

Chisholm

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Workplace | International

Gender Equality Action Plan 2021–2025



TAFE VICTORIA

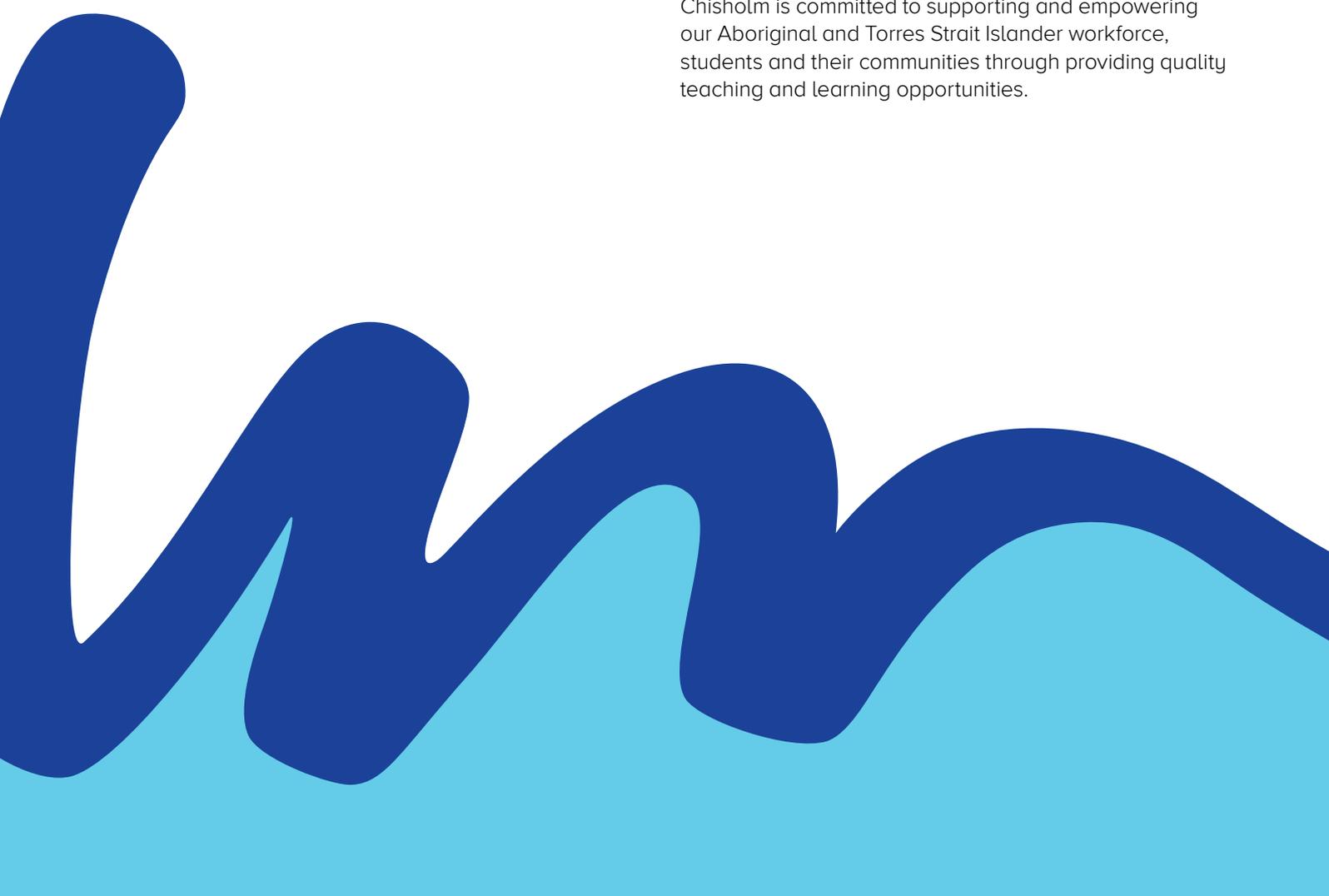
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Acknowledgement

Chisholm respectfully acknowledges the Traditional Custodians of this land. We pay respect to Elders past, present and emerging, for they hold the memories, the traditions, the culture and hopes of our nation's First Peoples.

Chisholm is committed to supporting and empowering our Aboriginal and Torres Strait Islander workforce, students and their communities through providing quality teaching and learning opportunities.



Introduction

Chisholm is a defined entity under the Gender Equality Act 2020. Our organisation encompasses all employees, business units and controlled entities including Chisholm Online and the Caroline Chisholm Education Foundation. Under the Act, a defined entity has obligations to promote gender equality in the workplace, including developing and submitting a *Gender Equality Action Plan (GEA Plan)*.

Right Lane Consulting was engaged to support Chisholm with the development of this GEA Plan. Right Lane's support included analysis of audit data, facilitation of consultation and support for the drafting and review of the case for change, strategies and measures.

Foreword from the CEO

It is with great pleasure that I present to you our Gender Equality Action Plan 2021–2025. At Chisholm, we are proud of our commitment to diversity. Our people and culture remain our greatest asset. We continue our practice of consulting and engaging with our people to ensure we create an open, positive and collaborative culture based on integrity, respect and accountability.

- > We strive to be one united team, working together with each other and our partners to meet the needs of our students, customers and government.
- > We take responsibility for our work, focusing on the best outcomes for the student, customer, Chisholm and its people.
- > We always do the right thing, guided by our values and ethical principles even when faced with difficult decisions.
- > We respect our organisation, its people and its guiding principles in all our interactions.

Our Strategic Plan, its 10 pillars and our underlying plans all articulate our commitment to strengthening our ties to the community in which we operate, providing our employees, students and visitors with a welcoming safe place and listening and responding to our community needs. We know there is much more we can do.

We have outlined three key priorities for our organisation that we will work to achieve by 2025.

