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JUNE 2022

# CASTERTON MEMORIAL HOSPITAL

## GENDER EQUALITY ACTION PLAN 2022 -2025

DRAFT V1.2





We respectfully acknowledge the traditional owners and custodians of this land, the Gunditjmara people.

We pay our respects to all Aboriginal Elders past and present who have been an integral part of this regions' history.

We celebrate, value and include people of all backgrounds, genders, sexualities, cultures and abilities.



CASTERTON MEMORIAL HOSPITAL



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# DEFINITIONS



**GENDER EQUALITY**- The state in which access to rights or opportunities is unaffected by gender.

**INTERSECTIONALITY** - Refers to the ways in which different aspects of a person's identity can expose them to overlapping forms of discrimination and marginalisation e.g. gender, Aboriginality, sexual orientation, ability, race.

**GENDER**- Part of a person's social and personal identity. It refers to each person's deeply felt internal and individual identity, and the way a person presents and is recognised within the community.

**GENDER EQUITY**- The process to achieve gender equality. The concept recognises that people may have different needs and power related to their gender and that these differences should be identified and addressed in a manner that rectifies gender related imbalances.

**DIVERSITY**- The practice or quality of including or involving people from a range of different social and ethnic backgrounds and of different genders, sexual orientations etc.



# FOREWORD



I am pleased to present Casterton Memorial Hospital's first Gender Equality Action Plan.

The Gender Equality Act was passed through Victorian Parliament in February 2020 and came into effect on 31 March 2021. The Gender Equality Act is the first legislation in Australia that requires public sector organisations ('defined entities') to take positive action towards achieving workplace gender equality.

Our Gender Equality Action Plan sets out a range of initiatives that will reinforce and progress gender equality both within Casterton Memorial Hospital and also in the services we provide our community. As the largest employer in the northern region of the Glenelg Shire, Casterton Memorial Hospital is committed to providing an equitable and inclusive workplace. We believe gender equality, diversity and inclusion improves the care we provide for all patients, employees and our community.

We look forward to the implementation of the Gender Equality Action Plan to ensure Casterton Memorial Hospital is an employer where everyone is able to access the same opportunities, resources and rewards, regardless of gender.

**Owen Stephens**

Chief Executive Officer



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# THE CASE FOR CHANGE

In 2016 Australia was ranked 46th out of 144 countries for gender equality, primarily due to relatively low scores for workforce participation, wage equality and the number of women in Federal Parliament and ministerial positions. Gender inequality impacts health and wellbeing, and can lead to increased family violence, mental health issues, social exclusion and poverty. This is experienced most strongly by gender diverse people who identify as women. People of all genders should be equally represented across our economy, education, politics and health.

The Victorian Gender Equality Act 2020 requires all Victorian public sector organisations to implement plans to help achieve gender equality in the workplace. Whilst people experience gender inequality differently and to different extents, achieving gender equality will benefit everyone.

## VISION

Casterton Memorial Hospital's strategic directions explain the priorities we must deliver to achieve our vision. This includes establishing Casterton Memorial Hospital as a workplace of choice that inspires excellence through continuous improvement to deliver the highest-quality health care.

To be a workplace of choice, we must provide equal rights, opportunities, responsibilities and outcomes through inclusive policies, practices and programs. Everyone must be able to participate equally regardless of Aboriginality, age, background, disability, ethnicity, gender identity, race, religion, sexual orientation or other attributes.



## COMMITMENT

Casterton Memorial Hospital recognises that gender equality is a human right, and a foundation to social justice.

As a health service provider in the Glenelg North region we understand that by improving gender equality in our organisation and our community we will help to bring about significant social and health benefits, contributing to reduced family violence and reducing the historical discrimination and disadvantage that women have experienced based on their sex and gender.

Our commitment to being a workplace of choice and provide an environment that is psychologically safe means we will actively address inequalities described by our workforce. Everyone has the right to be valued and treated equally, yet gender inequality continues to impact many people's lives and careers.

Over the next four years Casterton Memorial Hospital will ensure all aspects of our organisation comply with the new *Gender Equality Act 2020*. This plan summarises how the Act applies to Casterton Memorial Hospital, our commitment, and the actions that we will implement to help achieve gender equality.





