

Gender Equality Action Plan

2022 - 2025





Introduction

Melbourne Polytechnic is a defined entity under the Gender Equality Act 2020. Under the Act, a defined entity has obligations to promote gender equality in the workplace, including developing and submitting a Gender Equality Action Plan (GEAP). This document contains Melbourne Polytechnic's GEAP.

Acknowledgement of Country

Melbourne Polytechnic would like to acknowledge the Kulin Nation Peoples' culture and society, including their understanding of gender relations, which were lived out for thousands of years before colonisation on the land where Melbourne Polytechnic's campuses are now located. We pay respect to their Elders, past and present.

Melbourne Polytechnic recognises gender inequality may be compounded by other forms of disadvantage or discrimination, including on the basis of Aboriginality. It will continue to seek out the voices of underrepresented communities when developing its action plans, including from Aboriginal and Torres Strait Islander people.

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Section 1

Baseline audit analysis



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Baseline audit analysis

Melbourne Polytechnic is a defined entity under the Gender Equality Act 2020. Under the Act, a defined entity must conduct a workplace gender audit to assess the state and nature of gender inequality in its workplace as at 30 June 2021.

Data was collected from 2 sources:

1. **Workforce data**, gathered from Melbourne Polytechnic's payroll and HR systems
2. **Employee experience data**, gathered via the People Matter Survey, administered by the Victorian Public Sector Commission.

The intent of this first workplace gender audit is to establish a baseline on gender equality from which Melbourne Polytechnic can:

- ▶ Identify any critical gaps, areas for improvement and challenges to address in its GEAP
- ▶ Monitor and assess progress made in relation to workplace gender equality, including whether strategies and measures are effective.

Following is information about the data sources, then an Executive Summary against each of the Workplace Gender Equality Indicators.

The complete Workplace Gender Audit dataset (excluding personal and potentially identifying information) is available from Melbourne Polytechnic on request.



Sources of insight for this workplace gender audit

Workforce data

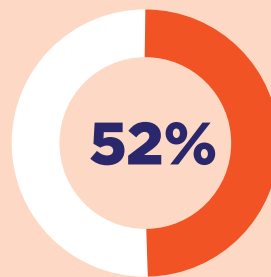


1,491
staff



Employee experience survey

635
respondents










response rate as reported by the Victorian Public Sector Commission

55%	women	33%	men
1%	use a different term	11%	prefer not to say
7%	identify as LGBTQI+ ¹	8%	have a disability
1%	identify as Aboriginal or Torres Strait Islander	20%	were born outside of Australia
27%	speak a language other than English with their family or community		

Notes: 1. This figure is taken from the question on sexual orientation only, it includes 'gay and lesbian', 'bisexual', 'use a different term' and 'pansexual'. There is a separate question on gender, whether respondents identify as trans, non-binary or gender diverse: 0% responded 'yes' and 10% responded 'prefer not to say'.

Source: Melbourne Polytechnic. (2021, June 30). Workforce data, as reported to the Commission for Gender Equality in the Public Sector.; Melbourne Polytechnic. (2021, June). Gender equality project. People Matter Survey. (n=635). Administered by the Victorian Public Service Commission and analysed by Right Lane Consulting.

Executive summary

	WORKPLACE GENDER EQUALITY INDICATOR	SUMMARY OF AUDIT FINDINGS
1	<p>Gender composition of all levels of the workforce</p> 	<p>Melbourne Polytechnic employs 1491 employees, 56% of whom are women. Men make up 48% of the Executive Leadership Committee plus Directors. 68% of respondents to the People Matter Survey agree that Melbourne Polytechnic has a positive culture in relation to diverse employees.</p>
2	<p>Gender composition of governing bodies</p> 	<p>Melbourne Polytechnic has 10 board members; 5 women and 5 men.</p>
3	<p>Equal remuneration</p> 	<p>The gender pay gap at Melbourne Polytechnic is 9.8%, where the average woman's base salary is less than the average man's.</p>
4	<p>Sexual harassment</p> 	<p>There were no formal complaints of sexual harassment made at Melbourne Polytechnic in FY21. 4% of People Matter Survey respondents experienced sexual harassment. 76% of respondents agree that Melbourne Polytechnic encourages respectful workplace behaviour, however 41% of women did not agree that they felt safe to challenge inappropriate behaviour at work.</p>
5	<p>Recruitment and promotion practices</p> 	<p>In FY21, women represented 59% of Melbourne Polytechnic's 210 new recruits and 60% of its 35 promoted employees. Less than half of People Matter Survey respondents (43%) agree that the organisation promotes fair, merit-based recruitment and promotion decisions, and 32% disagree that they have an equal chance at promotion. Women in senior positions were more likely than men to be awarded higher duties.</p>
6	<p>Utilisation of flexible work and other support practices</p> 	<p>21% of Melbourne Polytechnic's staff are on formal flexible work arrangements; 26% of women and 15% of men. 58% of respondents believe that Melbourne Polytechnic has a positive culture in relation to the use of flexible working arrangements, and 65% agree that Melbourne Polytechnic supports employees with family or other caring responsibilities, regardless of gender.</p>
7	<p>Gendered segregation</p> 	<p>Women represent the majority of clerical, managers and professional workers. Men are underrepresented in every major occupation apart from Education at Melbourne Polytechnic. Most technicians and trade workers are men. The majority of People Matter survey respondents agree that work is allocated fairly in their workgroup, regardless of gender. 9% of respondents experienced aggression or violent behaviour in the last year compared to a 7% average across Victorian TAFEs. Women at Melbourne Polytechnic were twice as likely to report experiencing aggression or violent behaviour as men.</p>