- > Creating safe spaces to respond and support our community to speak up, leading to zero tolerance of inappropriate behaviours.
- > Providing equal opportunities for our community to access Chisholm services, programs and benefits to build capabilities, skills and engagement.
- > Creating environments that enable people of different intersectional characteristics to thrive at Chisholm.

We are committed to harnessing the benefits that come with a truly diverse and engaged workforce.

Stephen Varty
Director and Chief Executive Officer

Gender equality at Chisholm

At Chisholm, we have long understood and valued the important contribution all our people make to our success. They drive innovation, deliver the student and employer experiences we promise and build and strengthen our connections with our community and industry. They are crucial to our future success.

Our organisation is resolutely diverse. We intend to recognise and celebrate the achievements of all our people, who each make valued contributions across many different roles. Together, our common purpose unites us to create shared outcomes and achieve our ambition to transform lives through relevant and responsive high-quality education and training. It is our collaborative efforts that will ensure our continued success.

Our 2019 People Plan was created through direct consultation with over 1500 of our colleagues. It identified seven themes that resonated with our employees

and 'positive and diverse' was one of them. These themes guide our approach to reaffirming our long-term commitment to continually invest in our people. Our People Plans demonstrate our commitment to fostering an inclusive, diverse and highly engaged positive workforce. We have continued our commitment to embracing diversity, encouraging new ideas and fresh perspectives and promoting the value of difference through our People Plan 2021–2024, our prevention of family violence projects, our engagement with the Wurreker project and our LGBTIQ+ committees.

Our Strategic Plan brings to life the impact we want to have and includes four key statements.

- > We champion gender equality.
- > We continue our work with our Aboriginal and Torres Strait Islander and LGBTIQ+ communities and remain committed to supporting our students and workforce with disability.
- > We celebrate diversity and inclusion.
- > We take a strong stance against family violence.

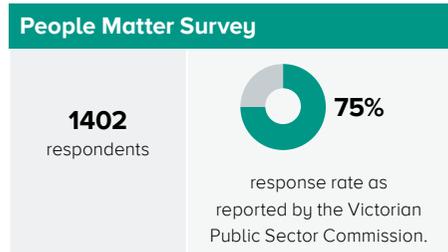


The consultation process and participation



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

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



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.

The Board and Executive Directors Group provided their input during the Board meeting on 27 October 2021.

Focus groups

4	Focus groups
26	Employees > 23 women > 3 men
2	Union representatives
10	Board members

Representatives included:

- > Part-time/full-time/casuals
- > LGBTIQ+
- > Culturally and linguistically diverse
- > People with lived experience of disability.

The GEA Plan case for change and priorities were developed by the Gender Equality Working Group on 28 October 2021.

The first draft was reviewed and endorsed by representation of the Executive Director's Group (EDG) on 1 December 2021.

GEA Plan development	Participants
1 Workshop: Draft Chisholm's case for change and GEA Plan priorities.	GEA Plan Working Group 12 diverse representatives from across Chisholm, representing a variety of directorates, genders and cultural backgrounds.
2 Working session: Develop the GEA Plan strategies and measures.	With gender equality project leads from the People, Culture and Safety team.
3 Endorsement session: Review and endorse the draft GEA Plan with representatives of Executive Directors Group.	Representatives of Chisholm's Executive Directors Group.

Consultation

Chisholm established a working group made up of Chisholm leaders and employees who helped develop and review the draft GEA Plan. The broader Chisholm community was invited to second round consultation on the draft in March 2022.

The draft GEA Plan was circulated and discussions held with employee and employee representatives on 9 and 10 March 2022.

Leadership approval

The Executive Directors Group and Board were consulted and the GEA Plan drafts were discussed at meetings held in February and March 2022.

The GEA Plan was approved by the Chisholm Board on 30 March 2022.

Source: Chisholm. (2021, September). Gender equality project. Consultation process. Designed by Right Lane Consulting. (2021, November). GEA Plan Development.

The case for change at Chisholm

Our case for change

A self-regulating, inclusive culture: We want to create an environment where everyone feels safe to speak up and challenge inappropriate behaviours, encouraging employees, students and industry to act and respond in a way that is supportive of diversity, inclusion and equality. We want to continuously improve and build on our processes, and ultimately be perceived as a leader within and outside our sector.

The capacity to influence change: Gender equality will give us the capacity to improve employee and student satisfaction, inspire industries to grow and change, positively impact our communities and promote innovation in what we do.

Economic advantage: We are looking to harness the benefits of increased employee productivity and reduced employee turnover, strengthening capability and multiplying the impact our employees can have. Improved gender equality will continue to attract employees and students to our organisation and make Chisholm a more attractive training and education partner, domestically and globally.

Improving gender equality at Chisholm will:

- > promote a self-regulating culture that embraces diversity, inclusion and equity
- > enhance the satisfaction of our employees, students and communities
- > provide economic advantage.

By 2025 Chisholm will actively lead the championing of diverse and inclusive cultures, provide safe and respectful environments, offer equal opportunities for all and influence positive change in the communities being served.

Gender equality principles outlined in the Act

At Chisholm, we acknowledge the gender equity 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.

