

Gender Equality Action Plan



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Acknowledgement

Court Services Victoria acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples and Traditional Owners and Custodians of the land and waterways upon which our lives depend. Court Services Victoria acknowledges and pays respects to ancestors of this country, Elders, knowledge holders and leaders – past and present. Court Services Victoria extends that respect to all Aboriginal and Torres Strait Islander peoples. Court Services Victoria acknowledges the ongoing leadership of Aboriginal communities across Victoria in striving to build on these strengths to address inequalities and improve Aboriginal justice outcomes.





Foreword

Court Services Victoria’s Gender Equality Action Plan 2021-2025 demonstrates Courts Council’s and Court Services Victoria’s commitment to building an inclusive, responsive and accessible workplace.

Court Services Victoria recognises that gender equality contributes to significant economic, social and health benefits for all Victorians and the Plan provides Court Services Victoria with a clear road map as to how to achieve this.

The Plan was developed over many hours with a high level of consultation across the Victorian Courts, the Victorian Civil and Administrative Tribunal, the Judicial College of Victoria, the Judicial Commission of Victoria and Corporate Services. It builds on the key themes outlined by those who work at Court Services Victoria when asked what gender equality means to them:

- Equal opportunities for all, regardless of gender or gender identity
- Barriers to inclusion are addressed (equity)
- Respect
- Caring responsibilities do not impact opportunities
- Safety
- Identity does not impact opportunities.

The Plan commits Court Services Victoria to continuing the critical program of work initiated through the Review of Sexual Harassment in Victorian Courts. Key actions in the Plan will ensure Court Services Victoria continues to build cultures of respect, fairness, inclusion and belonging, with equal opportunity for all of our employees to thrive.

Importantly, the Plan recognises that there is more that Court Services Victoria can do to progress gender equality and intersectional inclusion. We want to be an employer of choice – a vibrant, modern and agile organisation where everyone can achieve their full potential and where diversity and differences are recognised and valued.

These include Court Services Victoria continuing to:

- Work collaboratively with Aboriginal and Torres Strait Islander staff to ensure gender equality-related actions are inclusive and cognisant of self-determination, consistent with the Court Services Victoria Self-Determination Plan 2021-2025 (Yaanadhan Manamith Yirramboi: Striving for a Better Tomorrow).
- Improve recruitment practices, and take what we learned from our collective response to operations throughout the coronavirus (COVID-19) pandemic to further enable flexible working arrangements.
- Embed strong foundational systems and policies to achieve equal pay for equal work and effectively measure and monitor gender equality outcomes.

Thank you to all who contributed to the development of the Plan, particularly the many staff who generously shared their personal and professional experiences. Thank you also to those who shared their views through the People Matter Survey. Your voices have ensured that the Plan is based on the lived experiences of our employees.

We recognise the success of our Plan relies on strong leadership and governance. Court Services Victoria will be accountable for implementation of the actions outlined and progress will be monitored and reported on through the Health, Safety and Culture Committee and Courts Council.

We ask all staff to join in our commitment to implementing this Plan to ensure positive action towards achieving workplace gender equality now and into the future at Court Services Victoria.



The Honourable Anne Ferguson

Chief Justice of the Supreme Court of Victoria
Chair of the Courts Council



Louise Anderson

Chief Executive Officer
Court Services Victoria



Thank you to all who contributed to the development of the Plan, particularly the many staff who generously shared their personal and professional experiences.





Introduction

CSV provides services and facilities to Victoria's courts, the Victorian Civil and Administrative Tribunal (VCAT), the Judicial College of Victoria and the Judicial Commission of Victoria, recognising the independence of each as separate and distinct entities.

Whilst it is acknowledged that judicial officers and employees both contribute to CSV's workplace and culture, the nature of the legislation and our unique organisational structure means that our GEAP is applicable to employees, but not to judicial officers and VCAT Members as statutory appointees. However, the head of each jurisdiction and Courts Council members were consulted during the development of the GEAP and are committed to achieving gender equality.

Following the guidance provided by the Commission for Gender Equality in the Public Sector, CSV conducted its baseline Workplace Gender Audit in alignment with the seven key gender equality indicators. Our Workplace Gender Audit¹ revealed some positive results as well as areas for improvement which are discussed throughout the GEAP.

CSV was committed to developing a GEAP based on meaningful consultation and engagement. Over 20 workshops were conducted with employees from across the Courts Group. A broad range of people shared their experiences and ideas in relation to gender equality challenges, opportunities, and programs of work to inform the development of our first GEAP.

In addition to the consultations on the GEAP, a range of voices were heard through the People Matter Survey, in which 30.5% of CSV employees participated.

Leadership consultations included meetings with Heads of Jurisdiction, the Independent Members of Courts Council, CEO of CSV, jurisdictional CEOs, the CEO of the Judicial College, Director of the Judicial Commission, as well as executives and senior leaders across the Courts Group.

As part of our Workplace Gender Audit, CSV conducted a sexual harassment risk assessment. Recommendation 3 of the Review of Sexual Harassment in Victorian Courts and VCAT² recommended CSV undertake a risk assessment to identify and assess all sexual harassment work hazards using a work health and safety risk framework. The risks identified and measures to mitigate these risks were developed through an extensive staff consultation process, to ensure a broad range of voices were heard. CSV is committed to implementation of the recommendations of the Review, including addressing the risks identified in the sexual harassment risk assessment and we have begun this work. CSV will continue to work to build cultures of respect, fairness, and inclusion, with equal opportunity for all of our employees to thrive.







Draft strategies and measures for our GEAP were developed using the information from the Workplace Gender Audit and insights gained throughout the consultations. These draft strategies and measures were shared with employees for review via online feedback mechanisms and cross-jurisdictional workshops.

CSV consulted with the Australian Network on Disability, Pride in Diversity and the Community and Public Sector Union and valued their engagement and thoughtful feedback which strengthened our GEAP. Overall, more than 50 hours of consultation were conducted during the development of our GEAP.

1. Aside from the gender composition of Courts Council as required under gender equality indicator 2, the Workplace Gender Audit excludes Judicial Officers and VCAT Members as they are statutory appointees. Data included refers to CSV's Victorian Public Service employees and executives only.

2. *Review of Sexual Harassment in Victoria Courts: Preventing and Addressing Sexual Harassment in Victorian Courts and VCAT – Report and Recommendations, March 2021, p15 and 65.*

Based on the results of our Workplace Gender Audit, extensive consultation and considered feedback, the six strategic themes of our GEAP are:

 <p>Enable our employees to achieve their full potential by improving development opportunities and support practices</p>	 <p>Foster a culture that supports a harassment-free workplace by responding to and preventing sexual harassment and other inappropriate behaviours</p>	 <p>Enhance objectivity and transparency in recruitment and promotion practices</p>
 <p>Enable full participation of our employees by regularising flexible working arrangements for all</p>	 <p>Achieve equal pay for equal work by understanding and addressing factors contributing to our gender pay gap</p>	 <p>Effectively measure and monitor gender equality outcomes through improved data and insights</p>

Psychologically Safe Culture

Discussion of our strategies is included in following sections and further details of key Workplace Gender Audit results are contained in Appendix 1.