Section 2

Consultation and engagement



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The consultative process and participation

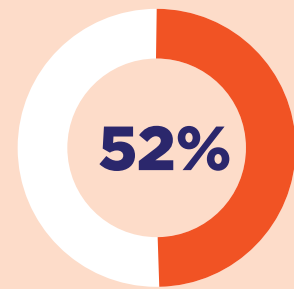
Workplace gender audit report

The audit report was developed using analysis of internal workforce data and responses to the employee experience survey (People Matter).

The workplace gender audit report was used as stimulus for the consultation process and GEAP development.

Employee experience survey

635
respondents



response rate as reported by the Victorian Public Sector Commission

Workforce data



1,491
staff

Consultation process

The consultation process was delivered through a series of small, facilitated focus groups.

Participants were asked for their reflections on the audit report, as well as their general experiences, observations and hypotheses about the state of gender equality in their workplace.

Board directors were given the opportunity to share their aspirations for this work.

Focus groups

6
focus groups

31 employees
25 women **6** men

10
Board directors

4
Employee representatives
(i.e. unions), included
in employees above

Representatives included:

- › Aboriginal employees
- › LGBTIQ+ employees
- › Employees with caring responsibilities
- › Employees from culturally and linguistically diverse backgrounds, including Auslan speakers
- › Employees of various religious affiliations
- › Employees with disability
- › Part-time, full-time, casual and sessional employees.

The board's **ASPIRATIONS** for gender equality

The board have highlighted three gender equality aspirations for Melbourne Polytechnic

1	Lead the sector in gender equality 	BOARD QUOTES <ul style="list-style-type: none">› 'I was pleased to hear that a number of TAFEs want to lead in this space. Melbourne Polytechnic should also join those leaders and strive to be as good as anyone - better than anyone - in relation to gender equity'› 'We should be out there, trying to work with other TAFEs to lead in this space'› 'As an institution we work with many vulnerable groups in the community and we have a really important role in reaching out to women and men ... if we can leverage that community, we can make a really big difference to the safety of women'
2	Eliminate the pay gap 	BOARD QUOTES <ul style="list-style-type: none">› 'As a board, [the pay gap] is something we should be keeping a close eye on and trying to reduce as quickly as possible'› 'We get used to a 30% pay gap and start to think 14-16% is acceptable: it's not. There is no excuse for the gender pay gap'› 'Equal work, equal pay. It's as simple as that'
3	Create a safe environment and remove barriers to reporting harassment 	BOARD QUOTES <ul style="list-style-type: none">› 'The biggest take out for me was women not feeling safe and supported to challenge inappropriate behaviours'› 'We need to try to create an atmosphere where staff feel they can make complaints and speak to managers'› 'Every one of our employees should feel they are in a safe environment to allow them to be the best they could be'





Source: Melbourne Polytechnic. (2021, September 27). Gender equality project. Board consultation focus group. Facilitated by Right Lane Consulting.

Gender equality **CHALLENGES** identified by the board

1	<p>The starting point for TAFEs as institutions</p> 	<p>BOARD QUOTES</p> <ul style="list-style-type: none">› ‘We should acknowledge the history of TAFEs and techs, acknowledging that we’re coming from a pretty low base in terms of gender equality, and a deep history of male dominated organisations – particularly in the trades area’› ‘Changing these attitudes and norms will be a challenge’
2	<p>Lack of formal reports on harassment and bullying</p> 	<p>BOARD QUOTES</p> <ul style="list-style-type: none">› ‘Very few of our staff are making formal complaints. This is very challenging for us’› ‘Women are not feeling safe and supported to challenge inappropriate behaviour. It’s got a strong link to culture. We need to link behaviours and culture to employee safety’
3	<p>Small number of men taking parental leave</p> 	<p>BOARD QUOTES</p> <ul style="list-style-type: none">› ‘Very small numbers of males are taking paid parental leave: This contributes to the pay gap and women’s advancement opportunities in the workplace’› ‘Fathers who are involved in the care of their very young children grow up to deal with women in a much more positive way’
4	<p>Recruiting, retaining and developing young women</p> 	<p>BOARD QUOTES</p> <ul style="list-style-type: none">› ‘The retention of young women in those jobs that aren’t traditional [is key] ... so is highlighting career paths that aren’t traditional’› ‘If we’re not recruiting and retaining young women, we’re not going to be able to have them coming into management in five to eight years’ time’


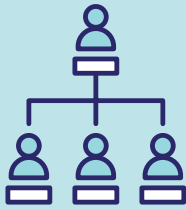
Source: Melbourne Polytechnic. (2021, September 27). Gender equality project. Board consultation focus group. Facilitated by Right Lane Consulting.