# CREATING THE PLAN

The *Gender Equality Act 2020* provides a clear framework that guides the development of gender equality action plans. Gender equality action plans must include/ensure;

- the gender equality principles are considered
- a workplace gender audit is undertaken, encompassing workforce data
- consultation with employees, Board, unions and other relevant stakeholders
- strategies and measure to improve gender equality in the workplace based on the results of the gender audit
- ensure adequate resources are allocated to developing and implementing the Gender Equality Action Plan

## DATA COLLECTION

Prior to developing the Plan, Casterton Memorial Hospital undertook a Workplace Gender Audit. Audit data was extracted from the following systems, reports and databases;

- PayGlobal (payroll system)
- VPSC People Matter Survey (PMS) 2021

Casterton Memorial Hospital acknowledges that for the current Workplace Gender Audit intersectional data was largely unable to be captured. As such a key task within the Plan is to work with HR system vendors to enable accurate data collection for the next Workplace Gender Audit.











**Gender pay gap data:** Casterton Memorial Hospital utilised the 'Health Level to CEO Classification Template (for small rural health services), supplied by the Commission for Gender Equality in the Public Sector ("the Commission").





## GENDER EQUALITY PRINCIPLES

**The ten gender equality principles underpinning the Act are outlined below;**

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



# Casterton Memorial Hospital

## Gender Equality Workplace Audit



The below infographics show the key Gender Equality Workplace Audit 2021 results for Casterton Memorial Hospital, as at 30 June 2021.

Colour Key for infographics  
Women = ■  
Men = ■

### TOTAL STAFF

- 79.57% of our staff were women
- 20.43% of our staff were men



### GENDER COMPOSITION BY EMPLOYMENT STATUS



70% of 2021 People Matter Survey respondents agreed that Casterton Memorial Hospital has a positive culture in relation to people of different sexes/genders.

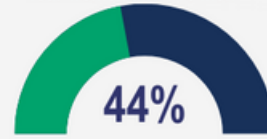
### PARENTAL LEAVE

Between 1 July 2020 - 30 June 2021, 4 female staff members took parental leave (4.30% of all staff). No male staff took parental leave during this period. No staff exited the organisation during their period of parental leave.



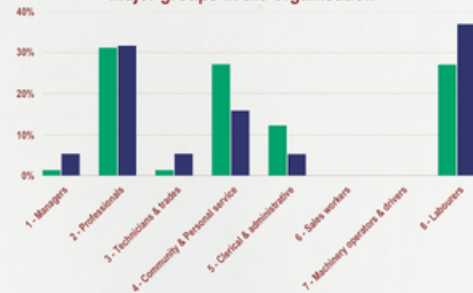
### GOVERNING BODY

The Casterton Memorial Hospital Board was comprised of four women and five men



### GENDERED SEGREGATION

The below graph outlines the gender composition of ANZSCO code major groups in the organisation



### GENDER PAY GAP

Casterton Memorial Hospital's overall gender pay gap was -1.8%. A negative percentage indicates that women are being paid more than men whereas a positive percentage indicates that men are being paid more than women. The below data shows the gender pay gap by CEO level. The levels with a 0% pay gap are due to only female employees being employed at this level.

CEO Level	Level -1	Level -2	Level -3	Level -4	Level -4	Level -6	Level -7	Level -8
Pay Gap	0%	-12.3%	1.6%	-2.6%	0%	0%	0%	-4.1%

### SEXUAL HARASSMENT

From 1 July 2020 to 30 June 2021 there were no sexual harassment complaints made by staff at Casterton Memorial Hospital.

People Matter Survey Question	Agree %
Percentage of survey respondents who experienced sexual harassment, by gender	No data published due to less than 10 respondents
I feel safe to challenge inappropriate behaviour at work	56%
My organisation takes steps to eliminate bullying, harassment and discrimination	42%
My organisation encourages respectful workplace behaviours	62%

### FLEXIBLE WORKING ARRANGEMENTS

Casterton Memorial Hospital did not have any staff with a formal flexible working arrangement in place for the period 1/7/2020 – 30/6/2021 however we understand staff were utilising flexibility within their roles via informal arrangements.