Case for Change

CSV is committed to the gender equality principles outlined in the *Gender Equality Act 2020* and ensured they were considered throughout the development of the GEAP and are reflected in our case for change.

CSV recognises that gender equality is a basic human right that brings significant economic, social and health benefits for all Victorians. An organisation that values inclusion and psychological safety is critical for the advancement of gender equality and will enable the Courts Group to better support the Victorian community and enhance the delivery of justice.

Our case for change builds on the key themes outlined by employees when asked what gender equality means to them:

- Equal opportunities for all, regardless of gender or gender identity
- Barriers to inclusion are addressed (equity)
- Respect
- Caring responsibilities do not impact opportunities
- Safety
- Identity does not impact opportunities.

Combined with the results of our Workplace Gender Audit, these themes underpin our vision for workplace gender equality. Our vision addresses current equality challenges identified in consultation and the People Matter Survey. It also recognises the cultural and social factors that have gendered impacts on employees and their work circumstances, such as social norms that influence the division of caring responsibilities according to gender.

Vision

Our vision is to build a more psychologically safe workplace culture that enhances inclusion and respect for everyone, regardless of gender and or intersectional characteristics. In a psychologically safe workplace, individuals feel safe to be themselves without fear of negative consequences for their self-identity or their career opportunities³. Everyone is valued and empowered to contribute to the organisation's success, develop their personal abilities and pursue their career aspirations. Increased psychological safety fosters a culture that supports gender equality, where people are more likely to call out inappropriate workplace behaviours.

Our GEAP outlines a program of measures for the next few years that focus on our six key strategies to build a psychologically safe workplace. Importantly, these strategies align closely with Priority 3 (Diverse, Collaborative, Ethical and Capable People) of the Court Services Victoria Strategic Plan 2020 - 2025 (Strategic Plan), which aims to strengthen workplace safety and wellbeing. They also align with the action areas and principles contained within the Court Services Victoria Self-Determination Plan 2021-2025 (Yaanadhan Manamith Yirramboi: Striving for a Better Tomorrow).

³ Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692-724.

Our GEAP strategies include:



1. Enable our employees to achieve their full potential by improving development opportunities and support practices

In alignment with the Strategic Plan action item regarding the provision and expansion of our support and wellbeing programs to strengthen health, safety and wellbeing, this strategy recognises the importance of development opportunities and support practices in strengthening psychological safety, both at a leadership and individual level.

Leaders play an important role in establishing and maintaining psychological safety in the workplace. Research indicates that inclusive leaders, who demonstrate openness and vulnerability by discussing their own challenges and emotions, help to strengthen interpersonal connections⁴. Strong interpersonal connections are critical for psychological safety in workplaces as they promote mutual trust and respect.

Throughout consultation, employees who had observed some leaders demonstrating vulnerability by openly discussing their challenge to balance work and personal commitments, described how this positively impacted their wellbeing while working remotely during the pandemic-related lockdowns. Our strategy to support leaders with education on inclusive leadership aims to capitalise on this observation as evidence that individuals can significantly impact the psychological safety of others through their own behaviour. It also aligns with the action in our Strategic Plan to “continue to provide and expand our leadership, integrity and inclusiveness programs across both the administration and the judiciary”.

Consultation also revealed a desire for more to be done by CSV to support the education and development of individual employees regarding issues impacting gender equality. Therefore, this strategy also includes development opportunities and support programs directed at the individual employee level.

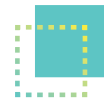
The need for some targeted development opportunities was also identified. Whilst there was appreciation for the strong representation of women across Courts Group during consultations, our Workplace Gender Audit reveals that women currently progress into leadership roles at a slightly slower rate than men. The measures outlined to deliver this strategy therefore involve some targeted programs for segments of the Courts Group workforce, as we recognise that special measures are sometimes necessary to achieve equality.

⁴ Shaffer, E. & Neal, S. (2021). *Why leaders must connect more during times of crisis*. Catalyst.



2. Foster a culture that supports a harassment-free workplace by responding to and preventing sexual harassment and other inappropriate behaviours

The Review of Sexual Harassment in Victorian Courts and VCAT Report made 20 recommendations to respond to and prevent sexual harassment, 11 of which were made to CSV. Our GEAP incorporates these recommendations as measures to deliver against this strategy. Our focus on building more psychological safety in the workplace will further reinforce these actions. This is important because psychologically safe workplaces positively impact bullying and harassment⁵ and our People Matter Survey results suggest that although most survey respondents agree that respectful workplace behaviours are encouraged at CSV, some employees believe that more can be done to challenge inappropriate behaviour in the workplace.



3. Enhance *objectivity and transparency* in recruitment and promotion practices

One of the clearest results from our People Matter Survey was the level of dissatisfaction with current recruitment and promotion decision-making processes. Combined with a strong desire that emerged from consultation for the Courts Group workforce to be more representative of the community it serves, these findings make it clear that our recruitment practices could be improved in order to demonstrate an explicit and objective focus on merit. Recruitment practices that are perceived to be subjective can have a damaging effect on workplace psychological safety. Therefore, this strategy focuses on measures that will improve overall recruitment processes to increase the diversity of candidate pools and shortlists, whilst also supporting hiring managers to make more objective recruitment decisions. It is closely linked with our education and flexibility strategies and will also support and align with the implementation of the Court Services Victoria Koori Employment Plan 2021-2025.

⁵ Winspear, J., & Feenstra, F. (2021). Breaking Dad: Psychological safety and more time at home for men. <http://the100percentproject.com.au/what-we-do/research/2021-breaking-dad>



4. Enable *full* participation of our employees by regularising flexible working arrangements for all

Many employees who attended consultation workshops identified the significant challenge of balancing work and caring responsibilities. All employees acknowledged the importance of caring responsibilities, which mostly rest with women. They also acknowledged that true gender equality requires workplaces to value flexible work options as a means to assist an employee to balance work and family needs and to access equal participation in the workplace, evidenced through performance management, development opportunities and career progression. Employee consultation told us that the operational requirements of the Courts present some challenges for an employee wanting to balance caring and work responsibilities and where accessed, may impact career opportunities.

Our strategy to enable full participation by regularising flexible working arrangements for all requires CSV to put in place systems and training that addresses any real or concerned impact of offering and managing flexible work practices. This intention reflects an action item in our Strategic Plan, “to further enable and normalise remote and flexible work arrangements” based on lessons learned from our response to the coronavirus (COVID-19) pandemic. CSV will require clear policies which balance operational service delivery with individual needs. Support for managers to apply these policies appropriately and with confidence will also be required.



5. Achieve *equal pay for equal work* by understanding and addressing factors contributing to our gender pay gap

To achieve a sustainable reduction in our gender pay gap, we need to conduct a detailed examination into contributing factors. Our Workplace Gender Audit reveals a critical mass of women in roles classified as VPS Grades 2 to 4 and Trainee Registrar to Registrar Grade 4 (56% of the overall workforce). Whilst we recognise that this is a significant contributing factor to our overall gender pay gap, we also value the role we are able to play in offering secure, flexible and interesting employment that aligns with the various life stages of many employees. Given that in-band pay gaps for these role classifications are low or negative, other contributing factors to our gender pay gap will continue to be explored in order to identify meaningful measures that can support the reduction of the overall gender pay gap.



