2	1	0	100.0
-3	7	4	63.6
-4	32	36	47.1
-5	25	17	59.5
-6	51	62	45.1
Total	116	119	49.4

Per cent of women and of men who were recruited, by level



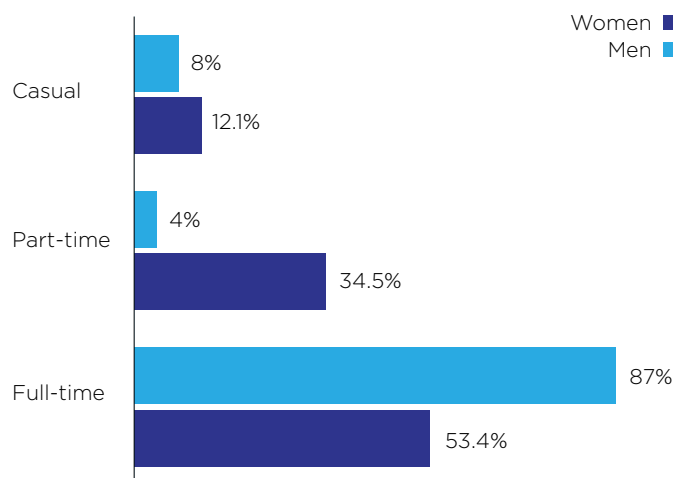
The number of recruitments of women and men under various employment arrangements, differed widely. Fifty-three per cent of female and 87 per cent of male recruitments, were to full-time positions, while 34 per cent of female recruitments and 4 per cent of male recruitments were to part-time roles.

Expressed in another fashion, women accounted for 37 per cent of full-time recruitments and 89 per cent of part-time recruitments

Recruitment by Gender and Employment Basis

Employment basis	Women (No.)	Men (No.)	Female (%)
Full-time permanent/ongoing	16	13	55.2
Full-time contract (fixed term)	46	91	33.6
Part-time permanent/ongoing	10	0	100
Part-time contract (fixed term)	30	5	85.7
Casual	14	10	58.3
Total	116	119	49.4

Per cent of women and of men who were recruited, by employment basis



Part III

Appendix (continued)

Promotion

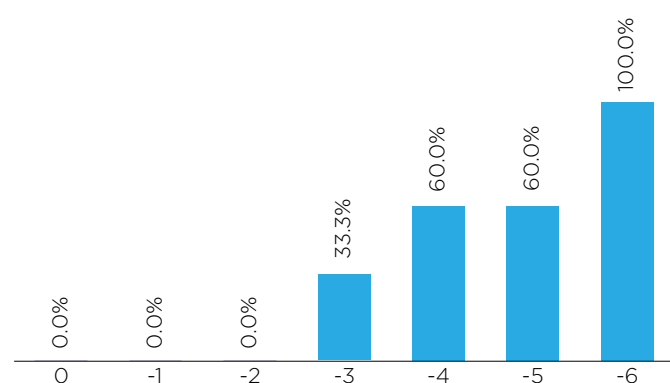
In 2020/21, 14 Council employees, representing 1.5 per cent of staff – including 1.4 per cent of women and 1.8 per cent of men – were promoted.

The proportion of women among those promoted tended to rise with declining level, with women accounting for 33 per cent of promotions to level -3 and all of those promoted to level -6. The actual numbers involved though, are too small to permit any firm inferences to be drawn from these patterns.

Promotions by gender and level

Level	Women (No.)	Men (No.)	Female (%)
0	0	0	-
-1	0	0	-
-2	0	0	-
-3	1	2	33.3
-4	3	2	60.0
-5	3	2	60.0
-6	1	0	100.0
Total	8	6	57.1

Women as a per cent of people promoted, by level

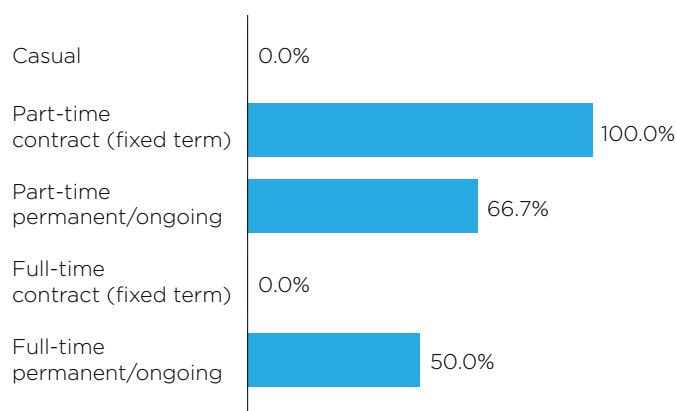


Women accounted for half of all full-time promotions and three-quarters of those to part-time positions.