Our Gender Equality Action Plan: Plan on a page

	Create safe spaces to respond and support our community to speak up, leading to zero tolerance of inappropriate behaviours.	Provide equal opportunities for our community to access Chisholm services, programs and benefits to build capabilities, skills and engagement.	Create environments that enable people from diverse communities to thrive at Chisholm.
Strategies	<ul style="list-style-type: none"> > Include 'respectful behaviours', values and employee code of conduct component within new employee induction. > Include complaints, support services and student code of conduct component within student induction and transition to study programs. > Raise awareness within education areas regarding the student code of conduct policies and procedures to strengthen Chisholm's approach to inappropriate student behaviours. 	<ul style="list-style-type: none"> > Review proportion of casuals by trade area/division to understand if there are variances that need to be addressed, including in the split of men/women/ those who self-describe. > Review and evaluate the implementation of a student mentor/buddy program to provide a sense of community and belonging, support student success and ensure a positive experience. 	<ul style="list-style-type: none"> > Select and celebrate particular gender equality and diversity and inclusion days (for example, International Day Against Homophobia, Biphobia and Transphobia), making it clear that Chisholm supports all its employees and students.
	<ul style="list-style-type: none"> > Mandate and strengthen regular training to all employees on 'respectful behaviours' every two years: what constitutes it, and how managers should respond to complaints from their employees (one program for employees and one for managers). 	<ul style="list-style-type: none"> > Improve data capture: (1) People, Culture and Safety onboarding to incorporate more questions regarding intersectionality and capture this data; (2) review current intersectional data and what data needs to be captured, and develop/implement/plan for collecting it for existing employees; (3) raise awareness to make people feel safe in providing intersectional data by offering information on collection, use and reporting of data, as well as feedback on decision making based on data. 	<ul style="list-style-type: none"> > Equip employees with the tools required to review teaching materials using a gender lens and avoid propagating gender stereotypes.
	<ul style="list-style-type: none"> > Mandate all employees attend the 'speak-up' training every two years, incorporating how to respond in case inappropriate behaviours are directed at them (or they are a bystander), including family violence. 	<ul style="list-style-type: none"> > Create and disseminate opportunities for acting, interim and short-term roles within Chisholm to build capabilities, skills and engagement and provide career pathways for lower classifications. > Review career development opportunities for individuals returning from extended periods of parental leave. 	<ul style="list-style-type: none"> > Share 'success stories' in periodic newsletter to showcase how people of different intersectional characteristics have succeeded at Chisholm, and what their key to success has been.
	<ul style="list-style-type: none"> > Review and ensure that People, Culture and Safety policies and processes reflect a zero tolerance approach to inappropriate conduct. 	<ul style="list-style-type: none"> > Develop and review additional payment and over-award payment guidance to teachers to ensure they are unbiased (gender and department variances). 	<ul style="list-style-type: none"> > Review marketing, communications and recruitment materials, including those related to students, to consider a gender lens and avoid propagating gender stereotypes.
	<ul style="list-style-type: none"> > Include regular communications in People Talk on (a) the process for dealing with inappropriate behaviours (including family violence, bullying, discrimination, sexual harassment) and (b) what a person is expected to do if they are a bystander and notice inappropriate behaviours at Chisholm. 	<ul style="list-style-type: none"> > Review recruit and select process adherence of people leaders and train managers on these processes. 	<ul style="list-style-type: none"> > Provide the opportunity for employees and students to attend gender equality and diversity and inclusion training (why it is important and what Chisholm wants to achieve) quarterly via Zoom and/or face to face sessions.
	<ul style="list-style-type: none"> > Ensure all employees (including agency employees) and students are aware of the avenues for reporting inappropriate behaviours at Chisholm and the processes in place to deal with issues raised. 	<ul style="list-style-type: none"> > Develop Flexible Working Arrangements processes for the workforce. 	
Measures	<ul style="list-style-type: none"> > % of People Matters Survey respondents feeling comfortable challenging inappropriate behaviours. > % of People Matters Survey respondents reporting instances of sexual harassment, discrimination, bullying, aggressive behaviours. > % of employees who completed the 'respectful behaviours' training. > % of employees who completed the 'speak-up' training. > % of students reporting instances of sexual harassment, discrimination, aggressive behaviours. 	<ul style="list-style-type: none"> > % pay gap between genders. > % of men/women to self-describe who were hired/promoted by trade area or division. > % men/women to self-describe who applied for Flexible Working Arrangements and were granted it. > Number of outstanding data gaps. 	<ul style="list-style-type: none"> > % of People Matters Survey respondents who agree Chisholm has a positive culture in relation to diverse employees. > % of employees attending gender equality and diversity and inclusion training sessions. > % of People Matter Survey respondents who agree Chisholm has a positive culture of diversity and inclusion.

Priority 1: Create safe spaces to respond and support our community to speak up, leading to zero-tolerance of inappropriate behaviours.

Strategy name:	Include 'respectful behaviours', values and employee code of conduct component within new employee induction.	Owner:	Workforce Development.
Context:	<p>During our Gender Equality audit and consultation process:</p> <ul style="list-style-type: none"> > 2% of survey respondents experienced sexual harassment > 9% of respondents who experienced sexual harassment told a manager. 	<ul style="list-style-type: none"> > 13% of respondents experienced bullying in the last year. > 3% of respondents experienced discrimination in the last year. > 6% of respondents were subject to aggression or violent behaviour. 	
Objective:	Create and reinforce a safe and inclusive environment where everyone understands the importance of respected behaviours, and outline expected behaviours at Chisholm.		

High-level action plan:		
Activity	Owner	Timeframe
> Conduct desktop research on best practice for the enhancement of 'respectful behaviours', values and employee code of conduct workshops.	Workforce Development.	(Q2) 2022.
> Re-design current Induction Program to include 'respectful behaviours', values and employee code of conduct workshops.	Workforce Development.	(Q2) 2022.
> Roll out 'respectful behaviours', values and employee code of conduct workshops as part of employee Induction Program.	Workforce Development.	(Q3) 2022.
> Seek feedback on 'respectful behaviours', values and employee code of conduct workshops after each session.	Workforce Development.	2022–2023.
> Review, analyse and report on feedback from 'respectful behaviours', values and employee code of conduct workshops.	Workforce Development.	(Q3) 2023.
> Incorporate feedback into new update of 'respectful behaviours', values and employee code of conduct Induction Program.	Workforce Development.	(Q4) 2023.
> Implement revised workshops.	Workforce Development.	(Q1) 2024.