6. Effectively measure and monitor gender equality outcomes through improved data and insights

Our Workplace Gender Audit revealed some areas for improvement regarding the collection and reporting of intersectional data. Currently, our payroll system has limited capability to collect intersectional data beyond gender (man, women, self-described), age, Aboriginal or Torres Strait Islander heritage, and disability. Disparities between intersectional data, such as the number of employees with disability recorded in the payroll system and the same data collected anonymously in the People Matter Survey, suggest that measures to improve intersectional data capture and reporting must be coupled with measures to improve psychological safety. We recognise that individuals need to trust that their personal data will be treated with respect and utilised appropriately to advance workplace equality.







The need for improved collection and reporting of exit interview and learning and development data was also identified. All data collection and reporting improvements will contribute significantly to subsequent Workplace Gender Audits and will support the monitoring of progress against our GEAP milestones.



Strategies and Measures

The primary focus of the strategies and measures in our GEAP is to enhance workplace psychological safety in order to promote gender equality. Our key strategies and how they relate to the workplace gender equality indicators are summarised in Table 1.

Table 1: CSV GEAP strategies themes and relevant workplace gender equality indicators

Strategy	Relevant Workplace Gender Equality Indicator(s)
 <p>1. Enable our employees to achieve their full potential by improving development opportunities and support practices</p>	<p>Indicator 1 – Gender composition of the workforce Indicator 5 – Recruitment and promotion practices Indicator 7 – Gendered workplace segregation</p>
 <p>2. Foster a culture that supports a harassment-free workplace by responding to and preventing sexual harassment and other inappropriate behaviours</p>	<p>Indicator 4 – Workplace sexual harassment</p>
 <p>3. Enhance objectivity and transparency in recruitment and promotion practices</p>	<p>Indicator 1 – Gender composition of the workforce Indicator 2 – Gender composition of governing body Indicator 5 – Recruitment and promotion practices Indicator 7 – Gendered workplace segregation</p>
 <p>4. Enable full participation of our employees by regularising flexible working arrangements for all</p>	<p>Indicator 6 – Leave and flexibility</p>
 <p>5. Achieve equal pay for equal work by understanding and addressing factors contributing to our gender pay gap</p>	<p>Indicator 3 – Gender pay equity</p>
 <p>6. Effectively measure and monitor gender equality outcomes through improved data and insights</p>	<p>Indicator 1 – Gender composition of the workforce Indicator 2 – Gender composition of governing body Indicator 5 – Recruitment and promotion practices</p>

We note our GEAP contains a significant number of measures over four years, and that requirements may change as other intersecting programs of work also aimed at increasing psychological safety are implemented. The strategies in our GEAP are inter-related and dependent on each other. For example, in order to regularise flexible working arrangements and to capture improved intersectional data, leaders

and individuals need to be supported with education and development opportunities that will enhance trust and psychological safety. Many of the measures will be implemented concurrently. The six strategies of our GEAP and their associated measures are presented below.



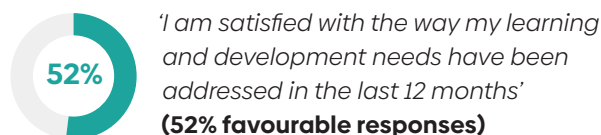
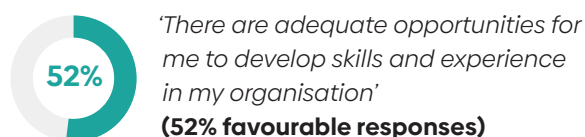
4.1 Enable our employees to achieve their *full potential* by improving development opportunities and support practices

When employees were asked about their ideas for addressing gender equality challenges, the most frequent suggestion was the provision of education and support for leaders. Discussion of this topic centred on the significant role that leaders play in influencing workplace culture and psychological safety. The role that the organisation can play in supporting leaders to carry out these roles confidently and capably, particularly in the context of an increased expectation of inclusive leadership behaviours, was also discussed.

Several employees described an increased willingness of leaders to demonstrate some vulnerability during the period of pandemic-related lockdowns by openly discussing their personal challenge to balance work and personal commitments. Employees who had observed this type of leadership vulnerability described how this provided a feeling of safety that allowed them to disclose their own challenges and to seek the support they required to be successful. This suggests that when the need for psychological safety was heightened, some leaders recognised the role they could play to make others feel safe and were successfully able to do so. This gives us confidence that our education strategy will provide opportunities for leaders to learn from each other and set new expectations that will promote a shift towards a more psychologically safe workplace.

The importance of providing education for all employees and supporting them in the cultural shift toward increased psychological safety was also discussed. Recognising the impact that every individual’s words and actions can have on others is a necessary condition for workplace respect and safety. Therefore, the measures outlined in Table 2 focus on providing relevant knowledge, strengthening individual capability, and providing support for employees.

People Matter Survey⁶ data suggested a level of employee dissatisfaction with development opportunities. Of the survey items relating to this strategy, the following were ranked lowest overall:



Workplace Gender Audit results showed the percentage of women in leadership⁷ was 60% compared with 40% men, and 20% of all women employed at CSV were in leadership roles, compared to 33% of all men. There is decreased representation of women at the Registrar Grade 6 level (29%) when compared with Registrar Grade 5 (70%).

Table 2 summarises the measures we will undertake to improve our development and support practices, and the development experiences of segments of our workforce.

⁶ Unless stated otherwise, People Matter Survey results refer to ratings from all respondents (women, men and non-binary/prefer not say).

⁷ Leadership includes Registrar Grades 5 and 6, VPS Grades 5 and 6, STS Grade 7 and Executives.

Table 2: Measures to enable our employees to achieve their full potential

Measures	Outcomes	Timeline	Accountability
1.1 Embed Gender Impact Assessment processes across the organisation.	<p>Conduct of Gender Impact Assessments is incorporated into project management processes and resources.</p> <p>Conduct of Gender Impact Assessments is incorporated into the annual budget bid process.</p> <p>Gender Impact Assessment training program is scoped and delivered.</p>	Commenced 2021 and ongoing	<p>People and Culture</p> <p>Projects and Business Improvement Services</p> <p>Performance and Planning</p>
1.2 Develop an overarching People Strategy to establish future directions and guide investments that support and develop our people.	A People Strategy that includes intersectionality and considers gendered work segregation is delivered.	2022	People and Culture
1.3 Develop an inclusive leadership program to cover topics such as gender and pronouns, intersectionality, disability in the workplace, lateral violence and inclusive leadership behaviours.	Training program is scoped and delivered.	Scoping 2022 Pilot and rollout 2023 and ongoing	People and Culture
1.4 Deliver employee training programs, guidance materials and supports for diversity, inclusion and intersectionality including LGBTIQ+, disability, cultural and faith awareness.	<p>Training programs are scoped and delivered.</p> <p>A dedicated diversity intranet space is established including guidance and learning materials to support employee education and reinforce expectation of inclusive and respectful behaviours.</p> <p>Gender affirmation guidelines to support the new VPS Gender Transition Leave Policy are developed.</p>	<p>2022 and ongoing</p> <p>2022 and ongoing</p> <p>2023</p>	<p>People and Culture</p> <p>Strategic Communications</p>
1.5 Support the development of employee-led networks (e.g. Enablers Network, Pride Network).	Employee-led networks are supported where interest and employee commitment is established.	Commencing 2022	People and Culture
1.6 Introduce an employee peer support program.	A person-centric peer support program is established to provide an additional avenue of wellbeing support to CSV employees.	Commencing 2022	People and Culture
1.7 Improve employee development through mentoring and coaching offerings.	<p>Mentoring program is scoped and implemented, ensuring streams for Registrar Grade 5 roles, different age cohorts, and other relevant groups.</p> <p>Increased representation of women at Registrar Grade 6.</p>	<p>2023 and ongoing</p> <p>2024 and ongoing</p>	People and Culture