Number of people promoted, by gender and employment basis

Employment Basis	Women (No.)	Men (No.)	Female (%)
Full-time permanent/ongoing	5	5	50.0
Full-time contract (fixed term)	0	0	-
Part-time permanent/ongoing	2	1	66.7
Part-time contract (fixed term)	1	0	100.0
Casual	0	0	-
Total	8	6	57.1

Women as a per cent of people who were promoted, by employment basis



Part III

Appendix (continued)

Career Training

In 2020/21, 497 people, representing 55 per cent of Council staff, participated in career training.

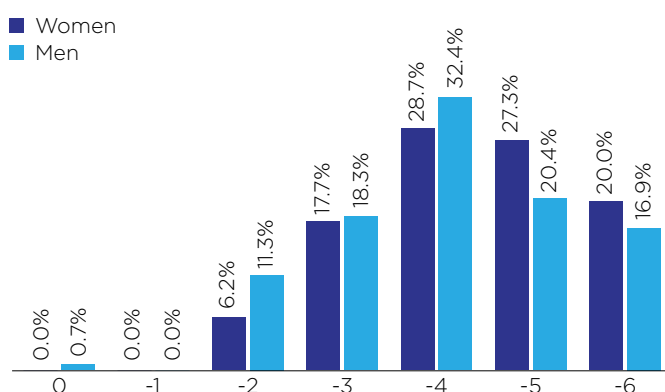
Among them, 355 were women, accounting for 62 per cent of female staff, and 142 were men, representing 43 per cent of male staff.

Since they account for nearly two-thirds of the workforce, women accounted for 71 per cent of all staff who participated in training - a figure which was relatively stable across the employment levels.

Training Participants by Gender and Level

Level	Women (No.)	Men (No.)	Female (%)
0	0	1	0.0
-1	0	0	-
-2	22	16	57.9
-3	63	26	70.8
-4	102	46	68.9
-5	97	29	77.0
-6	71	24	74.7
Total	355	142	71.4

Per cent of women and of men who participated in training, by gender and level

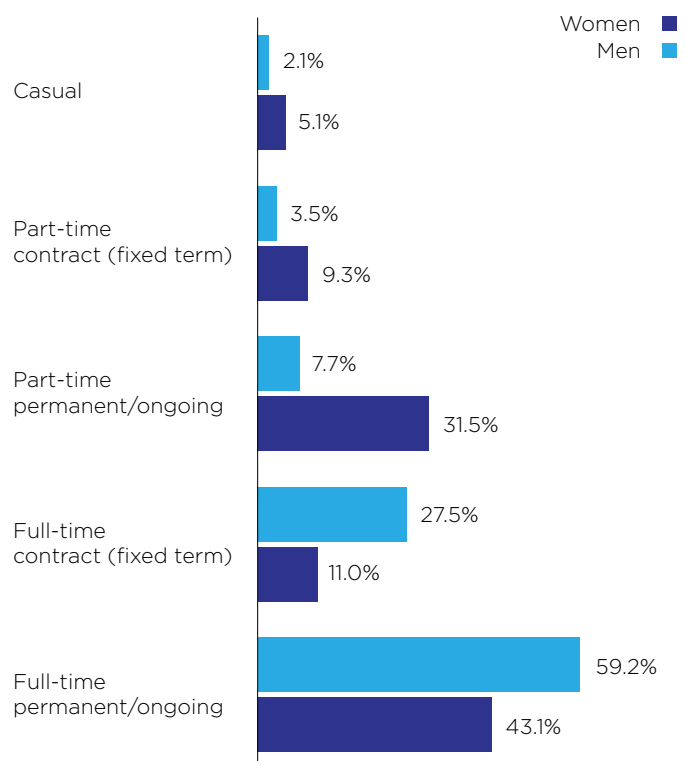


Fifty-four per cent of the women who participated in training and 87 per cent of the men, were employed full-time - a pattern which largely reflects the distribution of male and female employees among full- and part-time positions.

Training participants by gender and employment basis

Employment basis	Women (No.)	Men (No.)	Female (%)
Full-time permanent/ongoing	153	84	64.6
Full-time contract (fixed term)	39	39	50.0
Part-time permanent/ongoing	112	11	91.1
Part-time contract (fixed term)	33	5	86.8
Casual	18	3	85.7
Total	355	142	71.4

Per cent of women and of men who participated in training, by employment basis



Part III

Appendix (continued)

Higher duties

In 2020/21, 382 people, representing 42 per cent of Council staff, were awarded higher duties.