Priority 1: Create safe spaces to respond and support our community to speak up, leading to zero-tolerance of inappropriate behaviours.

Strategy name:	Mandate and strengthen regular training to all employees on 'respectful behaviours' every two years: what constitutes it, and how managers should respond to complaints from their employees (one program for employees and one for managers).	Owner:	Workforce Development.
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Context:	<p>During our Gender Equality audit and consultation process:</p> <ul style="list-style-type: none"> > 66% of employees agreed that they feel safe to challenge inappropriate behaviour at work > 2% of survey respondents experienced sexual harassment. 	<ul style="list-style-type: none"> > 13% of respondents experienced bullying in the last year. > 3% of respondents experienced discrimination in the last year. > 6% of respondents were subject to aggression or violent behaviour.
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Objective:	Increase 'respectful behaviours' and empower all members of the workplace/community to take action.
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High-level action plan:

Activity	Owner	Timeframe
> Seek relevant approval for attendance of 'respectful behaviours' training by all employees and managers.	Workforce Development.	(Q2) 2022.
> Seek relevant approval for attendance at 'respectful behaviours' training to be included as part of Performance and Development Review/Probation Review Process and successful completion of probation.	Workforce Development.	(Q2) 2022.
> Develop policies and procedures in line with approvals relating to 'respectful behaviours' training.	Workforce Development.	(Q3) 2022.
> Roll out new policies and processes and distribute to all employees.	Employee Experience.	(Q4) 2022.
> Provide training to all managers on procedures and policies regarding responses to complaints.	Employee Experience.	(Q4) 2022.
> Monitor progress and keep managers informed of attendance of their direct reports, so that they can ensure enrolment in the training.	Workforce Development.	(Q1) 2023 – ongoing.
> Review, analyse and report on feedback from 'respectful behaviours', values and employee code of conduct training.	Employee Experience.	(Q4) 2023.

Priority 1: Create safe spaces to respond and support our community to speak up, leading to zero-tolerance of inappropriate behaviours.

Strategy name:	Mandate all employees attend the 'speak-up' training every two years, incorporating how to respond in case inappropriate behaviours are directed at them (or they are a bystander), including family violence.	Owner:	Workforce Development.
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Context:	<p>During our Gender Equality audit and consultation process:</p> <ul style="list-style-type: none"> > 66% of employees agreed that they feel safe to challenge inappropriate behaviour at work > 2% of survey respondents experienced sexual harassment. 	<ul style="list-style-type: none"> > 13% of respondents experienced bullying in the last year. > 3% of respondents experienced discrimination in the last year. > 6% of respondents were subject to aggression or violent behaviour.
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Objective:	To create an environment where employees feel confident to 'speak up' in relation to inappropriate behaviours at Chisholm.
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High-level action plan:

Activity	Owner	Timeframe
> Seek relevant approval for attendance at 'speak up' training to be a requirement for all employees.	Workforce Development.	(Q2) 2022.
> Seek relevant approval for attendance at 'speak up' training to be included as part of Performance and Development Review/Probation Review Process and successful completion of probation.	Workforce Development.	(Q2) 2022.
> Deliver training to all employees.	Employee Experience.	(Q3) 2022.
> Monitor progress and keep managers informed of their direct reports who have not attended 'speak up' training, so that they can ensure enrolment in the training.	Employee Experience.	(Q1) 2023 and ongoing.
> Review, analyse and report on feedback from 'speak up' training.	Workforce Development.	(Q3) 2023.
> Incorporate feedback into new update of 'speak up' training.	Workforce Development.	(Q1) 2024.
> Implement revised 'speak up' training.	Employee Experience	(Q2) 2024.

Priority 1: Create safe spaces to respond and support our community to speak up, leading to zero-tolerance of inappropriate behaviours.

Strategy name:	Review and ensure People, Culture and Safety policies and processes reflect a zero tolerance approach to inappropriate conduct.	Owner:	People, Culture and Safety.
Context:	<p>During our Gender Equality audit and consultation process:</p> <ul style="list-style-type: none"> > 66% of employees agreed that they feel safe to challenge inappropriate behaviour at work > 2% of survey respondents experienced sexual harassment. 	<ul style="list-style-type: none"> > 13% of respondents experienced bullying in the last year. > 3% of respondents experienced discrimination in the last year. > 6% of respondents were subject to aggression or violent behaviour. 	
Objective:	To create clear and trusted policies and procedures that uphold the zero tolerance approach to inappropriate behaviour at Chisholm.		

High-level action plan:		
Activity	Owner	Timeframe
> Review existing People, Culture and Safety policies and processes and identify opportunities for improvement, including current pain points; policies must also be reviewed by at least one employee who has completed Gender Impact Assessment training.	Policy owners.	(Q2) 2022.
> Consult with employees and key relevant stakeholders to test current policies and procedures; obtain feedback on key challenges, pain points and suggested improvements; include employees who have undertaken Gender Impact Assessment training.	Policy owners.	(Q2) 2022.
> Conduct desktop research on best practice for processes and policies.	Policy owners.	(Q2) 2022.
> Redesign processes and policies based on feedback from consultation and best practice.	Policy owners.	(Q3) 2022.
> Engage key senior stakeholders to obtain feedback on draft policies and processes; gain Executive approval of these policies and processes.	Policy owners.	(Q3) 2022.
> Inform People Culture and Safety and support system updates for the redesigned policies and processes.	Policy owners.	(Q3) 2022.
> Roll out new policies and processes and communicate to all employees.	Policy owners.	(Q4) 2022.

Priority 1: Create safe spaces to respond and support our community to speak up, leading to zero-tolerance of inappropriate behaviours.