Measures	Outcomes	Timeline	Accountability
1.8 Introduce an alumni program to establish an ongoing connection with former employees and create a culture where people are welcomed back and are advocates for working in Courts.	An alumni program is scoped and piloted.	2024 and ongoing	People and Culture
	Increased percentage of respondents rating relevant People Matter Survey (or equivalent) items favourably.	2023	





4.2 Foster a culture that supports a *harassment-free workplace* by responding to and preventing sexual harassment and other inappropriate behaviours

During the reporting period, three formal reports of sexual harassment were received. Additionally, 6% of total People Matter Survey respondents reported experiencing sexual harassment in the last 12 months, equating to approximately 53 people.

Responses to relevant People Matter Survey items suggest more can be done to ensure employees feel safe to call out inappropriate behaviour and for CSV to be regarded as effectively dealing with bullying, harassment and discrimination:

On 14 July 2020, the Honourable Chief Justice Ferguson and the Attorney-General jointly initiated an independent review of sexual harassment across the Victorian courts and VCAT. The Review of Sexual Harassment in Victorian Courts and VCAT Report was released on 19 April 2021 and made 20 recommendations to respond to and prevent sexual harassment, 11 of which were made to CSV. Table 3 provides a summary of the measures we will take to respond to and prevent sexual harassment and other inappropriate behaviours in the workplace.

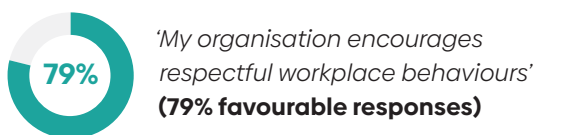
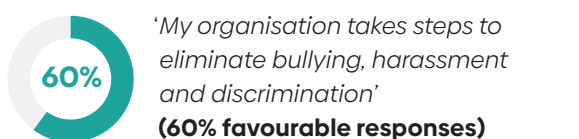
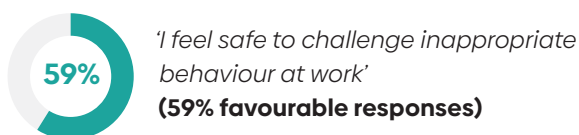


Table 3: Measures to support a harassment-free workplace

Measures	Outcomes	Timeline	Accountability
<p>2.1 Respond to and prevent sexual harassment in the workplace.</p>	<p>Implementation of the 11 CSV recommendations from the Review of Sexual Harassment in Victorian Courts and VCAT including:</p> <p>Consistently and visibly champion a healthy, positive workplace culture in all jurisdictions and adopt strategies to prevent sexual harassment</p> <p>Develop, promote and implement a sexual harassment policy that covers all staff and contractors</p> <p>Undertake a risk assessment of CSV, the courts and VCAT, to identify and assess all sexual harassment work hazards, using a work health and safety risk framework</p> <p>Review and make recommendations to the Courts Council on the recruitment processes and working arrangements for staff who work in a primary relationship with judicial officers, including associates, tipstaves and clerks</p> <p>Adopt victim-survivor-centred responses to gender-related misconduct that prioritise the safety and wellbeing of the victim-survivor and provide multiple channels and support for reporting gender-related misconduct, including sexual harassment</p> <p>Develop a coordinated awareness-raising campaign for the Courts, VCAT and the wider legal profession on appropriate behaviour within the courts and VCAT</p> <p>Provide targeted sexual harassment, gender inequality and discrimination training to all CSV staff and contractors that is delivered by independent experts</p> <p>Appoint an additional person with specific expertise in the prevention of sexual harassment and organisational change to join the Human Resources Committee of the Courts Council</p> <p>Conduct an annual anonymous survey of all court and VCAT user groups to track progress on incidents of sexual harassment, reporting of incidents, and action by bystanders in the courts and VCAT</p> <p>Embed performance metrics for people managers and supervisors with accountability to effectively prevent, detect and respond to any sexual harassment, and take a victim-survivor-centred approach in their responses</p> <p>Commission an independent audit of the implementation of the Review recommendations and the effectiveness of the interventions implemented and make the audit report public</p>	<p>Commenced 2021 and ongoing</p>	<p>People and Culture</p> <p>Projects and Business Improvement Services</p> <p>Performance and Planning</p>

Measures	Outcomes	Timeline	Accountability
2.2 Review and develop policies, processes and guidelines to address inappropriate workplace behaviours.	<p>A Bullying, discrimination, harassment and victimisation policy and associated training and education is developed and implemented as part of the sexual harassment program of work.</p> <p>A revised expanded victim-centred complaints process is developed and implemented.</p>	Commenced 2021	<p>Sexual Harassment and Respect team</p> <p>People and Culture</p>
	Increased percentage of respondents rating relevant People Matter Survey (or equivalent) items favourably.	2023	

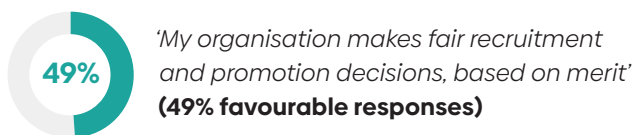
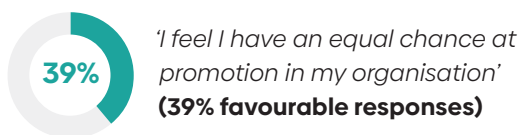




4.3 Enhance *objectivity and transparency* in recruitment and promotion practices

Almost 70% of new starters between 1 July 2020 and 30 June 2021 were women and approximately 30% were men which was consistent with CSV’s overall gender representation.

The People Matter Survey items most closely related to this strategy reveal a significant level of employee dissatisfaction with current recruitment and promotion practices:



Further to this, during consultation workshops, many employees expressed a desire to see more targeted recruitment taking place in order that the workforce more closely resembles the community it serves, especially for public-facing roles in the courts. While increasing the diversity of candidate pools and shortlists is a good first step, our strategy also involves measures to support managers to make more objective hiring and promotion decisions. Increasing objectivity and transparency during recruitment and

promotion is a strategy that will further enhance our shift toward a more psychologically safe workplace culture as it will increase trust around recruitment and promotion decisions.

Additionally, appointment processes related to our governing body in the context of gender representation were also considered. The governing body for CSV is Courts Council which is comprised of the Heads of Jurisdiction and up to two other persons appointed by the judicial members of Courts Council. As the Heads of Jurisdiction are statutory appointees, direct influence by CSV over the gender composition of its governing body is limited to the appointment of up to two independent members.

Table 4 summarises the measures we will undertake to enhance objectivity and transparency in recruitment and promotion practices.