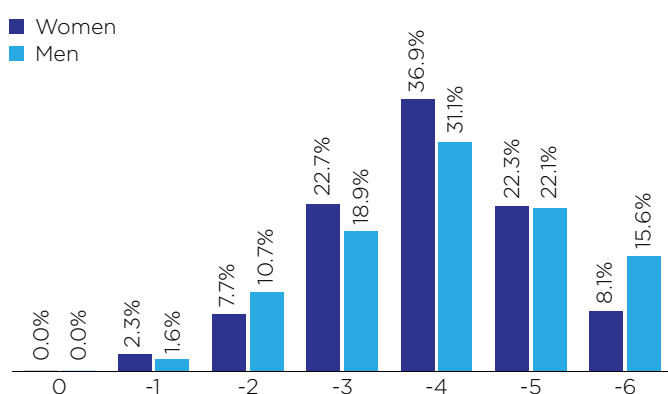
Among them, 260 were women, accounting for 45 per cent of female staff, and 122 were men, representing 37 per cent of male staff.

Most were situated among the middle and lower levels of the organisation

Higher duties recipients by gender and level

Level	Women (No.)	Men (No.)	Female (%)
0	0	0	-
-1	6	2	75.0
-2	20	13	60.6
-3	59	23	72.0
-4	96	38	71.6
-5	58	27	68.2
-6	21	19	52.5
Total	260	122	68.1

Per cent of women and of men awarded higher duties, by level

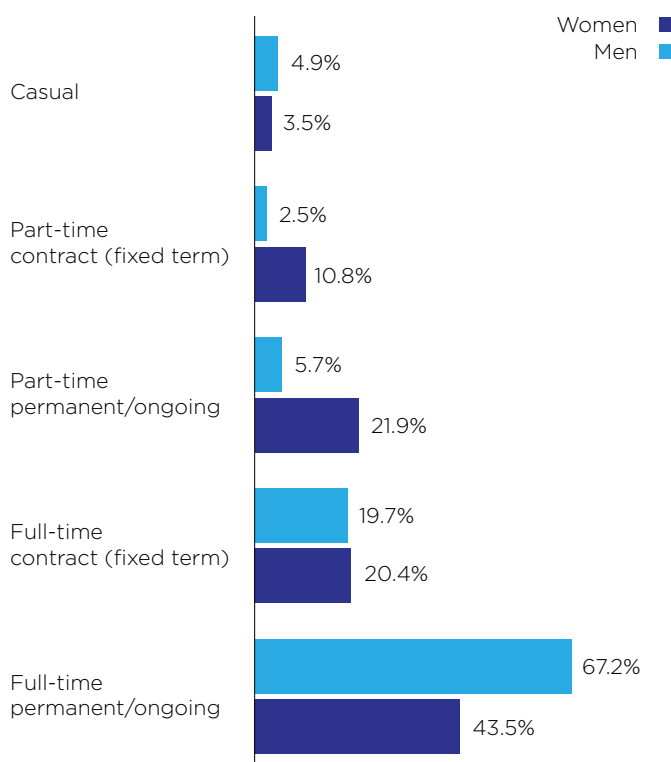


Among full-time staff, women accounted for 61 per cent of those awarded higher duties, and 89 per cent of part time staff awarded such roles.

Higher duties recipients by gender and employment basis

Employment basis	Women (No.)	Men (No.)	Female (%)
Full-time permanent/ongoing	113	82	57.9
Full-time contract (fixed term)	53	24	68.8
Part-time permanent/ongoing	57	7	89.1
Part-time contract (fixed term)	28	3	90.3
Casual	9	6	60.0
Total	260	122	68.1

Per cent of women and of men awarded higher duties, by employment basis



Part III

Appendix (continued)

Internal Secondments

In 2020/21, ten people, representing 1 per cent of Council staff, were awarded internal secondments. Among them, seven were women and three were men. Women therefore accounted for 70 per cent of staff awarded internal secondments, all of them situated in the lower three levels.

Internal secondments by gender and level

Level	Women (No.)	Men (No.)	Female (%)
0	0	0	-
-1	0	0	-
-2	0	0	-
-3	0	0	-
-4	4	1	80.0
-5	2	0	100.0
-6	1	2	33.3
Total	7	3	70.0

Internal secondments by gender and employment basis

Employment basis	Women (No.)	Men (No.)	Female (%)
Full-time permanent/ ongoing	0	0	-
Full-time contract (fixed term)	4	1	80.0
Part-time permanent/ongoing	0	0	-
Part-time contract (fixed term)	3	1	75.0
Casual	0	1	0.0
Total	7	3	70.0

Departures from Council

In 2020/21, 174 people, representing 19 per cent of Council staff, left the organisation.