Suggested actions for the GEAP

	WORKPLACE GENDER EQUALITY INDICATOR	SUGGESTIONS FROM THE FOCUS GROUPS
1	<p>Gender composition of all levels of the workforce</p> 	<ul style="list-style-type: none"> ▶ Create gender balance at every level ▶ Offer women more training and career development to push them into higher leadership positions ▶ Need male teachers in the health and community departments ▶ Need women teaching in music - at the moment there are no female staff
2	<p>Equal remuneration</p> 	<ul style="list-style-type: none"> ▶ Equalise pay across all genders for equivalent roles ▶ Investigate the pay gap data. Find the leverage points - recruitment? promotion? ▶ Review remunerations and work-value of non-teaching role ▶ How about giving women 10% more pay than men as a reparation? ▶ Run training sessions for women on how to get a raise
3	<p>Sexual harassment</p> 	<ul style="list-style-type: none"> ▶ Create the role of staff welfare officer in People & Culture who can tell staff the avenues available for complaints ▶ Ensure that policies and procedures around harassment are clear and easy to find ▶ Train staff to have the confidence to call out sexual harassment. Train men how to support colleagues to eliminate harassment ▶ Change the name of the 'incident/hazard' report. Currently people are mainly reporting physical accidents or hazards, rather than harassment or bullying. Change the language of these documents so more people report
4	<p>Recruitment and promotion practices</p> 	<ul style="list-style-type: none"> ▶ Offer mentoring to women to provide them with opportunities for career development ▶ Set up a formal applicant tracking system ▶ Conduct anonymous recruitment and promotion rounds - where name, age and gender are excluded to eliminate bias ▶ Get feedback from across the organisation on recruitment where staff indicate what People & Culture could be doing better regarding processes and procedures ▶ Bring in young staff to challenge the dominant culture. As a public sector organisation, many staff have been at Melbourne Polytechnic for years and are hesitant to change

Source: Melbourne Polytechnic. (2021, September). Gender equality project. Focus groups consultation findings with staff. Facilitated by Melbourne Polytechnic and Right Lane Consulting, synthesised by Right Lane Consulting.

Suggested actions for the GEAP

	WORKPLACE GENDER EQUALITY INDICATOR	SUGGESTIONS FROM THE FOCUS GROUPS
5	<p>Utilisation of flexible work and other support practices</p> 	<ul style="list-style-type: none"> ▶ Increase carer's leave so staff do not have to take up their sick leave to care for loved ones ▶ Ensure that more junior staff have access to the same flexibility as senior staff. The focus groups suggest that many senior staff are working flexibly without a formal arrangement. This is not an option in many cases for more junior staff ▶ Investigate what is happening with Flexible Work Arrangements to better understand the real story, including informal Flexible Work Arrangements ▶ Promote a culture of support around men taking parental leave to address the 20-week gap between women and men's parental leave
6	<p>Gendered segregation</p> 	<ul style="list-style-type: none"> ▶ Create the position of Staff Welfare Officer ▶ Implement mandatory training on bullying, harassment and discrimination for all staff ▶ Embed this training into staff inductions ▶ Conduct an open forum monthly where staff can discuss what issues they are experiencing ▶ Talk about good case studies and examples from other organisations to set the path forward for cultural change ▶ Run an internal awareness campaign on gender equality issues
	<p>Other</p>	<ul style="list-style-type: none"> ▶ Establish feedback channels: create avenues to give feedback upwards ▶ Make leadership more accessible ▶ Hire an in-house interpreter for Deaf staff as was done in 2004-2019, allowing them give feedback and communicate frustrations without having to wait weeks for an interpreter

Source: Melbourne Polytechnic. (2021, September). Gender equality project. Focus groups consultation findings with staff. Facilitated by Melbourne Polytechnic and Right Lane Consulting, synthesised by Right Lane Consulting.

Section 3

Case for change



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The development and review process

Development

Using the outcomes of the consultative process, sections 3 and 4 of the GEAP were developed through a series of facilitated workshops over the course of several months in 2021.

- 5 Oct** Project team working session 1
- 11 Oct** Working Group review 1
- 19 Oct** Project team working session 2
- 25 Oct** Working Group review 2
- 4 Nov** Inclusion, Respect and Equality Taskforce review
- 1 Dec** Project Team review 3
- 10 Dec** Project Team review 4.

Draft the GEAP, including case for change, strategies and measures, Strategic Resource Plan and Progress Reporting Plan; review using Melbourne Polytechnic's Performance Improvement Framework

Project Team	Lucy Smith, Virginia Matthews, Leanne Sumpter, Emma Thiessen, Sarah Alexander, Lucy Brownless and Anthony Hinds
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Review the draft and provide suggestions for improvement

Gender Equality Working Group

14 diverse representatives from across the Institute, representing a variety of directorates, genders and cultural backgrounds

Endorse draft GEAP and recommend to Executive Leadership Committee

Inclusion, Respect & Equality Taskforce

23 people leaders from across the Institute

Consultation, review and endorsement

To facilitate the second round of staff consultation, the final draft of sections 3 and 4 of the GEAP was published on the Melbourne Polytechnic intranet for employee review and clarification from 14 to 28 February 2022.

10 responses were received, and the feedback incorporated where appropriate.

Sections 5 and 6 were developed by the Project Team in February and March 2022.