Strategy name:	Include regular communications in People Talk on (a) the process for dealing with inappropriate behaviours (including family violence, bullying, discrimination, sexual harassment) and (b) what a person is expected to do if they are a bystander and notice inappropriate behaviours at Chisholm.	Owner:	Employee Experience and Wellbeing.
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Context:	<p>During our Gender Equality audit and consultation process:</p> <ul style="list-style-type: none"> > 66% of employees agreed that they feel safe to challenge inappropriate behaviour at work > 2% of survey respondents experienced sexual harassment. 	<ul style="list-style-type: none"> > 13% of respondents experienced bullying in the last year. > 3% of respondents experienced discrimination in the last year. > 6% of respondents were subject to aggression or violent behaviour .
Objective:	Raise awareness, through regular communications channels, of the processes for dealing with inappropriate behaviours and speaking up from the onset.	

High-level action plan:		
Activity	Owner	Timeframe
> Include articles each quarter in People Talk to advise employees of where to access policies and procedures relating to inappropriate behaviours, who to speak with, how to address them and what to do in these situations.	Employee Experience.	Ongoing – quarterly.
> Develop publicity materials that can be securely placed on all noticeboards at each campus about inappropriate behaviours, speaking up, who to speak with and what to do when this behaviour occurs or is witnessed.	Employee Experience.	(Q2) 2022.
> Develop publicity materials that can be published in electronic format at each campus about inappropriate behaviours, speaking up, who to speak with and what to do when this behaviour occurs or is witnessed.	Employee Experience.	(Q2) 2022.
> Publish developed publicity content/materials.	Employee Experience.	(Q2) 2022.
> Regularly develop and publish articles to promote 'speak up', other relevant policies relating to inappropriate behaviour and topics relating to the People Matter Survey.	Employee Experience.	Ongoing – quarterly.

Priority 1: Create safe spaces to respond and support our community to speak up, leading to zero-tolerance of inappropriate behaviours.

Strategy name:	Ensure all employees (including agency employees) and students are aware of the avenues for reporting inappropriate behaviours at Chisholm and the processes in place to deal with issues raised.	Owner:	Employee Experience and Wellbeing.
Context:	<ul style="list-style-type: none"> > 2% of PMS respondents (21 people) experienced sexual harassment with no formal complaints reported, indicating reluctance/hesitancy to report. > There is a need to promote a culture where everyone can speak up and feel safe challenging inappropriate behaviour; only 66% of respondents agreed that they felt safe to challenge inappropriate behaviour at work. 	<ul style="list-style-type: none"> > Only 9% of those respondents who experienced sexual harassment told a manager. > Of those who did not submit a formal complaint, 48% cited that they did not think it was serious enough as a reason and 43% cited that they did not think it would make a difference as a reason. 	
Objective:	Develop alternative avenues for employees to anonymously report incidents of sexual harassment, bullying and discrimination so all employees and students feel comfortable and supported in reporting incidences.		

High-level action plan:		
Activity	Owner	Timeframe
> Review existing 'inappropriate behaviour' reporting processes and highlight areas for improvement, including current process pain points.	Employee Experience.	(Q2) 2022.
> Consult with employees to gain insights into current pain points, preferred processes and preferred medium of communication.	Employee Experience.	(Q3) 2022.
> Conduct desktop research on best practices for reporting inappropriate behaviour (with a focus on ideas for resolving identified pain points) and how to improve on the current plan.	Employee Experience.	(Q3) 2022.
> Update the 'inappropriate behaviour' reporting process to ensure it is anonymous and easy to use.	Employee Experience.	(Q4) 2022.
> Consult with relevant stakeholders on the updated 'inappropriate behaviour' reporting process and gather feedback.	Employee Experience.	(Q1) 2023.
> Finalise the reporting process and gain Executive approval.	Employee Experience.	(Q1) 2023.
> Communicate the updated process with employees through multiple channels (email, website, kitchen wall in the office, etc.)	Employee Experience.	(Q2) 2023.

Priority 2: Provide equal opportunities for our community to access Chisholm services, programs and benefits to build capabilities, skills and engagement.

Strategy name: Review proportion of casuals by trade area/division to understand if there are variances that need to be addressed, including in the split of men/women/those who prefer to self-describe. **Owner:** People Metrics.

Context: There is currently a data gap relative to the Commission requirements, as Chisholm does not hold data around the breakdown of gender of casual engagement across business areas.
Objective: Improve data capture systems to incorporate more questions relating to intersectionality to gain a better understanding of diversity, ensure all employees feel included and understand the gender breakdown of casual employees to assess gender equity.

High-level action plan:		
Activity	Owner	Timeframe
> Review current system data to determine proportion of casuals by trade area/division.	People Metrics.	Q1 2023.
> Conduct desktop research on best practice relating to casuals and industry average by trade/division.	People Metrics.	Q1 2023.
> Gain Executive approval on changes proposed.	People Metrics.	Q2 2023.
> Load data into reporting tool.	People Metrics.	Q3 2023.

Priority 2: Provide equal opportunities for our community to access Chisholm services, programs and benefits to build capabilities, skills and engagement.

Strategy name:	Improve data capture: (1) People, Culture and Safety onboarding to incorporate more questions regarding intersectionality and capture this data; (2) review current intersectional data and what data needs to be captured and develop/implement plan for collecting it for existing employees; (3) raise awareness to make people feel safe in providing intersectional data by offering information on collection, use and reporting of data, as well as feedback on decision making based on data.	Owner:	Employee Experience and Wellbeing.
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Context:	Focus group consultations found that systems need to be updated to capture intersectional characteristics and more support is required for diversity and inclusion: <ul style="list-style-type: none"> > There is currently a data gap relative to the Commission requirements; workforce data is required to capture six to eight intersectional data points > Chisholm currently does not mandate employees share their cultural identity and does not capture the religion and sexual orientation of its employees.
Objective:	Improve data capture systems to incorporate more questions relating to intersectionality to gain a better understanding of diversity and ensure all employees feel included.