Table 4: Measures to enhance objectivity and transparency in recruitment and promotion practices

Measures	Outcomes	Timeline	Accountability
3.1 Actively support implementation of the Koori Employment Plan 2021-2025.	Progress as determined in the Koori Employment Plan 2021-2025.	Commenced 2021	Dhumba Murmuk Djerring Unit People and Culture
3.2 Conduct an internal audit of end-to-end recruitment activities.	Management actions arising from the audit are agreed and implemented.	2022 and ongoing	People and Culture
3.3 Review CSV Recruitment and Selection Policy and supporting guidance materials to incorporate gender equality, gender pay equity principles and intersectionality principles and remove any barriers to inclusion.	Revised Recruitment and Selection Policy and supporting guidance materials are implemented. Job design process is reviewed to ensure that application barriers are removed. CSV's recruitment training program is reviewed and updated in alignment with the revised Recruitment and Selection Policy.	2022	People and Culture
3.4 Review induction and onboarding processes and materials.	Induction and onboarding processes and materials are updated to communicate workplace behavioural expectations and raise awareness of employee support mechanisms and resources.	2022	People and Culture
3.5 Deliver unconscious bias training, initially targeting hiring managers and People & Culture representatives, to mitigate against recruitment and promotion biases.	Unconscious bias training program is scoped and delivered.	Scope 2022 Pilot and rollout 2023 and ongoing	People and Culture
3.6 Implement inclusive recruitment practices to mitigate against stereotypes and biases.	Gender balance and broader diversity of selection panels is expressly considered. Inclusive best practice selection methods are utilised when engaging with recruitment agencies.	2022 2023	People and Culture Hiring Managers
3.7 Source candidates using non-traditional means, such as community-based groups.	Appropriate partnerships with community groups (e.g. disability employment networks) are investigated and established.	Commencing 2022	People and Culture Hiring Managers
3.8 Provide symbols and statements of inclusion when communicating internally and externally.	Advertising templates are reviewed to add inclusion symbols and statements to encourage applications from diverse groups (e.g. Aboriginal and Torres Strait Islander flag and acknowledgement; Pride flag; inclusion statement encouraging applications from people with disability and supporting workplace adjustments). Inclusion symbols and statements are added to email signatures and websites.	Commencing 2022	People and Culture Strategic Communications
3.9 Appropriate processes are adhered to when appointing new Independent Members of Courts Council.	Diversity of Council as described in the Council Charter is expressly considered when appointing new Independent Members to Courts Council.	2022 and ongoing	Judicial Members of Courts Council

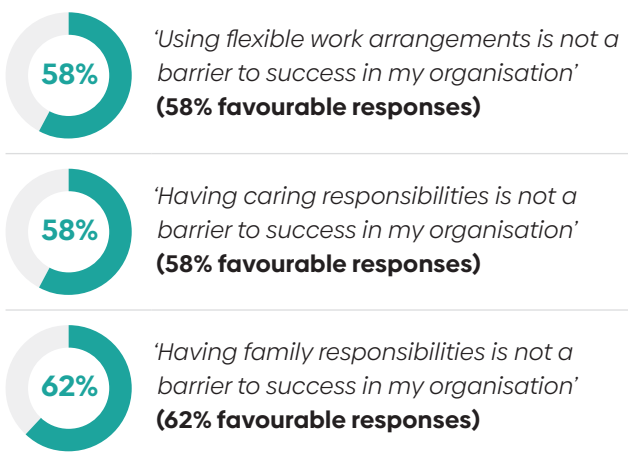
Measures	Outcomes	Timeline	Accountability
3.10 Review CSV Capability Framework to remove any gender bias and/or other barriers to inclusion.	The program of work required to remove any gender bias and/or other barriers to inclusion from CSV's Capability Framework is scoped and delivered.	2024	People and Culture
	Increased percentage of respondents rating relevant People Matter Survey (or equivalent) items favourably.	2023	





4.4 Enable *full participation* of our employees by regularising flexible working arrangements for all

Our People Matter Survey results indicate that although there is a positive culture regarding flexible work and support for those who wish to work flexibly, family and/or caring responsibilities can negatively impact on development and career progression. Of the survey items relating to this strategy, the following were ranked lowest overall:



Consultation also revealed that for many, their lived experience is that caring responsibilities and working part-time have impacted their progression and development.

With the vast majority of CSV employees utilising flexible working arrangements being women (78%), the impact of flexible work and caring responsibilities on development and career progression is of particular concern from a gender equality perspective. However, most men and people who identified as “non-binary” or “prefer not to say” also rated these People Matter Survey items relatively lower than other items related to this strategy.

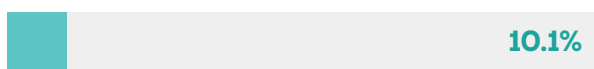
Therefore, the provision of flexible working arrangements that are equally attractive for all genders and that do not impact on development and career progression is a critical strategy of our GEAP. This type of flexibility can offer realistic options for CSV employees to balance the division of their caring responsibilities. The regularisation of flexible working arrangements will support our efforts to shift towards a culture of increased psychological safety and is closely linked to our education and support strategy. Table 5 outlines our measures to regularise flexible working arrangements for all.

Table 5: Measures to enable full participation by regularising flexible working arrangements for all

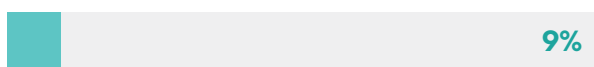
Measures	Outcomes	Timeline	Accountability
4.1 Review and develop policies and guidelines to regularise and embed flexible working arrangements.	Revised Flexible Working Policy and guidelines is implemented. Workplace Adjustments Policy and guidelines is implemented.	2022	People and Culture
4.2 Support leaders to apply flexible working arrangements.	Skills development training program is scoped and delivered.	2022	People and Culture
4.3 Communicate and promote success stories of working flexibly.	Success stories of working flexibly are regularly communicated across the organisation.	Commencing 2022 and ongoing	People and Culture
4.4 Introduce support programs/ offerings for employees with family and/or caring responsibilities and employees with disability.	Support programs are established to provide an additional avenue of wellbeing support to CSV employees with family and/ or caring responsibilities and employees with disability.	Commencing 2022 and ongoing	People and Culture
	Court building design standards are regularly reviewed to incorporate best practice in relation to safe, inclusive and accessible workplaces and facilities.		Built Environment
	Increased number of flexible working arrangements are taken up by all genders. Increased percentage of respondents rating relevant People Matter Survey (or equivalent) items favourably.	2023	



4.5 Achieve equal pay for equal work by understanding and addressing factors contributing to our gender pay gap



The **median base salary**⁸ gap at CSV between men and women was 10.1% as at the last main pay run prior to 30 June 2021.



The **median total remuneration**⁹ gap at CSV between men and women was 9.0% as at the last main pay run prior to 30 June 2021.

Whilst gender pay gaps are often attributable to more than one factor, our Workplace Gender Audit reveals that 80% of all women employed by CSV occupied classification levels VPS Grades 2 to 4, and Trainee Registrar to Registrar Grade 4. Data analysis showed that 60% of all flexible working arrangements currently in place were utilised by this cohort. We approached some of these employees for confidential consultation interviews and found that the majority were satisfied with their flexible work arrangements because the arrangements suited their stage of life and personal circumstances. Promotion and development were not immediate concerns for these employees, rather, job security and flexibility were the most salient considerations.