The final version of the GEAP was endorsed for submission to the Commission for Gender Equality in the Public Sector by the Executive Leadership Committee on 16 March 2022 and by the Governance and Culture Committee, under delegation by the Board, on 4 April 2022.

A brief history of gender equality at Melbourne Polytechnic

Following the Royal Commission into Family Violence, the Victorian Government commenced the implementation of a series of reforms to address the attitudes and behaviours that lead to family violence.

In 2019, Melbourne Polytechnic collaborated with the Victorian Government, Our Watch and other leading TAFE partners to develop a strategy for the prevention of family violence and violence against women. Melbourne Polytechnic, along with Chisholm Institute, Swinburne University, SuniTAFE and Bendigo Kangan Institute, participated in a pilot program to promote organisational change to prevent family violence and violence against women. This pilot program included the appointment of a Family Violence Prevention Officer at Melbourne Polytechnic.

An 'NDIS Taskforce' had originally been established in 2018 with responsibility for generating a plan for securing Melbourne Polytechnic's role as a leader in maintaining an inclusive culture for staff and students with disabilities and delivering quality disability related training. In response to Government priorities and the commencement of the pilot program, and in recognition of a broader scope of work, this Taskforce expanded in 2019 and was renamed the 'Inclusion Respect and Equality Taskforce'.

The implementation of the Melbourne Polytechnic strategy for the prevention of family violence and violence against women, amongst a range of other streams of work, is led by and positioned within this Taskforce, which is chaired by the Chief Executive and meets monthly. Members are from across MP, with staff from different disciplines and with different organisational responsibilities.

In 2019 and 2020, MP's Family Violence Prevention Officer undertook activities at Melbourne Polytechnic to:

- ▶ trial, strengthen and embed primary prevention activities, adopting a whole-of-setting approach to reach both staff and students;
- ▶ increase leadership and improve systems within MP to drive prevention activity; and
- ▶ strengthen the evidence base of whole-of-setting primary prevention approaches through rigorous evaluation.

In 2020, Melbourne Polytechnic took part in a pilot led by the Department of Premier and Cabinet that informed guidance materials accompanying the Gender Equality Act. It also undertook a self-assessment against the **Workplace Equality and Respect (WER) Standards** developed by Our Watch. This self-assessment supported the organisation to reflect on the leadership, strategy, norms and practices at Melbourne Polytechnic; it also prepared us for the Workplace Gender Audit required under the Gender Equality Act.

The case for change at Melbourne Polytechnic

At Melbourne Polytechnic, we are privileged to engage with students from diverse backgrounds as they seek education and skills development. Our people come from diverse backgrounds, and we have a long and proud history of acting as a link between the community and the industries that serve it. We will leverage our unique position, and take a lead on the path to a more equitable Victoria.

Gender equality is fundamental for creating a more inclusive and equal work environment.

Melbourne Polytechnic is committed to gender equality in line with the principles outlined in the Gender Equality Act. The development and implementation of a Gender Equality Action Plan will drive our efforts towards equality.

Melbourne Polytechnic will apply an intersectional lens to the implementation of the Gender Equality Action Plan's objectives, and will continue to seek out diverse voices when developing its detailed plans. We define intersectional as taking into account that gender inequality may be compounded by other forms of disadvantage or discrimination as defined in the Gender Equality Act.



Source: Melbourne Polytechnic. (2022, March). Gender equality project..

Melbourne Polytechnic acknowledges the gender equality principles outlined in the Act

1

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.

2

Gender equality benefits all Victorians regardless of gender.

3

Gender equality is a human right and precondition to social justice.

4

Gender equality brings significant economic, social and health benefits for Victoria.

5

Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls.

6

Advancing gender equality is a shared responsibility across the Victorian community.

7

All human beings, regardless of gender, should be free to develop their personal abilities, pursue their professional careers and make choices about their lives without being limited by gender stereotypes, gender roles or prejudices.

8

Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience on the basis of Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.

9

Women have historically experienced discrimination and disadvantage on the basis of sex and gender.

10

Special measures may be necessary to achieve gender equality.

Source: Gender Equality Act 2020.

The vision for gender equality at Melbourne Polytechnic and the alignment with strategic directions

Our vision for gender equality by 2025

Our vision for gender equality at Melbourne Polytechnic is for all our people to be equally respected, valued and rewarded. Our workforce reflects the gender representation of the Victorian population. Our institute is a safe work environment where people are empowered, they speak up, all voices are heard, barriers are addressed, and opportunities are realised.

Alignment with Melbourne Polytechnic strategic directions

Our Gender Equality Action Plan is aligned with the following strategic documents:

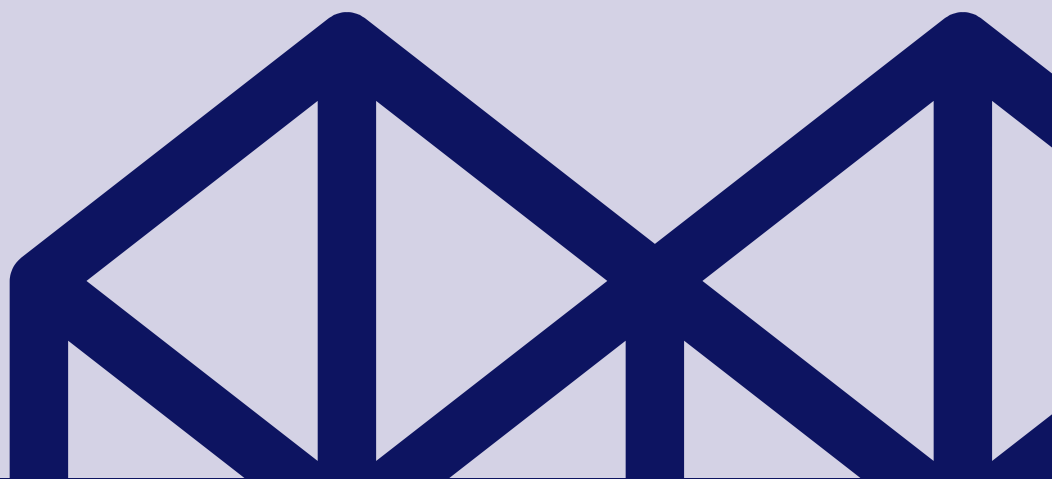
- ▶ People Strategy (under development)
- ▶ All Abilities Action Plan (under development)
- ▶ Inclusion, Respect and Equality Taskforce Terms of Reference
- ▶ Melbourne Polytechnic Strategic Plan 2019 – 2023.



Source: Melbourne Polytechnic. (2022, March). Gender equality working session.

Section 4

Objectives, strategies and measures



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Melbourne Polytechnic acknowledges the pay equity principles outlined in the Act

1	Establishing equal pay for work of equal or comparable value	Equal or comparable value refers to work valued as equal in terms of skill, effort, responsibility and working conditions. This includes work of different types
2	Freedom from bias or discrimination	Employment and pay practices are free from the effects of unconscious bias and assumptions based on gender
3	Transparency and accessibility	Employment and pay practices, pay rates and systems are transparent. Information is readily accessible and understandable
4	Relationship between paid and unpaid work	Employment and pay practices recognise and account for different patterns of labour force participation by workers who undertake unpaid and/or caring work
5	Sustainability	Interventions and solutions are collectively developed and agreed, sustainable and enduring
6	Participation and engagement	Workers, unions and employers work collaboratively to achieve mutually agreed outcomes

Melbourne Polytechnic acknowledges the pay equity principles and has developed an objective dedicated to closing the gender pay gap, with supporting strategies and measures to achieve pay equity. Through this priority, we will strive for transparency in pay-related decisions.

By ensuring equal representation of genders at every level across the organisation, we acknowledge the relationship between paid and unpaid work, as well as different patterns of labour force participation.

Melbourne Polytechnic will ensure a work environment that is free from discrimination, harassment and bullying. This means taking

real action to reduce bias and discrimination, including conducting training and amending processes to better support our staff before, during and after any incidents of inappropriate behaviour.

We have made a long-term commitment to achieving gender equality at Melbourne Polytechnic, and have developed strategies that will be both sustainable and enduring.

We will continue to work collaboratively with employees and unions to foster a safe and inclusive community where everyone has an equal opportunity to embrace and reach their full potential.

Terminology

Objectives

Our goals - what we are trying to achieve

Performance Standards

Our desired performance - what would 'good' look like?

Strategies

How we will achieve our performance standard - addressing the root causes of the performance gap (the gap between our current performance and the performance standard)

Implementation Approaches

A set of 'high level' steps to implementing the strategies. Each will in turn have a set of actions. Where required, a detailed action plan will be developed prior to implementation.

Measures

What we will measure to gauge our progress towards our goals

Source: Melbourne Polytechnic. (2022, March). Performance Improvement Framework.



Objectives for our Gender Equality Action Plan

Our objectives	Why is this objective fundamentally important?	Performance Standard
<p>1</p> <p>Ensure proportionate representation of genders and diverse characteristics at every level across the organisation and equitable pay regardless of gender or diverse characteristics, thereby closing the gender pay gap</p>	<ul style="list-style-type: none"> ▶ Symbolically and practically, closing the gender pay gap demonstrates the value we give to the work women do, and supports women’s financial independence ▶ Including people of all genders and all backgrounds in all levels of decision-making makes for a more resilient, flexible, innovative and inclusive organisation ▶ We have a responsibility to provide visible role models and opportunities for all: opportunities to lead, opportunities to work in non-traditional roles, opportunities to work flexibly to suit life outside of work ▶ The ‘how’ for this priority will include clear development and promotions pathways, mentoring, flexible work practices, and addressing social barriers to accessing entitlements such as carer’s leave and parental leave. 	<p>There is no gender pay gap – our people are paid equally for equal value work regardless of gender or diverse characteristics, and the intersectional gender mix of our people, at every level in the organisation and in every type of role, reflects that of the Victorian population</p>
<p>2</p> <p>Ensure a work environment that is free from discrimination, harassment and bullying</p>	<ul style="list-style-type: none"> ▶ All people deserve to feel safe and respected at work ▶ Violence against women is an enormous social, moral and economic issue; creating a safe work environment is an important step towards addressing this violence. 	<p>Our people do not experience discrimination, harassment or bullying</p>

Melbourne Polytechnic will apply an intersectional lens to the implementation of these objectives, and will continue to seek out diverse voices when developing its detailed plans. We define ‘intersectional’ as taking into account that gender inequality may be compounded by other forms of disadvantage or discrimination as defined in the Gender Equality Act. ‘Intersectional characteristics’ are defined as per the Commission for Gender Equality in the Public Sector’s Workforce Gender Audit *Workforce Reporting Template*.