Among them, 74 were women, accounting for 13 per cent of female staff, and 100 were men, representing 30 per cent of male staff

Broadly speaking, the number and proportion of staff who departed, rises with declining levels.

Approximately 95 per cent of women and men who left Council were situated in the lower three levels of the organisation - with the highest proportion, of 51 per cent of departures, being among staff situated at level -6.

By contrast, no staff in the upper three levels departed Council during the past year.

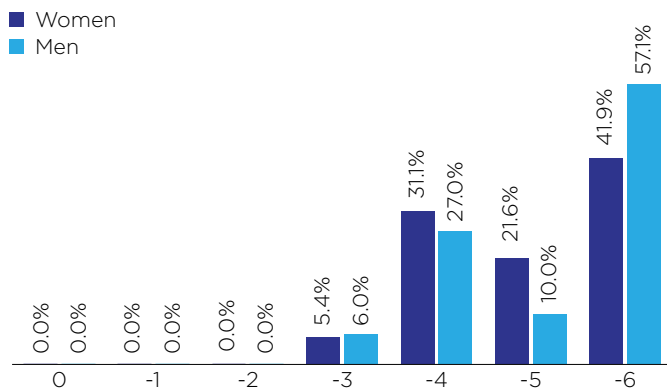
Exits by gender and level

Level	Women (No.)	Men (No.)	Female (%)
0	0	0	-
-1	0	0	-
-2	0	0	-
-3	4	6	40.0
-4	23	27	46.0
-5	16	10	61.5
-6	31	57	35.2
Total	74	100	42.5

Part III

Appendix (continued)

Per cent of women and of men who exited Council, by level

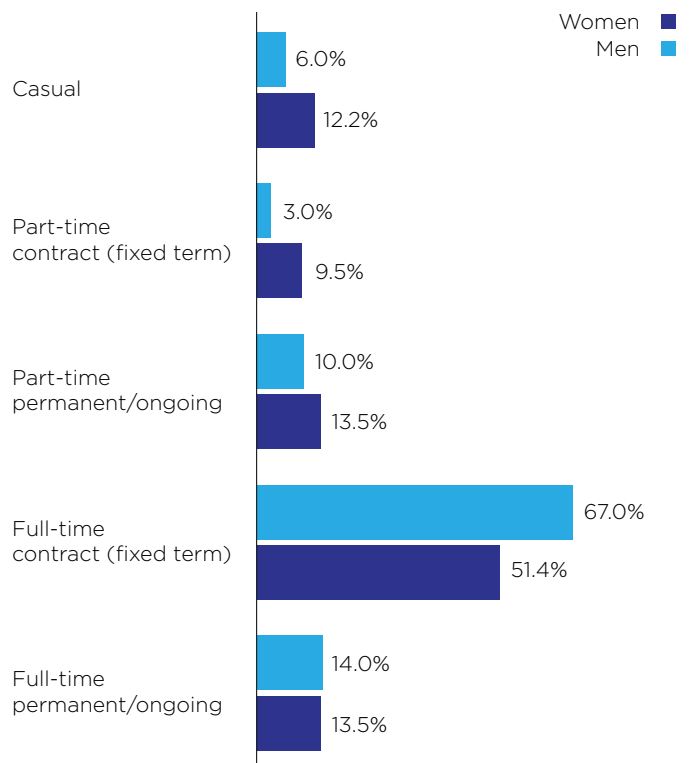


Sixty-five per cent of women who left Council, and 81 per cent of men, were full-time employees, with most of the balance part-time.

Exits by gender and employment basis

Employment basis	Women (No.)	Men (No.)	Female (%)
Full-time permanent/ongoing	10	14	41.7
Full-time contract (fixed term)	38	67	36.2
Part-time permanent/ongoing	10	10	50.0
Part-time contract (fixed term)	7	3	70.0
Casual	9	6	60.0
Total	74	100	42.5

Per cent of women and of men who exited Council, by employment basis



Part III

Appendix (continued)