People Matter Survey Question	Agree %
My organisation would support me if I needed to take family violence leave	76%
I am confident that if I requested a flexible work arrangement, it would be given due consideration	56%
My organisation supports employees with family or other caring responsibilities regardless of gender	68%

### RECRUITMENT AND PROMOTION

People Matter Survey Question	Agree %
My organisation makes fair recruitment and promotion decisions, based on merit	54%
I feel I have an equal chance at promotion in my organisation	42%
Gender is not a barrier to success in my organisation	78%
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	72%
Cultural background is not a barrier to success in my organisation	74%
Sexual orientation is not a barrier to success in my organisation	74%
Disability is not a barrier to success in my organisation	74%
Age is not a barrier to success in my organisation	76%

# CONSULTATION

The Plan was developed in consultation with a number of internal and external stakeholders to ensure the strategies included in the Plan are both relevant and targeted.

Employees were consulted about their observations about gender equality at Casterton Memorial Hospital, and improvement ideas were sought. Specifically, we sought to generate discussion and feedback based on two initial questions;

- Have you observed/are you aware of gender inequality here at Casterton Memorial Hospital?
- Do you have any ideas that would help rebalance any inequity?

Consultation was sought with relevant Unions utilising the same questions outlined above.

The Casterton Memorial Hospital Board was consulted on the development of the Plan and employees were provided with the opportunity to review the draft Plan and provide input prior to finalisation of the Plan.



# MONITORING, EVALUATION & REPORTING

Casterton Memorial Hospital's Gender Equality Action Plan outlines several aims and actions which will be undertaken over the next four years. This work will be reviewed and updated annually. The Corporate Services Officer is responsible for overseeing the implementation of the Plan with the Working Group, whilst progress will be reviewed by the Steering Committee who will report to the Executive Management. The CEO will report to the Board.

The Gender Equality Commission has developed a comprehensive framework, guidance and advice regarding the obligations to monitor, evaluate and promote gender equality. These include;

- conducting gender impact assessments when developing policies and programs and delivering services to the public
- monitoring and evaluation through two-yearly progress reports and four-yearly workforce gender audits

Gender Equality Action Plan and progress against actions will be made publicly available on Casterton Memorial Hospital's website. Highlights will be shared with employees via our internal communication channels.



# IMPLEMENTATION

Gender equality and new conceptions of gender can challenge deeply entrenched social and cultural norms. Change will take time.

Workforce changes in gender equality are less likely to be observed in the short term, so medium to long-term measures will be used to implement actions and monitor progress.

Casterton Memorial Hospital will develop an evaluation framework to ensure we continuously reflect on, and learn from, the work undertaken for the Gender Equality Action Plan.

Resources have been allocated to implement the Plan and framework via a dedicated employee member.

A cross-functional team will assist with the implementation and evaluation of the actions to ensure we make reasonable and material progress in relation to each of the seven workplace gender equity indicators as described by the Commission.

## GENDER EQUITY INDICATORS

1. Gender composition of the workforce
2. Gender composition of the Governing body
3. Gender pay equity
4. Workplace sexual harassment
5. Recruitment and promotion
6. Leave and flexibility
7. Gendered workforce segregation



## MEASURING PROGRESS

Progress of each objective and relevant key actions from the Plan will be closely monitored.

Updates, including deliverables and risks, will be reported to relevant parties regularly as detailed;

GROUP	FREQUENCY
Employees	Annually
Gender Equality Working Group	Monthly
Gender Equality Steering Committee (Dept Heads)	Bi-monthly
Executive Management	Monthly
Board of Directors	Monthly
Commission for Gender Equality in the Public Sector	Bi-annually





# ACTION PLAN

## Data collection and reporting

Ensure systems & processes enable accurate collection of data for future Workplace Gender Audits

Key Actions	Lead	Timeline	Measure
Review and improve relevant systems to accurately and easily record data for all employees and Board members	CSO	commence Q3 2022	Systems allow for fast & easy collation of data
Implement changes to new starter documentation to obtain intersectional data and develop and implement a process to obtain intersectional data for all existing employees	CSO	commence Q3 2022	Data collected allows completion of future Workplace Gender Audits
Identify and implement methods to collate and track data by individual, team and department including recruitment, promotion, exits, career development, higher duties, secondments, flexible working, carers leave and parental leave	CSO	commence Q3 2022	Data collected allows accurate completion of Workplace Gender Audits





# ACTION PLAN

## Staffing, Recruitment & Retention

Review recruitment and promotion practices to ensure fair and equitable recruitment and promotion