Source: Melbourne Polytechnic. (2021, October). Gender equality working session.



Objectives for our Gender Equality Action Plan

Objective 1

Ensure proportionate representation of genders and diverse characteristics at every level across the organisation, and equitable pay regardless of gender or diverse characteristics, thereby closing the gender pay gap

Performance Standard	There is no gender pay gap – our people are paid equally for equal value work regardless of gender or diverse characteristics, and the intersectional* gender mix of our people, at every level in the organisation and in every type of role, reflects that of the Victorian population.
Measures#	<ul style="list-style-type: none"> ▶ Average (mean) base salary pay gap for full-time employees (disaggregated by intersectional characteristics) ▶ Median total remuneration pay gap for full-time and part-time employees (disaggregated by intersectional characteristics) ▶ Aggregate, and level and role-type (to department level) breakdown, of employees by gender ▶ Aggregate, and level and role-type breakdown (to department level), of employees by intersectional characteristics ▶ % of workforce on a formal flexible working arrangement (disaggregated by gender and level) ▶ Proportion of genders in recruitment shortlists (disaggregated by level and intersectional characteristics) ▶ Proportion of genders in roles recruited (disaggregated by level and intersectional characteristics) ▶ Promotions and higher duties (disaggregated by gender, employment basis i.e. FT/PT and intersectional characteristics).

* Melbourne Polytechnic defines intersectional as taking into account that gender inequality may be compounded by other forms of disadvantage or discrimination (as defined in the Gender Equality Act) on the basis of Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.

'Intersectional characteristics' are defined as per the Commission for Gender Equality in the Public Sector's Workforce Gender Audit *Workforce Reporting Template*.

Intersectional data may not be available for the October 2023 Progress Report to the Commission for Gender Equality in the Public Sector. See the phased approach to data collection, analysis and reporting in 1.1.2 and 1.1.3.

Source: Melbourne Polytechnic. (2022, March). Gender equality working session.



Objectives for our Gender Equality Action Plan

Objective 1

Ensure proportionate representation of genders and diverse characteristics at every level across the organisation, and equitable pay regardless of gender or diverse characteristics, thereby closing the gender pay gap

STRATEGY		IMPLEMENTATION APPROACH	IMPLEMENTATION COMMENCES*
1.1	Measure, analyse, monitor and ensure equity of pay by gender, role type, job level and diverse characteristics	1.1.1 Develop approach to collecting intersectional data for all employees	Q3/Q4 2022
		1.1.2 Conduct annual analysis into representation by level and role type (initially gender only, future years including intersectional data)	Q1/Q2 2023
		1.1.3 Conduct annual analysis and biannual reporting into equal pay for equal work (initially gender only, future years including intersectional data)	Q3/Q4 2022
		1.1.4 Develop, publicise and implement a policy, procedure and specific budget for: <ul style="list-style-type: none"> ▶ Resolving any unequal pay for equal work identified through analysis ▶ Ensuring ongoing equal pay for equal work ▶ Reporting biannually to the organisation. 	Q3/Q4 2022
1.2	Apply a gender lens to governance	1.2.1 Review, and where appropriate amend, Terms of Reference of governance structures to include importance of gender balance and intersectional characteristics	Q3/Q4 2023
		1.2.2 Where practicable, implement changes at time of refreshing of membership.	Q3/Q4 2023
1.3	Apply a gender lens to employee life cycle – processes of attraction, recruitment, retention, promotion and development	1.3.1 Set targets for gender balanced recruitment (applicant and shortlist) that also take into account intersectional characteristics	Q3/Q4 2022
		1.3.2 Research and implement strategies to identify and address barriers, and achieve the targets for gender balanced recruitment (applicant and shortlist) that also take into account intersectional characteristics	Q1/Q2 2023
		1.3.3 Set targets for gender balanced career progression measures that also take into account intersectional characteristics	Q1/Q2 2023
		1.3.4 Research and implement strategies to identify and address barriers, and achieve the targets for gender balanced career progression measures that also take into account intersectional characteristics	Q3/Q4 2023
		1.3.5 Conduct data analysis on progress towards targets	Q3/Q4 2022
		1.3.6 Develop and implement clear performance review and development policy and processes to enable effective two-way dialogue, explicit development conversations, and development opportunities such as mentoring (aligned with People Strategy, in development)	Q1/Q2 2023
1.4	Implement a culture of flexible work for all staff at all levels	1.4.1 Develop position statement regarding flexible work and establish baseline measure	Q3/Q4 2022
		1.4.2 Set targets by gender for people working flexibly across all levels of the organisation, including senior leaders	Q3/Q4 2022
		1.4.3 Research and implement strategies to identify and address barriers, and achieve the target for people working flexibly across all levels of the organisation, including senior leaders.	Q1/Q2 2023

* Melbourne Polytechnic operates on a calendar year basis, rather than a financial year.

Source: Melbourne Polytechnic. (2022, March). Gender equality working session.