These data pose an important challenge for us in considering strategies to reduce the gender pay gap. Whilst we recognise and value the role that CSV plays in offering secure, flexible, and interesting work for a large number of women in roles classified as VPS Grades 2 to 4, we also recognise that this higher representation of women at lower role classifications may be a significant contributor to our overall gender pay gap.

Therefore, further analysis of our remuneration data will continue to be undertaken in order to provide a more comprehensive understanding of our gender pay gap and other contributing factors. For example, are women falling behind when they take extended leave or work flexibly? Is there a relationship between extended leave/flexible work and rate of progression/development?

Current measures to reduce the gender pay gap are outlined in Table 6. Further measures will be implemented once detailed analysis is completed.

⁸ Base salary includes full time annualised salary specified in the relevant Award/Agreement for the employee's classification, not actual earnings, and includes any packaged or salary sacrificed component, leave loading and penalty rates. The median is the middle salary from the list of salaries arranged in ascending or descending order.

⁹ Total remuneration refers to the base salary plus all bonuses, allowances, superannuation and other payments. The median is the middle salary from the list of salaries arranged in ascending or descending order.

Table 6: Measures to achieve equal pay for equal work

Measures	Outcomes	Timeline	Accountability
5.1 Conduct detailed analysis to understand causes of the gender pay gap.	Informed strategies to reduce the gender pay gap are identified and developed.	2022	People and Culture
5.2 Monitor in-band pay gap data to ensure that VPS Grades 2 to 4 roles continue to offer secure, flexible work without gendered impact on salaries.	In-band gender pay gap analysis is conducted annually. In-band gender pay gaps for VPS Grades 2 to 4 roles remain stable or reduce.	2022 and ongoing	People and Culture
5.3 Conduct Executive remuneration review.	Executive remuneration review is conducted and appropriate recommendations are implemented.	2022	People and Culture
5.4 Monitor pay gap data to analyse effectiveness of identified strategies.	Annual pay gap report including in-band pay gaps is provided to CSV CEO and Courts Council. Overall CSV gender pay gap is reduced.	2022 and ongoing	People and Culture





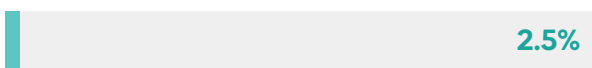
4.6 Effectively *measure and monitor* gender equality outcomes through improved data and insights

As at 30 June 2021, the gender composition of Courts Council was 50.0%, comprising four women (including the Chair) and four men. CSV’s workforce comprised 2,598 employees including 71% women, 29% men and 0.1% self-described.

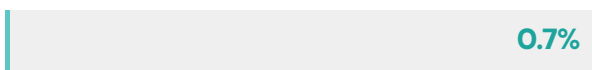
People Matter Survey results revealed that of the 881 employees who responded to the survey, 115 identified as non-binary, or preferred not to say. This may suggest that employees are either dissatisfied with the option of “self-described” as a gender category in the payroll system, or are only comfortable disclosing their gender when it can be done anonymously.

The concept of intersectional disadvantage or discrimination is sometimes referred to as intersectionality. Intersectionality explains how people may experience overlapping forms of discrimination or disadvantage based on social characteristics such as (but not limited to) sex, gender identity, sexual orientation, ethnicity, language, religion, class, socioeconomic status, gender identity, ability or age.¹⁰

Available intersectional CSV workforce data included:



2.5% Aboriginal and/or Torres Strait Islander people (44 women and 19 men)



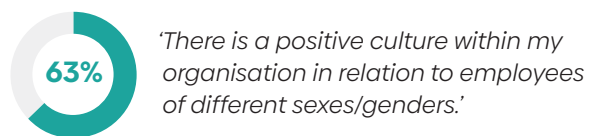
0.7% people with disability (13 women and 4 men) recorded in CSV’s workforce data. This compares to 50 people who indicated they had a disability in the People Matter Survey (34 women and 16 men), which represents 1.9% of CSV employees. This suggests that employees are either unaware that this information can be captured in the payroll system or are only comfortable sharing information about their disability when it can be done anonymously.



59% of the workforce was aged between 25 and 44 (42% women and 17% men of the total workforce), and 32% of employees were above 45 years of age (21% women and 11% men of the total workforce).

Our Workplace Gender Audit revealed that current intersectionality data capture is limited. In order to better understand our workforce and how workplace culture and practices impact individuals, our data collection processes and systems require updating. The need for improved collection and reporting of exit interview and learning and development data was also identified.

Additionally, the People Matter Survey item relating to this strategy was rated favourably by only 63% of respondents who identified as non-binary or preferred not to say:



This pattern of responses suggests that measures need to be taken to improve intersectional data capture and psychological safety in the workplace. These are summarised in Table 7. It is worth noting that this strategy relies on some of the measures outlined in Strategy 1 (inclusive leadership and employee training programs) to create the conditions necessary for improved psychological safety.

10 Commission for Gender Equality in the Public Sector, Workplace Gender Audit 2021 Guidance for Defined Entities, p15.

Table 7: Measures to effectively measure and monitor gender equality outcomes

Measures	Outcomes	Timeline	Accountability
6.1 Monitor and report on gender composition of Courts Council.	Annual gender audit report is conducted.	2022 and ongoing	People and Culture
6.2 Provide communications to new and existing CSV employees regarding the capture, privacy and use of personal data.	Employee Information Collection Notice to be developed and communicated.	2022 and ongoing	Legal and Governance People and Culture Hiring Managers
6.3 Improve intersectional data collection.	Relevant systems and processes updated to capture intersectional data. ¹¹ Improved intersectional data included in future workplace gender audits.	Commencing 2022 and ongoing	People and Culture
6.4 Improve data collection methods for career development opportunities.	Improved development data collection process is implemented.	2023	People and Culture Finance
6.5 Improve consistency of exit data collection and reporting.	Improved exit data collection and reporting process is implemented.	2023 and ongoing	People and Culture
6.6 Conduct a review of the impact of gender stereotypes on workforce composition.	Review is completed and actions identified to address are implemented. Reduction in gendered work segregation.	2024	People and Culture
	Gap between intersectional data in payroll system and anonymous data in People Matter Survey (or equivalent) is reduced.	2023	

¹¹ Achievement of this outcome is reliant on changes to systems managed by the Department of Justice and Community Safety.



Resourcing our GEAP

CSV is committed to implementing our inaugural GEAP and we recognise that leadership and dedicated resources will be critical for the delivery of our strategies and measures as structural and cultural change will be necessary to achieve our vision of a more psychologically safe workplace.

Resourcing required to implement our GEAP will include a time commitment for the following:

- development and implementation of strategies and programs
- development and delivery of training
- policy review and implementation
- consultation
- development of communications
- creation of reporting tools and ongoing delivery of reports
- data and insights analysis
- program management and co-ordination.

To enable the gender equality program of work to be delivered, CSV will ensure appropriate and dedicated resources are allocated. The program of work will be championed by the Chief People Officer.

Ongoing resourcing will be established to drive the delivery of our GEAP including specialist expertise in diversity and inclusion and dedicated program management support. CSV will increase its capacity to provide data insights and reporting, and ensure the sexual harassment and respect program of work is resourced ongoing. This will result in overall additional resourcing equating to three FTE who will work collaboratively with existing expertise in people and culture and across the organisation.