6 - Leave and flexibility

Flexible work arrangements

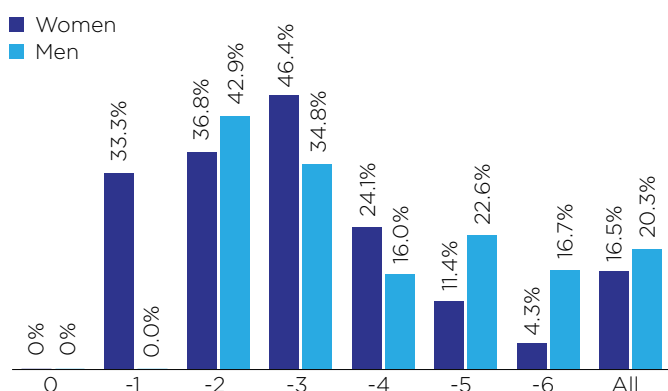
Approximately 18 per cent of Council staff - including approximately 17 per cent of women and 20 per cent of men - are working under flexible arrangements - including RDOs, IFAs, flex working arrangements, job share, study leave and purchased leave.

The prevalence of flexible working conditions is highest among staff employed in the upper four levels, reaching its peak among staff on level -3, of 46 per cent of women and 35 per cent of men. The proportion of staff working flexibly declines among lower levels to 4 per cent of women and 17 per cent of men at the lowest level, of -6.

Use of flexible work arrangements by gender and level

Level	Women (No.)	Men (No.)	Female (%)
0	0	0	-
-1	1	0	100.0
-2	7	6	53.8
-3	26	8	76.5
-4	33	19	63.5
-5	20	21	48.8
-6	8	10	44.4
Total	95	64	59.7

Per cent of staff on flexible working arrangements, by gender and level



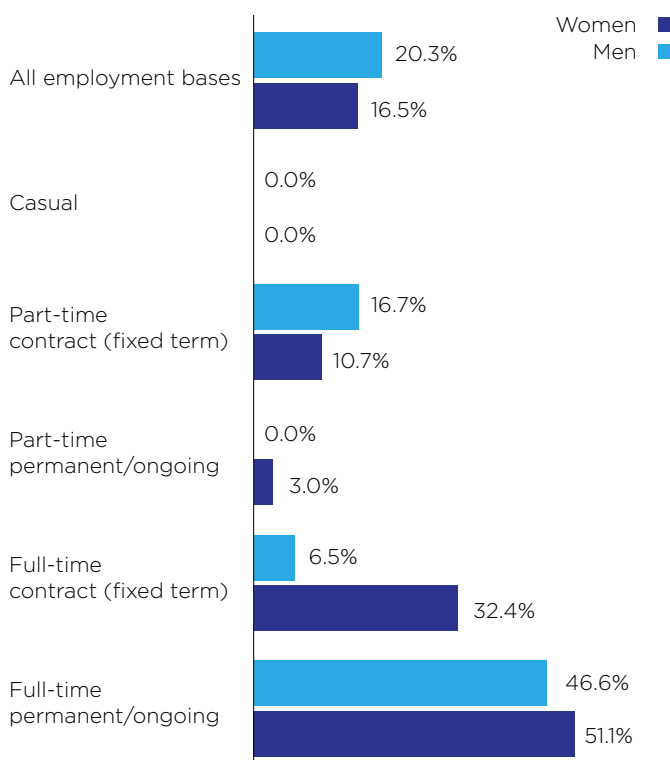
The proportion of staff working under such flexible conditions varies with employment basis.

Among full-time permanent staff, 51 per cent of women and 47 per cent of men have such conditions, while among those working as part-time permanent employees, these proportions decline to 3 per cent among women and none among men.

Use of flexible work arrangements by gender and employment basis

Employment basis	Women (No.)	Men (No.)	Female (%)
Full-time permanent/ongoing	72	61	54.1
Full-time contract (fixed term)	11	2	84.6
Part-time permanent/ongoing	9	0	100.0
Part-time contract (fixed term)	3	1	75.0
Casual	0	0	-
Total	95	64	59.7

Per cent of staff on flexible working arrangements, by gender and employment basis



Part III

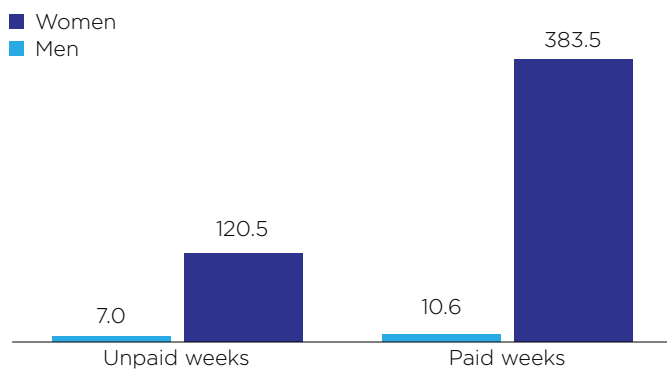
Appendix (continued)