High-level action plan:		
Activity	Owner	Timeframe
> Review available intersectional data (if any) and identify what additional data needs to be captured as per Commission expectations.	People Metrics and Employee Experience.	(Q2) 2022.
> Consult with relevant stakeholders to discuss current barriers to employees disclosing their intersectional data and ideas for capturing data that addresses these issues.	People Metrics.	(Q3) 2022.
> Update People, Culture and Safety policies and processes to address the gaps relating to intersectionality identified in the review process.	People Metrics and Employee Experience.	(Q4) 2022.
> Raise awareness to make people feel safe in providing intersectional data by offering information on collection, use and reporting of data as well as feedback on decision making based on data.	Employee Experience.	(Q1) 2023.
> Develop and implement plan for collecting intersectional data from existing employees and new recruits.	Employee Experience.	(Q2) 2023.
> Review People, Culture and Safety onboarding to identify gaps relating to intersectionality.	Workforce Development and Human Resource Operations.	(Q3) 2023.

Priority 2: Provide equal opportunities for our community to access Chisholm services, programs and benefits to build capabilities, skills and engagement.

Strategy name:	Create and disseminate opportunities for acting, interim and short-term roles within Chisholm to build capabilities, skills and engagement and provide career pathways for lower classifications.	Owner:	Human Resource Operations.
Context:	<ul style="list-style-type: none"> > Consultations with focus groups found that there is no training or personal development for casual employees, who make up a large portion of the Chisholm workforce (40%). > 40% of respondents agree that they have an equal chance at promotion; 25% of respondents disagree that they have an equal chance at promotion. > 52% of respondents agree that Chisholm makes fair, merit-based recruitment and promotion decisions. 		
Objective:	To create a structured professional development framework that enhances the professional growth of all employees.		

High-level action plan:		
Activity	Owner	Timeframe
> Review current career development program for all employees and identify opportunities for improvement (with a focus on acting, interim and short-term roles).	Workforce Development.	(Q2) 2022.
> Survey employees and managers to gain insight into the current process for creating and disseminating acting, interim and short-term roles.	Human Resource Operations.	(Q2) 2022.
> Design the process for creating and disseminating acting, interim and short-term roles (posts on the intranet page, expression of interest forms, etc.)	Human Resource Operations.	(Q2) 2022.
> Educate managers on the process for creating and disseminating acting, interim and short-term roles.	Human Resource Operations.	(Q3) 2022.
> Communicate the new process to all employees, along with a capabilities matrix of roles and responsibilities.	Human Resource Operations.	(Q2) 2023.
> Review the effectiveness of the program and its utilisation.	Human Resource Operations.	(Q3) 2023.

Priority 2: Provide equal opportunities for our community to access Chisholm services, programs and benefits to build capabilities, skills and engagement.

Strategy name:	Develop and review additional payment and over-award payment guidance to teachers to ensure they are unbiased (gender and department variances).	Owner:	Human Resource Operations.
Context:	<ul style="list-style-type: none"> > The average gender pay gap at Chisholm is 7.3%. > The median gender pay gap at Chisholm is 12.2%. > The gender pay gap at Levels 4 and 6 are the greatest, at 21% and 26% respectively. 		
Objective:	Ensure that there is a consistent approach to over-award payments, requirements are clear and all managers are aware.		

High-level action plan:		
Activity	Owner	Timeframe
> Review the current approach to additional payments and over-award payments.	Human Resource Operations.	(Q2) 2022.
> Review Enterprise Bargaining Agreement processes/requirements.	Human Resource Operations.	(Q2) 2022.
> Develop policy and procedure in line with the review to outline the procedure and approval policy for additional payment and over-award payment.	Human Resource Operations.	(Q3) 2022.
> Gain Executive approval on changes made to policies and processes.	Human Resource Operations.	(Q3) 2022.
> Educate managers on the updated policy and approval process for additional payment and over-award guidance.	Human Resource Operations.	(Q1) 2023.

Priority 2: Provide equal opportunities for our community to access Chisholm services, programs and benefits to build capabilities, skills and engagement.

Strategy name:	Review recruitment and selection processes adherence of people leaders and train managers on these processes.	Owner:	Employee Experience and Wellbeing.
Context:	<p>During our Gender Equality audit and consultation process:</p> <ul style="list-style-type: none"> > In FY21, women represented 62% of new recruits; more women than men were recruited to each level, with the exception of Level 2 > 52% of respondents agree that Chisholm makes fair, merit-based recruitment and promotion decisions. 	<ul style="list-style-type: none"> > 86% of respondents agree that their workgroups actively support diversity and inclusion; a higher proportion of these respondents were women. > 73% agree that senior leaders are supportive of diversity and inclusion; a higher proportion of these respondents were men. > 79% of employees agree that there is a positive culture of diversity and inclusion at Chisholm. 	
Objective:	Ensure managers and people leaders are trained in fair and equitable recruitment and selection processes.		

High-level action plan:		
Activity	Owner	Timeframe
> Conduct desktop research on best practice relating to recruitment and selection policies, processes and training.	Human Resource Operations.	(Q2) 2022
> Review existing recruitment and selection policies and processes, identify opportunities for improvement, and apply a gender lens and an intersectional approach to them; policies must also be reviewed by at least one employee who has completed Gender Impact Assessment training.	Human Resource Operations.	(Q2) 2022.
> Develop/review recruitment, selection and unconscious bias training for selection panel members.	Workforce Development and Human Resource Operations.	(Q3) 2022.
> Roll out training and ensure all selection panel members complete selection, recruitment and unconscious bias training prior to participating in a selection and recruitment process.	Workforce Development and Human Resource Operations.	(Q4) 2022.
> Roll out training and ensure all managers and people leaders complete unconscious bias training.	Manager Workforce.	(Q4) 2022.
> Seek feedback, review and report, and incorporate into the next update.	Workforce Development and Human Resource Operations.	(Q4) 2023.