Objectives for our Gender Equality Action Plan

Objective 2

Ensure a work environment that is free from discrimination, harassment and bullying

Performance Standard	Our people do not experience discrimination, harassment or bullying
Measures	<ul style="list-style-type: none">▶ % of People Matter Survey (PMS) respondents who experienced bullying, sexual harassment or discrimination▶ % of PMS respondents who experienced bullying, sexual harassment or discrimination who reported it to their manager or People & Culture, or made a formal complaint▶ % of PMS respondents who agree they feel safe to challenge inappropriate behaviour at work▶ % of PMS respondents who agree they feel safe to be themselves at work▶ Number of formal complaints as a proportion of those who report experiencing bullying, sexual harassment or discrimination in PMS.

Source: Melbourne Polytechnic. (2022, March). Gender equality working session.



Objectives for our Gender Equality Action Plan

Objective 2

Ensure a work environment that is free from discrimination, harassment and bullying

STRATEGY		IMPLEMENTATION APPROACH	IMPLEMENTATION COMMENCES*
2.1	Raise awareness of what constitutes harmful behaviour, and an understanding of MP's position on dealing with it	2.1.1 Review policies and procedures against best practice, including support, consequences, roles, responsibilities and links to existing policies	Q3/Q4 2022
		2.1.2 Enhance policies and procedures to address any gaps	Q3/Q4 2022
		2.1.3 Develop and implement change program or campaign as part of People Strategy (in development).	Q3/Q4 2022
2.2	Ensure staff are skilled to manage incidents of harmful behaviour, and give and receive feedback (self-reflection)	2.2.1 Conduct training needs analysis	Q3/Q4 2022
		2.2.2 Identify and develop/procure a training program	Q3/Q4 2022
		2.2.3 Develop and implement a communications and engagement plan	Q3/Q4 2022
		2.2.4 Deliver training activities to deliver skills	Q3/Q4 2022
		2.2.5 Ensure skills are aligned with the MP capability framework, and included in induction and onboarding	Q3/Q4 2022
		2.2.6 Develop and implement tools for supervisors and ongoing delivery schedule.	Q1/Q2 2023
2.3	Improve our transparency regarding incidents, responses and outcomes	2.3.1 Identify options for reporting incidents, responses and outcomes to broader audience	Q3/Q4 2022
		2.3.2 Develop and implement processes to gather data for measures other than People Matter Survey	Q1/Q2 2023
		2.3.3 Develop and implement process for routine reporting	Q3/Q4 2023
2.4	Improve our processes for staff to report harmful behaviour, and build the confidence and capability to do so; publicise and promote processes	2.4.1 Review current processes against best practice	Q3/Q4 2022
		2.4.2 Identify improvements supported by MP for implementation	Q1/Q2 2023
		2.4.3 Develop and implement improvement plan	Q3/Q4 2023
		2.4.4 Develop and implement communications and engagement plan	Q1/Q2 2023
		2.4.5 Develop and implement training plan where required.	Q3/Q4 2023
2.5	Develop and promote to staff and students clear statements of commitment, including support for those who report, without victimisation – Values/behaviours	2.5.1 Develop commitment statements	Q3/Q4 2022
		2.5.2 Develop and implement communications and engagement plan	Q1/Q2 2023
		2.5.3 Identify opportunities to publicise through MP Values promotions, and implement.	Q1/Q2 2023
2.6	Provide support for those who experience harmful behaviour – including specific strategies for specific roles	2.6.1 Identify support needs and gaps through research and/or staff consultation	Q3/Q4 2022
		2.6.2 Ensure policies and procedures include provision of supports	Q3/Q4 2022
		2.6.3 Develop and implement plan to provide supports and address gaps.	Q1/Q2 2023

Source: Melbourne Polytechnic. (2022, March). Gender equality working session.

Section 5

Strategic Resource Plan



**MELBOURNE
POLYTECHNIC**

Statement of commitment by the Executive Leadership Committee

Melbourne Polytechnic is committed to gender equality – fundamental for creating a more inclusive and equal work and learning environment.

We know that gender equality is a key influence in the prevention of violence against women. The benefits of gender equality are clear, not least of which are: respectful and safe work environments, improved employee engagement and wellbeing, and increased innovation and productivity.

We are proud to be submitting our Gender Equality Action Plan to the Public Sector Gender Equality Commissioner. We have developed this plan to improve gender equality across our institute, and to help us create a workplace where all people are able to contribute equally and are treated with dignity, respect and fairness.

As Melbourne Polytechnic's Executive Leadership Committee, we endorse this GEAP and commit to implementing the actions in it, and to allocating the resources required for that implementation.

We look forward to reporting our progress to achieving gender equality to our staff, our partners and the Commission.

Source: Melbourne Polytechnic. (2022, March). Executive Leadership Committee.



Strategic Resource Plan

Melbourne Polytechnic understands the importance of identifying and allocating dedicated resources to effectively implement the strategies within the GEAP. To this end, an Implementation Lead was recruited in June 2021, with 0.5 of an equivalent full-time (EFT) position dedicated to leading the implementation of the Gender Equality Act, including leading the development and implementation of the GEAP.