Parental leave

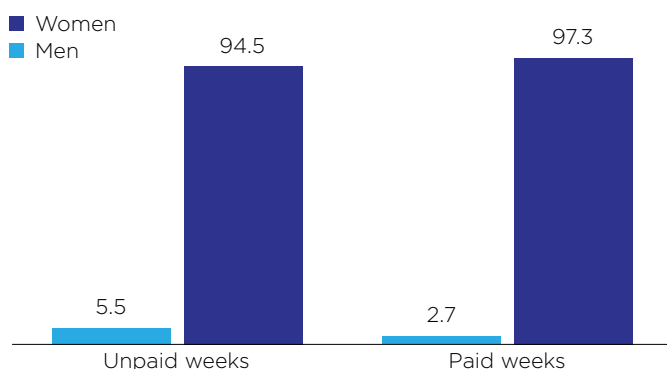
Twenty-one staff took parental leave in 2020/21, including 15 women, or 2.6 per cent of the female staff, and 6 men, accounting for 1.8 per cent of males. Women represented 71 per cent of those who took parental leave.

Men took 18 weeks of parental leave in 2020/21 while women took 504 weeks, representing 97 per cent of all parental leave. Approximately 76 per cent of parental leave was taken as paid leave.

Weeks of parental leave taken, by gender and type

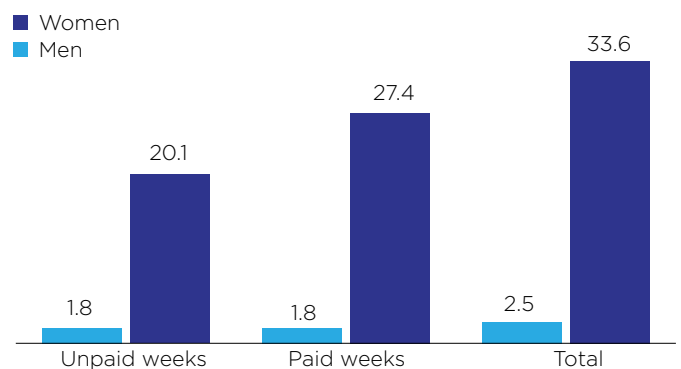


Per cent of all parental leave taken, by gender and type



The average duration of parental leave stood at 2.5 weeks among men and 34 weeks among women.

Average amount of parental leave taken by those who took leave, by type and gender



No staff departed from the Council during parental leave in 2020/21.

Responses to a sequence of inquiries featured in the People matter survey, relating to flexible working provisions and to family and caring responsibilities is presented below. Notably, a much lower proportion of women than of men affirmed that caring and family responsibilities, or flexible work arrangements, were not a barrier to success in their employment.

Part III

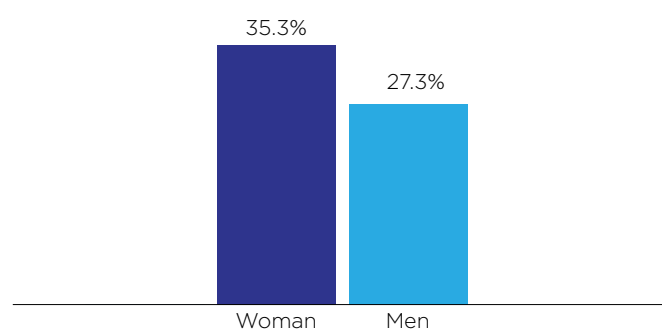
Appendix (continued)

% Respondents agree:	Persons	Females	Males
My organisation would support me if I needed to take family violence leave	92	95	91
I am confident that if I requested a flexible work arrangement, it would be given due consideration	75	73	80
My organisation supports employees with family or other caring responsibilities, regardless of gender	85	84	87
I have the flexibility I need to manage my work and non-work activities and responsibilities	83	81	88
Using flexible work arrangements is not a barrier to success in my organisation	61	57	72
Having caring responsibilities is not a barrier to success in my organisation	59	53	75
Having family responsibilities is not a barrier to success in my organisation	65	56	83

Carers Leave

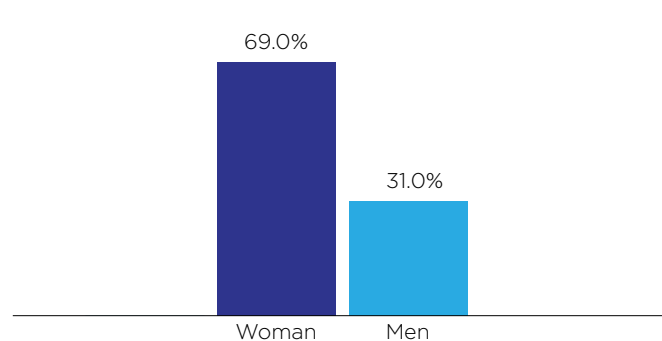
294 staff, or 32 per cent of Council employees, took carers leave in 2020/21. Among them were 91 men, representing 27 per cent of male staff, and 203 women, accounting for 35 per cent of female staff.