Priority 2: Provide equal opportunities for our community to access Chisholm services, programs and benefits to build capabilities, skills and engagement.

Strategy name:	Develop Flexible Working Arrangements processes for the Chisholm workforce.		Owner:	People, Culture and Safety.
Context:	<p>During our Gender Equality audit and consultation process:</p> <ul style="list-style-type: none"> > 13% of employees were on formal Flexible Working Arrangements; 15% women and 10% men > across most levels, employees most commonly work full time although a higher proportion of women work part time. 	<ul style="list-style-type: none"> > 15% of employees work part time: 79% of women compared to 21% of men. > a greater proportion of women accessed parental leave (65% women) and carers' leave (65% women). 		
Objective:	Create a more equitable environment where all employees have access to Flexible Working Arrangements by default, and implement an 'if not why not' approach			

High-level action plan:		
Activity	Owner	Timeframe
> Seek relevant approval to have one Flexible Working Arrangements process for the Chisholm workforce, and for an 'if not, why not' approach to be implemented where managers would have to justify why Flexible Working Arrangements are not approved.	Employee Experience.	(Q2) 2022.
> Conduct desktop research on best practice relating to Flexible Working Arrangements and apply a gender lens and an intersectional approach.	Policy owner.	(Q2) 2022.
> Review and update current policies and streamline into one Flexible Working Arrangements policy, with separate sections within the policy, if required, for the different levels of employees; have it reviewed by at least one employee who has completed Gender Impact Assessment training.	Policy owner.	(Q2) 2022.
> Review and update the current Flexible Working Arrangements form and streamline into one Flexible Working Arrangements form, with separate sections within the form, if required, for the different levels of employees.	Policy owner.	(Q2) 2022.
> Implement, raise awareness, promote and publish new Flexible Working Arrangements policy and procedure for the workforce.	Employee Experience.	(Q3) 2022.
> As part of Flexible Working Day (1 June), include an article in People Talk to promote Flexible Working Arrangements for all employees; include stories from senior leaders accessing Flexible Working Arrangements to demonstrate that Flexible Working Arrangements are available to all employees regardless of gender.	Employee Experience.	(Q2) 2022 and ongoing.

Priority 3: Create environments that enable people from diverse communities to thrive at Chisholm.

Strategy name:	Select and celebrate particular gender equality and diversity and inclusion days (for example, International Day Against Homophobia Transphobia and Biphobia), making it clear Chisholm supports all its employees and students regardless of their intersectional characteristics.	Owner:	People, Culture and Safety.
Context:	<ul style="list-style-type: none"> > Consultations with focus groups found that stakeholders were surprised by disability numbers (both in terms of people who identify and positive culture towards); need more communication, language and visibility of this community. > 79% of employees agree that there is a positive culture of diversity and inclusion at Chisholm. > 86% of respondents agree that their workgroups actively support diversity and inclusion; a lower proportion (73%) agree that senior leaders are supportive of diversity and inclusion. 		
Objective:	Promote a culture of inclusion and celebration of diversity throughout Chisholm.		

High-level action plan:		
Activity	Owner	Timeframe
> Review the gender equality and diversity and inclusion days that are currently celebrated, and identify any key celebratory days that are missing.	Employee Experience.	(Q2) 2022.
> Benchmark against other companies and best practice to determine the number of gender equality and diversity and inclusion days celebrated in other organisations; seek employee input (survey, focus groups, etc.)	Employee Experience.	(Q3) 2022.
> Seek budgetary approval for changes made to number of gender equality and diversity and inclusion days celebrated.	Employee Experience.	(Q3) 2022.
> Develop and implement Executive plan for gender equality and diversity and inclusion days to be celebrated at Chisholm.	Employee Experience.	(Q3) 2022.
> Communicate the new celebration days to all employees and students through multiple channels (email, posters, etc.)	Employee Experience.	(Q4) 2022.

Priority 3: Create environments that enable people from diverse communities to thrive at Chisholm.

Strategy name: Equip employees with the tools required to review teaching material using a gender lens and avoid propagating gender stereotypes. **Owner:** Employee Experience and Wellbeing.

Context: Teaching material to consider gender equality and avoid propagating gender stereotypes; this will be achieved via training for all teaching employees to ensure teaching material is inclusive.

Objective: Ensure all teaching materials are sensitive to gender and intersectionality so that all employees and students feel comfortable and included at Chisholm.

High-level action plan:

Activity	Owner	Timeframe
> Review current training materials to ensure all teaching employees are equipped with the tools required to identify gender stereotypes.	Employee Experience.	(Q2) 2022.
> Consult with employees and key stakeholders to get feedback on areas where gender lens may be lacking and gather ideas for improvement (or pain points).	Employee Experience.	(Q2) 2022.
> Update employee training materials to reflect any gaps identified from review and consultation with stakeholders.	Employee Experience.	(Q2) 2022.
> Train teachers on the new curriculum/teaching materials.	Employee Experience.	(Q3) 2022.
> Evaluate the effectiveness of changes made to teaching materials.	Employee Experience.	(Q3) 2022.

Priority 3: Create environments that enable people from diverse communities to thrive at Chisholm.