Additional external resourcing and subject matter expertise will be sourced and engaged throughout the life of the GEAP in order to support delivery of key aspects, such as specialist training programs.

Arising from the measures implemented as part of the GEAP, it is estimated that leaders will attend approximately 1.5 days of training and development per year. Resources, training and development opportunities will be available for all employees. It is estimated that uptake for most employees will equate to an average of one day per year.

Recognising the independence of each jurisdiction and its specific needs, the implementation of the GEAP will be achieved through partnership and collaboration. This will be realised, in particular, through the people and culture teams across the Courts Group, and via the establishment of a Gender Equality Advisory Group.



Governance and Monitoring Progress

Courts Council is the governing body of CSV. It directs CSV’s strategy, governance and risk management, and to that extent has a leadership and governance role in relation to aspects of the Courts Group.

The Health Safety and Culture Committee (HSCC) assists the Courts Council by providing guidance and leadership on strategy, policy and practice associated with the leadership, management, support and development of CSV’s people.

The HSCC will oversight delivery of the GEAP and ensure Courts Council is appropriately and regularly updated and informed of progress.

The Courts Executive, which comprises the CSV CEO, jurisdictional CEOs and CSV senior executives, collaboratively focuses on the delivery of strategy, quality administration, and continuous improvement. In alignment with HSCC reporting, the Courts Executive will be regularly updated and informed of progress towards implementation of the GEAP.

A Gender Equality Advisory Group will also be established and include representation from each jurisdiction to enable employee voices to be heard and appropriate consultation to be conducted throughout delivery and implementation of the GEAP. Membership of the Gender Equality Advisory Group will aim to include intersectional diversity and representation of employees with lived experience. This group will continue to build on the enthusiastic employee engagement and participation that was evidenced during the consultation process that was undertaken to develop our GEAP.

Progress will be regularly communicated with employees across the organisation to demonstrate positive action towards achieving workplace gender equality. This will be facilitated through email communications, news items, a dedicated intranet space and the establishment of an achievement register.

Progress will be monitored through several reporting mechanisms as outlined above and shown in the table below.

Table 8: Monitoring progress through governance reporting

Body	Report Frequency	Report Content
Courts Council	Annual	GEAP implementation progress update
		Workplace gender report
Health, Safety and Culture Committee	Biannual	GEAP implementation progress update
	Annual	Workplace gender report
Courts Executive	Biannual	GEAP implementation progress update
	Annual	Workplace gender report



Glossary

Associate

Associates are judicial employees who provide legal research, in-court duties and other support for judges of the Supreme Court and County Court.

Court Services Victoria (CSV)

Court Services Victoria is an independent statutory body established under section 5 of the *Court Services Victoria Act 2014* to support the operation of the courts and tribunals independently of the direction of the executive branch of government.

Its function is to provide, or arrange for the provision of, the administrative services and facilities necessary or desirable to support the performance of the judicial, quasi-judicial and administrative functions of the Victoria's courts and tribunal, Judicial College and Judicial Commission.

Collectively, Victoria's Supreme, County, Magistrates', Children's and Coroners courts, the Victorian Civil and Administrative Tribunal (VCAT), the Judicial College of Victoria and the Judicial Commission of Victoria, and Court Services Victoria are referred to in this Plan as 'CSV' or the 'Courts Group'.

Courts Council

The governing body of Court Services Victoria, comprising the Heads of Jurisdiction and up to two non-judicial members appointed by the Heads of Jurisdiction.

Courts Group

Victoria's Supreme, County, Magistrates', Children's and Coroners courts, VCAT, the Judicial College of Victoria and the Judicial Commission of Victoria, and Court Services Victoria.

Employee

All CSV staff, other than judicial employees are employed under Part 3 of the *Public Administration Act 2004* (PAA). Judicial employees are employed under Division 3 of Part 6 of the PAA.¹² Judicial employees include associates to a Judge of the Supreme or County Court, tipstaves of a Judge of the Supreme Court or County Court and secretaries of, or associates to, an Associate Judge of the Supreme or County Courts.¹³

Jurisdictions

Victorian courts and tribunal, which are the Supreme Court of Victoria, the County Court of Victoria, the Magistrates' Court of Victoria, the Children's Court of Victoria, the Coroners Court of Victoria and VCAT.

Judicial Officers

Includes judges of the Supreme Court or County Court, reserve and associate judges of the Supreme Court or County Court, magistrates, reserve magistrates, coroners, reserve coroners and judicial registrars.

Tipstaff or Tipstaves

Tipstaves are judicial employees who provide support to judges of the Supreme Court and County Court. They work with Associates and often have a focus on in-court operations and jury management.

VCAT Members

A member of VCAT who is not a judicial officer.

¹² *Court Services Victoria Act 2014*, s8.

¹³ *Court Services Victoria Act 2014*, s36.



Appendix 1

Court Services Victoria Workplace Gender Audit

Following the guidance provided by the Commission for Gender Equality in the Public Sector, CSV conducted its baseline Workplace Gender Audit¹⁴ in alignment with the seven key gender equality indicators.

CSV participated in the People Matter Survey during May 2021 and 881 responses were received – 528 responses were received by women, 238 from men, and 115 were from people who identified as non-binary or preferred not to say¹⁵. It is noted that CSV's overall People Matter Survey participation rate was 30.5% and not all jurisdictions participated to the same level, therefore responses are not equally and fully representative across all jurisdictions.

As part of the Workplace Gender Audit, CSV also conducted a sexual harassment risk assessment. Recommendation 3 of the Review of Sexual Harassment in Victorian Courts and VCAT suggested CSV undertake a risk assessment to identify and assess all sexual harassment work hazards using a work health and safety risk framework, and that this risk assessment should be part of the Audit. It was found through a detailed analysis of each risk, that implementing the recommendations made in the Review of Sexual Harassment in Victorian Courts and VCAT adequately responds to the risks identified.

Key results of CSV's Workplace Gender Audit are shown on the following pages.

¹⁴ Aside from the gender composition of Courts Council as required under gender equality indicator 2, the Workplace Gender Audit excludes Judicial Officers and VCAT Members as they are statutory appointees. Data included refers to CSV's Victorian Public Service employees and executives only.

¹⁵ The People Matter Survey grouped together respondents who identified as non-binary or who preferred not to say for anonymity.

Indicator 1

Gender composition of the workforce

Indicator 1 relates to the overall gender composition of the workforce as at the last main pay run prior to 30 June 2021.



CSV's workforce comprised 2,598 employees including:

- **70.6%** women,
- **29.3%** men and
- **0.1%** self-described.

CSV's workforce comprised 2,226 employees who are employed on a **full time basis** (57.9% women, 27.6% men, 0.1% self-described), 357 are **part time** (12.4% women, 1.4% men) and 15 **casuals** (0.3% women, 0.3% men).

Table 1 below provides results from the People Matter Survey which relate to Indicator 1. It shows the corresponding percentages of CSV respondents who agreed with the statement.