Per cent of persons who took carers leave, by gender



Of those who took carers leave, 69 per cent were women and 31 per cent men.

Per cent of carers leave takers, by gender



Part III

Appendix (continued)

7 – Gendered occupational segregation

Among the broad categories of occupation, women predominate among those employed as workers in community and personal services, clerical and administrative work, and as professionals. By contrast, women account for fewer than one-fifth of Council employees working as technicians, trades workers, machinery operators and drivers (accompanying table and chart).

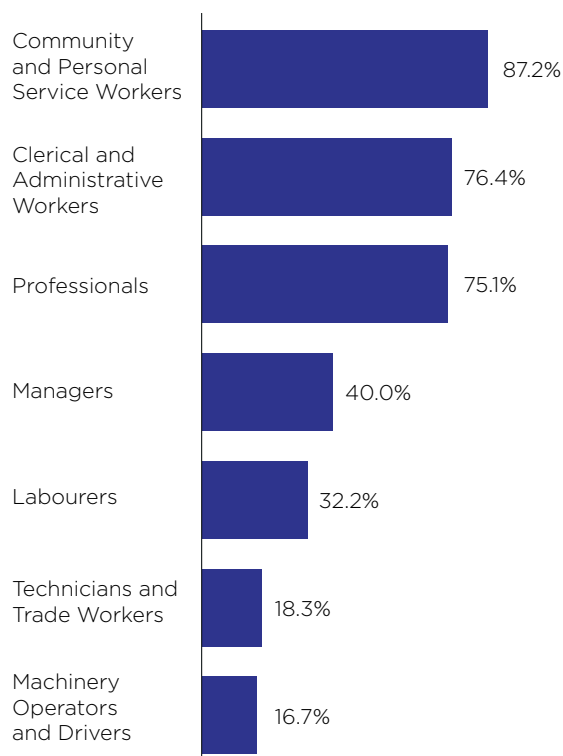
Forty per cent of managers employed within Council are women, substantially lower than their representation among the staff as a whole, of 63 per cent.

Number of persons by occupation and gender (major group)

Occupation	Female (No.)	Male (No.)	Female (%)
Managers	18	27	40.0
Professionals	226	75	75.1
Technicians and Trades Workers	13	58	18.3
Community and Personal Service Workers	116	17	87.2
Clerical and Administrative Workers	152	47	76.4
Machinery Operators and Drivers	1	5	16.7
Labourers	49	103	32.2

*The category 'Sales Workers' is omitted from this table and the accompanying chart, as none of the Council employees was classified as such.

Women as a percentage of employees in each major category of occupation



An inspection of the distribution of women and men among more detailed occupational categories shows that female Council staff are over-represented in education, health, social work and human resources fields, and as personal assistants, receptionists, carers and clerical workers.

By contrast, women account for a minority of general managers, IT professionals, technicians and tradespersons, laborers, animal and horticultural workers, and engineers.

Part III

Appendix (continued)

Number of persons by occupation and gender (minor group)