Key Actions	Lead	Timeline	Measure
Monitor gender & diversity balance across all occupations and levels of the organisation (when data is available) and implement strategies where necessary to diversify recruitment to roles	CSO	commence Q3 2022	Annual review of organisation gender balance
Ensure consultation processes seek the views and experiences of diverse groups	CSO	commence Q3 2022	Develop Gender Equality Working Group
Attract people of all genders to roles at CMH by ensuring gender neutral language is used in all recruitment materials	CSO	commence Q3 2023	Audit on recruitment materials
Improve opportunities for flexibility, including for secondment and higher duties opportunities, to encourage applications and suitability for employees	CSO	commence Q1 2023	PMS results capturing feedback on workplace flexibility



# ACTION PLAN

## Remuneration and Benefits

Review Pay Gap inequities and flexible workplace practices

Key Actions	Lead	Timeline	Measures
Investigate any pay equity issues by gender, employment status, occupation and discipline	CSO	Q3 2022	Periodic gender pay gap reviews
Investigate leave types by gender and workforce type (clinical vs non-clinical or rostered vs Mon-Fri) for impact on career progression, organisational knowledge and skills and develop strategies to address issues as necessary	CSO	commence Q1 2023	Periodic audit determining career progression
Identify strategies to ensure taking parental or carer's leave does not impact employees long-term career development prospects	CSO	commence Q2 2023	Audit on career progression vs leave
Investigate the extent of flexible working options in use and develop strategies inclusive of the needs of direct and non-direct care staff and people of all genders and diverse backgrounds	CSO	commence Q1 2023	PMS results capturing results on workplace flexibility



# ACTION PLAN

## Training and Education

Ensure leadership, career & personal development training opportunities are accessible to all employees regardless of gender

Key Actions	Lead	Timeline	Measure
Continuously promote career development training opportunities and make available to all employees regardless of gender or employment status	EO	commence Q1 2023	Career dev. rates by gender & employment status
Develop mandatory gender equality training to increase understanding of gender inequality and required workplace related behaviours	EO	commence Q1 2023	Rollout of education program
Increase organisational awareness of family violence and associated supports by reviewing and communicating family violence policies and procedures to ensure they are victim-centric and in line with sector best practice	EO	commence Q1 2023	Target completion rates are met for Family Violence Workplace Support Training
Identify strategies to ensure equitable access to career development opportunities to all	CSO / EO	commence Q1 2023	Periodic review of opportunities and take up



# ACTION PLAN

## Communications

Promote neutral language that is inclusive and welcoming for employees of all genders and diverse backgrounds

Key Actions	Lead	Timeline	Measure
Create a Brand & Communication Guide which incorporates and promotes gender neutral language	CEO	commence Q4 2022	Style Guide created and distributed to all employees
Proactively demonstrate we are a gender inclusive organisation to prospective employees and external stakeholders by using standardised protocols for all internal and external communications	CEO	commence Q4 2022	Conduct an audit of all publications & messaging
Conduct an awareness campaign to help employees self-manage their language	EO	commence Q1 2023	Periodic review of language used



# ACTION PLAN

## Workplace Culture & Safety

Promote a culture of fairness and respect where all employees feel confident and safe

Key Actions	Lead	Timeline	Measure
Review training & awareness where all employees feel confident in reporting issues of sexual harassment and discrimination	CSO / EO	commence Q3 2022	PMS results to sexual harassment and discrimination questions
Investigate options for facilities to meet the needs of people of all genders, and those who have experienced gender-based violence. This may include; appropriate lighting, exit signage and safe passage out of facilities for victim-survivors of trauma and gender-based violence	CSO / Maintenance Manager	commence Q1 2023	Facilities audit conducted and findings implemented
Review opportunities to support & encourage people to feel safe disclosing disabilities and the need for reasonable adjustments (see Disability Plan)	CSO	commence 2023	PMS results