Strategy name:	Share 'success stories' in periodic newsletter to showcase how people of different intersectional characteristics have succeeded at Chisholm, and what their key to success has been.	Owner:	Employee Experience and Wellbeing.
Context:	<p>During our Gender Equality audit and consultation process:</p> <ul style="list-style-type: none"> > 4% of respondents identify as LGBTIQ+ > 4% of respondents identify as having a disability. 	<ul style="list-style-type: none"> > 0% of respondents identify as Aboriginal and/or Torres Strait Islander. > 24% of respondents identify as being born outside Australia. > 34% of respondents identify as men, 51% as women, 1% use a different term and 14% preferred not to say. 	
Objective:	Promote, celebrate and support the successes of the diversity and intersectionality of the Chisholm workforce.		

High-level action plan:		
Activity	Owner	Timeframe
> Include articles each quarter in People Talk to celebrate and make employees aware of Chisholm's intersectional workforce, including leadership.	Employee Experience.	Ongoing – quarterly.
> Develop publicity materials that can be securely placed on all noticeboards at each campus to celebrate Chisholm's intersectional workforce.	Employee Experience.	(Q2) 2022.
> Develop publicity materials that can be published in electronic format at each campus to celebrate Chisholm's intersectional workforce.	Employee Experience.	(Q2) 2022.
> Include articles in People Talk around the Executive-approved plan for gender equality and diversity and inclusion days to be celebrated at Chisholm.	Employee Experience.	(Q2) 2022.
> Work with stakeholders to celebrate and share 'success stories' for Executive-approved days of celebration and approved forums.	Employee Experience.	Ongoing – quarterly.

Priority 3: Create environments that enable people from diverse communities to thrive at Chisholm.

Strategy name:	Review marketing, communications and recruitment materials to consider a gender lens and avoid propagating gender stereotypes.	Owner:	People, Culture and Safety.
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Context:	<p>During our Gender Equality audit and consultation process:</p> <ul style="list-style-type: none"> > 4% of respondents identify as LGBTIQ+ > 4% of respondents identify as having a disability. 	<ul style="list-style-type: none"> > 0% of respondents identify as Aboriginal and/or Torres Strait Islander. > 24% of respondents identify as being born outside Australia. > 34% of respondents identify as men, 51% as women, 1% use a different term and 14% preferred not to say.
Objective:	For our publications have a gender lens and an intersectional approach applied to them.	

High-level action plan:		
Activity	Owner	Timeframe
> Review marketing and communications material to ensure that images used include the community Chisholm represents.	Marketing and Communications.	(Q2) 2022.
> Review marketing, communications and human resources publications and materials to ensure that content has a gender lens and intersectional approach applied.	Marketing and Communications and HR Operations.	(Q2) 2022.
> Ensure at least one representative from the Marketing and Communications team undertakes Gender Impact Assessment training.	Marketing and Communications and Employee Experience.	(Q2) 2022.
> Conduct research on best practice relating to guidelines and tools for inclusive language relating to recruitment, selection and promotion.	HR Operations.	(Q3) 2022.
> Review and implement recruitment, selection and promotion materials based on results from research and best practice.	HR Operations.	(Q3) 2022.
> Ensure at least one representative from the Human Resource Operations team undertakes Gender Impact Assessment training.	HR Operations and Employee Experience.	(Q2) 2022.

Priority 3: Create environments that enable people from diverse communities to thrive at Chisholm.

Strategy name:	Provide gender equality, diversity and inclusion training to ensure all employees understand why it is important and what Chisholm wants to achieve.	Owner:	Employee Experience and Wellbeing.
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Context:	71% of employees agree that there is a positive culture of diversity and inclusion at Chisholm.
Objective:	Change attitudes and behaviours towards gender equality and diversity and inclusion through rolling out organisation-wide training by Q3 (23).

High-level action plan:		
Activity	Owner	Timeframe
> Conduct an audit of existing training materials related to gender equality, diversity and inclusion, and identify gaps/opportunities for improvement (additional modules on gender equality, intersectionality, etc.)	Workforce Development and Employee Experience.	(Q2) 2022.
> Determine if revised training will be conducted internally or by an external provider, and determine financial impact if an external provider is to be used.	Workforce Development and Employee Experience.	(Q3) 2022.
> Seek budgetary approval if an external provider is to be used.	Employee Experience.	(Q4) 2022.
> Develop training assets (either internally or externally); if this is done internally, it should include a desktop study of best practice and an assessment of learning objectives.	Workforce Development.	(Q1) 2023.
> Roll out training within the organisation.	Workforce Development.	(Q2) 2023 – (Q3) 2023.
> Evaluate the effectiveness of the training program.	Workforce Development.	Ongoing.



Our statement of leadership commitment

Our organisation has long understood and valued the important contribution our people make to our success. Our people drive innovation, deliver the student and employer experiences we promise and build and strengthen our connections with our community. We understand that our people and culture remain our greatest asset. We are committed to supporting diversity by providing an inclusive, respectful and safe workplace and place of study.

We have made considerable progress on our diversity, equality and inclusion initiatives. We are proactive in our promotion of gender equality, take a stance against family violence and continue to work with our Aboriginal and Torres Strait Islander and LGBTIQ+ communities. We remain committed to supporting our students and employees with disability and strive to strengthen our ties to the communities in which we operate.

Our GEA Plan is linked to our Strategic Plan and People Plan. It sets the framework that will enable us to be a model of an inclusive workplace that reflects our community, values people's diversity, treats our people with respect and ensures that everyone is encouraged to make a unique and valuable contribution.

We endorse and recognise the value of this commitment and its importance for our success as a leading tertiary education provider. We understand our responsibility to educate and inspire our people and community so that they too can confidently take positive action to implement and achieve the objectives outlined in our GEA Plan.

Our Board and Executive Directors Group appreciate and recognise the importance of diversity, gender equality and inclusion. We strive to ensure that all our policies, programs and services provide better and fairer outcomes so that all our people have equal access to opportunities and resources. We note our obligations and requirements outlined in gender equality legislation and are committed to allocating the required resources to implement our GEA Plan. This will ensure continued development and progress.

Chisholm