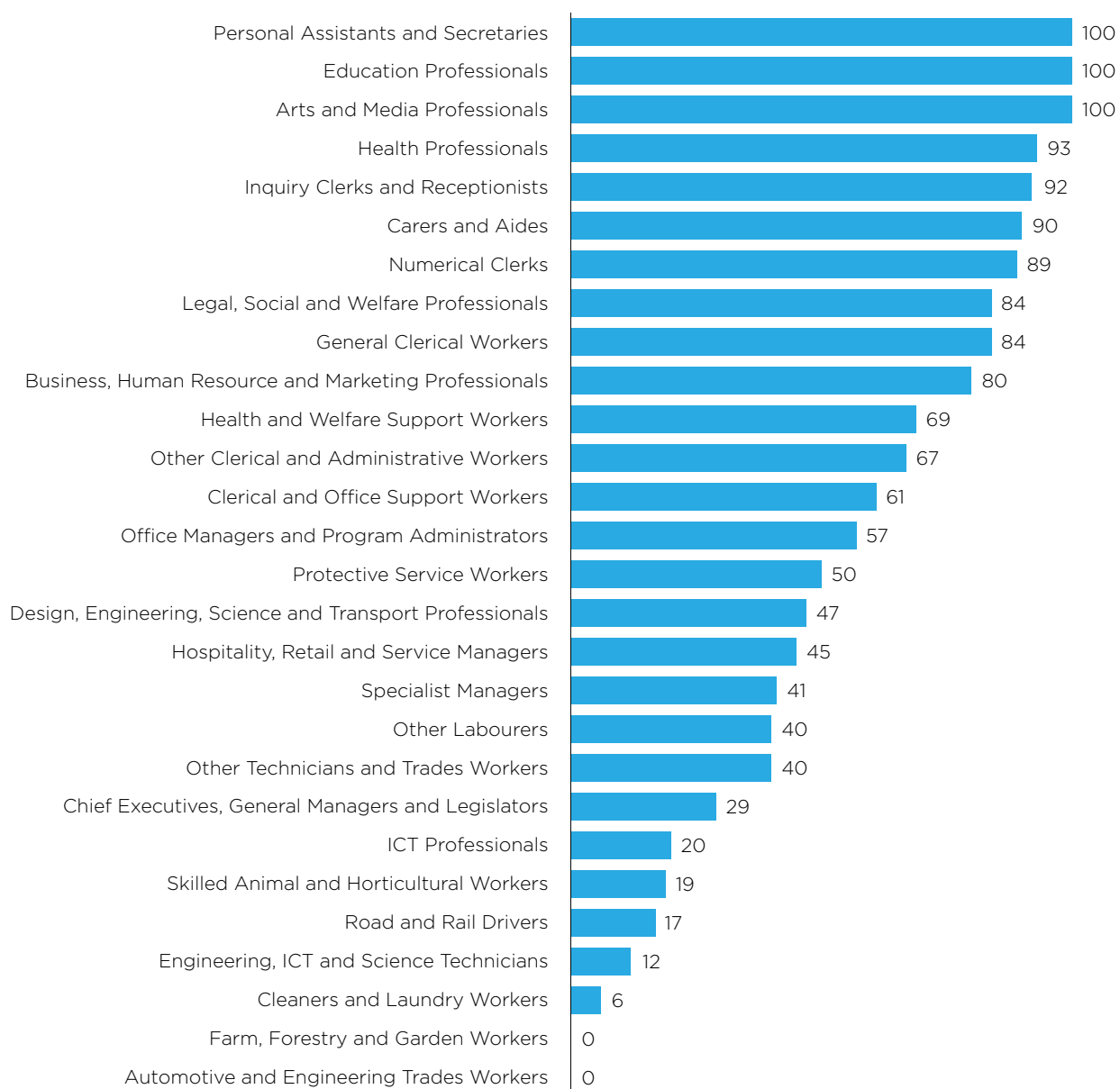
Occupation (detailed)	Women (No.)	Men (No.)	Women (%)
Personal Assistants and Secretaries	6	0	100
Education Professionals	17	0	100
Arts and Media Professionals	2	0	100
Health Professionals	68	5	93
Inquiry Clerks and Receptionists	23	2	92
Carers and Aides	106	12	90
Numerical Clerks	8	1	89
Legal, Social and Welfare Professionals	38	7	84
General Clerical Workers	57	11	84
Business, Human Resource and Marketing Professionals	68	17	80
Health and Welfare Support Workers	9	4	69
Other Clerical and Administrative Workers	33	16	67
Clerical and Office Support Workers	17	11	61
Office Managers and Program Administrators	8	6	57
Protective Service Workers	1	1	50
Design, Engineering, Science and Transport Professionals	30	34	47
Hospitality, Retail and Service Managers	5	6	45
Specialist Managers	11	16	41
Other Labourers	48	71	40
Other Technicians and Trades Workers	4	6	40
Chief Executives, General Managers and Legislators	2	5	29
ICT Professionals	3	12	20
Skilled Animal and Horticultural Workers	5	22	19
Road and Rail Drivers	1	5	17
Engineering, ICT and Science Technicians	4	29	12
Cleaners and Laundry Workers	1	16	6
Farm, Forestry and Garden Workers	0	16	0
Automotive and Engineering Trades Workers	0	1	0

These findings are illustrated in the accompanying chart.

Part III

Appendix (continued)

Women as a percentage of Council employees in each major category of occupation (minor group)



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