# ACTION PLAN

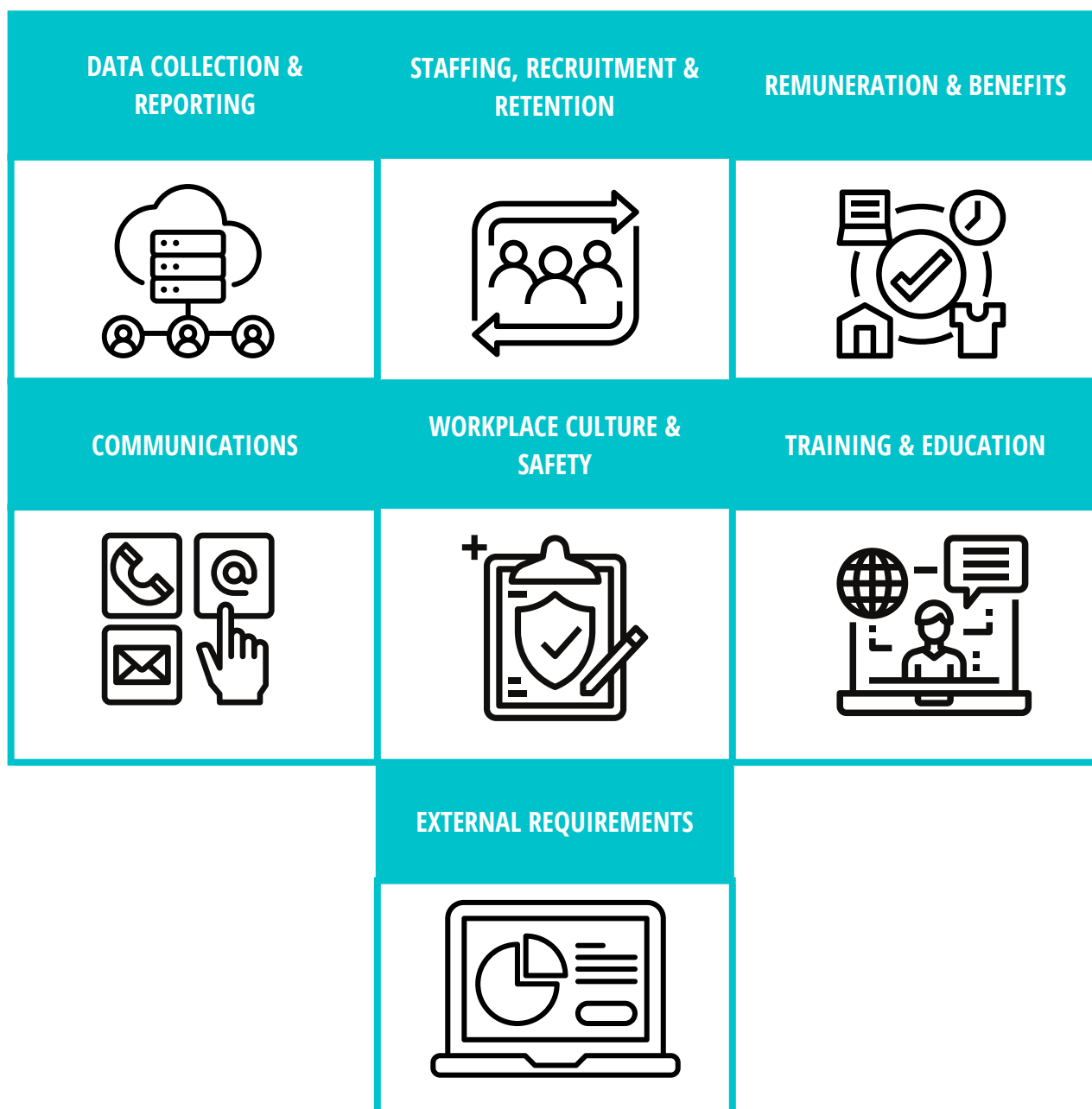
## External Requirements

Ensure compliance with all obligations under the Gender Equality Act 2020

Key Actions	Lead	Timeline	Measure
Identify and prioritise list of services, programs and policies for Gender Impact Assessments (GIA) completion	CEO / QIO	commence Q3 2022	list of priorities created
Deliver GIA training to managers/leaders with the organisation who will be completing GIAs	CEO	commence Q4 2022	training commenced
Undertake GIAs for services, programs and policies that directly and significantly impact the public	Dept Heads	commence Q4 2022	GIA's being centrally recorded
Report to the Gender Equality Commission bi-annually on completed Gender Impact Assessments	CEO	commence October 2023	submission of first bi-annual report to the Commission



## ACTION PLAN OVERVIEW





# CASTERTON MEMORIAL HOSPITAL



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