The Melbourne Polytechnic Implementation Lead, Gender Equality and Family Violence Primary Prevention led a thorough scoping of activities proposed to implement the GEAP over the timeframe of the Plan. This has resulted in a detailed implementation plan, which includes:

- Mapping of activities across the 3.5 years of the Plan, ensuring appropriate phasing and interdependency of activities were considered;
- Identification of specific roles and functional areas responsible for completion of each activity;
- Estimates of time required to implement each activity; and
- Additional resources (financial and otherwise) likely to be required over time, allowing for inclusion in the annual budgeting process.

Development of the implementation plan was undertaken in collaboration and consultation with all relevant functional areas across the institute. This ensured significant engagement and buy-in of specific staff and areas with identified key responsibilities. These include, but are not limited to:

- Implementation Lead, Gender Equality & Family Violence Primary Prevention
- Various teams within the Strategy, Performance and Governance Group (specifically Strategy and Planning, Organisational Capability, Communications and Engagement, Governance and Compliance and the Enterprise Data and Analytics Teams); and
- People & Culture Directorate.

Based on our detailed scoping of activities, we have been able to estimate the contribution of equivalent full-time (EFT) position/s required for implementation (as detailed in the table below).

Time period*	Q3/4 2022 [#]	Q1/2 2023	Q3/4 2023	Q1/2 2024	Q3/4 2024	Q1/2 2025	Q3 2025
Estimated EFT (aggregated across functional areas)	1.5	1.3	1.3	1.0	0.8	0.8	0.4

* Melbourne Polytechnic budgets are prepared on a calendar year basis.

[#] Estimated EFT for the activities planned for 1 April to 30 June 2022 has been allocated against Q3/4 - 2022 for the purposes of planning, given the timelines for submission of the GEAP.

Source: Melbourne Polytechnic. (2022, March). Gender equality working session.

Strategic Resource Plan

In addition to identifying specific roles with responsibilities for implementing individual components of the Plan, we have also identified and engaged cross-functional teams to oversee and support implementation. These include:

- ▶ The Melbourne Polytechnic Inclusion, Respect and Equality Taskforce, which is chaired by the Chief Executive and will provide governance and monitor progress of GEAP implementation. Membership of the Taskforce comprises staff from different disciplines across Melbourne Polytechnic, with a range of organisational responsibilities, including leadership and operational roles at all levels. The Taskforce has a clear Terms of Reference and is underpinned by a set of principles of what an inclusive, respectful and equal culture means at Melbourne Polytechnic. It meets monthly.
- ▶ The Gender Equality Working Group, comprised of staff from across the organisation, and at different levels. The Group's purpose is to support Melbourne Polytechnic to implement the GEAP and comply with the Gender Equality Act by providing advice and advocacy and support activities to ensure that the institute:
 - ▶ provides for equal opportunities and outcomes for all staff;
 - ▶ embeds gender equality in the Melbourne Polytechnic culture; and
 - ▶ contributes to the prevention of violence against women.

Melbourne Polytechnic budgets are prepared on a calendar year basis. As such, staffing and resources for implementation activities included in the GEAP for 2022 have been allocated within the 2022 budget. In future years, the detailed implementation plan for the GEAP will be used as a basis for identifying priorities to be included in the Melbourne Polytechnic Business Plan and associated budget for any particular year. This will ensure that Melbourne Polytechnic has considered the resources required to make reasonable and material progress in relation to indicators of workplace gender equality over time.

Section 6

Progress monitoring, measurement and reporting



**MELBOURNE
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Progress monitoring, measurement and reporting plan

In order to ensure positive change towards gender equality, Melbourne Polytechnic is committed to regularly monitoring, measuring and reporting the outcomes of the implementation of the GEAP over time. The activities listed below will enable Melbourne Polytechnic to identify how it is tracking in regards to its performance standards, and identify any required adjustments to its GEAP strategies, in order to meet those standards. Where targets are set as an action in the GEAP, they will be included in the reporting.

In addition, Melbourne Polytechnic will develop a communications and engagement plan to promote the GEAP and the progress towards achieving gender equality. This will include a page on the staff portal, use of social media channels, regular progress reports, and celebration of achievements.

What will be monitored or measured?	When?	By whom?	To whom will it be reported?
Progress status of Implementation Approaches (completed, on track, behind schedule, not started)	Q1 each year on progress to previous 31 December	Enterprise Strategy & Capability	Inclusion, Respect and Equality Taskforce
	Q3 each year on progress to 30 June		
Average (mean) base salary pay gap for full-time employees (disaggregated by intersectional characteristics) Median total remuneration pay gap for full-time and part-time employees (disaggregated by intersectional characteristics)	Q1 each year as at previous 31 December	People & Culture	Inclusion, Respect and Equality Taskforce
	Q3 each year as at 30 June		
Objective 1 measures	Q3 each year as at 30 June	People & Culture	Inclusion, Respect and Equality Taskforce
Objective 2 measures	Q3 each year as at 30 June	Enterprise Strategy & Capability	Inclusion, Respect and Equality Taskforce
Progress in relation to the strategies and measures (as per Commission for Gender Equality in the Public Sector guidance)	31 October 2023	Enterprise Strategy & Capability and People & Culture	Commission for Gender Equality in the Public Sector
	31 October 2025		

Source: Melbourne Polytechnic. (2022, March). Gender equality working session.

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