Table 1: People Matter Survey results related to Indicator 1: Gender composition of the workforce

Question/Statement	Women Respondents (%)	Men Respondents (%)	Non-binary/ Prefer not to say Respondents (%)	All Respondents (%)
There is a positive culture within my organisation in relation to employees of different sexes/genders	75	79	63	74
There is a positive culture within my organisation in relation to employees who are Aboriginal and/or Torres Strait Islander	66	70	54	66
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	71	76	59	71
There is a positive culture within my organisation in relation to employees of different age groups	71	73	50	68
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ	64	70	52	64
There is a positive culture within my organisation in relation to employees with disability	51	63	38	53

Indicator 2

Gender composition of governing body

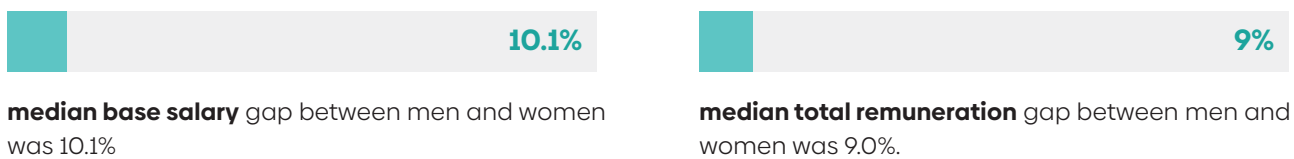
Indicator 2 relates to the gender composition of the governing body as at 30 June 2021. The governing body for CSV is Courts Council and the percentage of women at Courts Council was 50.0% as at 30 June 2021, comprising four women (including the Chair) and four men.

Indicator 3

Equal remuneration for work of equal or comparable value

Indicator 3 relates to the remuneration for work of equal or comparable value across all levels of the workforce irrespective of gender. The gender pay gap is the difference between women's or people of self-described genders and men's average full-time base annualised salary earnings, expressed as a percentage of men's earnings.

As at the last main pay run prior to 30 June 2021 the overall CSV:



Indicator 4

Workplace sexual harassment

Indicator 4 relates to the number and outcomes of any sexual harassment complaints lodged in the workplace between 1 July 2020 and 30 June 2021. During the reporting period, three formal reports of sexual harassment were received at CSV.

Table 2 below shows results from the People Matter Survey in relation to Indicator 4¹⁶.

Table 2: People Matter Survey results related to Indicator 4: Workplace sexual harassment

Question/Statement	Women Respondents (%)	Men Respondents (%)	Non-binary/ Prefer not to say Respondents (%)	All Respondents (%)
Sexual harassment experienced in last 12 months	8	3	7	6
I feel safe to challenge inappropriate behaviour at work	57	71	40	59
My organisation takes steps to eliminate bullying, harassment and discrimination	59	69	43	60
My organisation encourages respectful workplace behaviours	80	85	65	79

¹⁶ The first item in the table shows People Matter Survey percentages of respondents who reported experiencing sexual harassment in the workplace during the last 12 months. All other items in the table show the corresponding percentages of people who agreed with each statement.

Indicator 5

Recruitment and promotion practices

Indicator 5 relates to the gender composition of people recruited, promoted, awarded higher duties or internal secondments, who participated in career development training opportunities, and/or exited the organisation.

Table 3 below provides results from the People Matter Survey in relation to Indicator 5. It shows the corresponding percentages of CSV people who agreed with each statement.

Table 3: People Matter Survey results related to Indicator 5: Recruitment and promotion practices

Question/Statement	Women Respondents (%)	Men Respondents (%)	Non-binary/ Prefer not to say Respondents (%)	All Respondents (%)
My organisation makes fair recruitment and promotion decisions, based on merit	47	59	38	49
I feel I have an equal chance at promotion in my organisation	38	48	28	39
Gender is not a barrier to success in my organisation	77	83	57	76
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	63	72	60	65
Cultural background is not a barrier to success in my organisation	69	76	60	70
Sexual orientation is not a barrier to success in my organisation	75	81	57	75
Disability is not a barrier to success in my organisation	54	66	40	55
Age is not a barrier to success in my organisation	70	71	40	67

Indicator 6

Leave and flexible working arrangements

Indicator 6 relates to the availability and utilisation of terms, conditions and practices for family violence leave, working and leave arrangements supporting employees with family or caring responsibilities, and flexible working arrangements. Between 1 July 2020 and 30 June 2021:

9.8%

the proportion of CSV's workforce utilising a formal **flexible working arrangement**¹⁷ was 9.8%

254

254 people comprising **78.3% women** and **21.7% men** utilised a formal flexible working arrangement

357

357 people comprising **89.9% women** and **10.1% men** were employed on a part time basis

176

176 people comprising **84.7% women** and **15.3% men** took a period of parental leave

9

nine women exited the organisation during a period of parental leave, family leave or extended family leave.

Table 4 below provides results from the People Matter Survey in relation to Indicator 6. It shows the corresponding percentages of CSV people who agreed with each statement.

Table 4: People Matter Survey results related to Indicator 6: Leave and flexible working arrangements

Question/Statement	Women Respondents (%)	Men Respondents (%)	Non-binary/ Prefer not to say Respondents (%)	All Respondents (%)
My organisation would support me if I needed to take family violence leave	79	78	68	77
I am confident that if I requested a flexible work arrangement, it would be given due consideration	71	79	52	71
My organisation supports employees with family or other caring responsibilities, regardless of gender	77	76	59	74
I have the flexibility I need to manage my work and non-work activities and responsibilities	70	79	52	70
Using flexible work arrangements is not a barrier to success in my organisation	57	66	44	58
Having caring responsibilities is not a barrier to success in my organisation	58	64	47	58
Having family responsibilities is not a barrier to success in my organisation	59	71	52	62

¹⁷ Formal flexible working arrangements include compressed working hours, job sharing, study leave, purchased leave, and/or part time as negotiated by the employee upon commencement.

Indicator 7

Gendered work segregation

Indicator 7 relates to the gender composition of employees by occupation as at 30 June 2021. Occupational categories were recorded in line with the Australian and New Zealand Standard Classification of Occupations (ANZSCO) codes and categories¹⁸. Table 5 below show CSV employees are categorised in the four ANZSCO major code groups of Managers; Professionals; Technicians and Trades Workers; and Clerical and Administrative Workers.

Table 5: CSV gendered work segregation (Major ANZSCO Code Groups)

ANZSCO Code Major Group	Women (%)	Men (%)	Self-Described (%)
1 - Managers	61.8	38.2	0.0
2 - Professionals	68.1	31.6	0.2
3 - Technicians and Trades Workers	20.0	73.3	6.7
5 - Clerical and Administrative Workers	73.3	26.6	0.1

Table 6 below provides results from the People Matter Survey in relation to Indicator 7. It shows the corresponding percentages of CSV people who agreed with each statement.

Table 6: People Matter Survey results related to Indicator 7: Gendered work segregation

Question/Statement	Women Respondents (%)	Men Respondents (%)	Non-binary/ Prefer not to say Respondents (%)	All Respondents (%)
My organisation uses inclusive and respectful images and language	79	82	63	77
In my workgroup work is allocated fairly, regardless of gender	83	87	62	81

¹⁸ Guidance on ANZSCO coding for public sector entities is available through the Victorian Public Sector Commission's ANZSCO Coding Guides (<https://vpssc.vic.gov.au/resources/anzsco-coding-guides/>).

Court Services Victoria

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