



dental health  
services victoria  
oral health for better health

# Dental Health Services Victoria

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## Gender Equality Action Plan 2021 - 2025



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## Acknowledgment

In the spirit of reconciliation, DHSV acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community.

We pay our respect to their elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

# Foreword

## From the Board Chair and CEO

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At Dental Health Services Victoria (DHSV) we know that a strong and cohesive society is one that is free from inequalities and, as a leader in the healthcare sector, we are committed to playing our part in building a healthier and stronger community.

While we have made significant progress towards gender equality in Australia, women are still under-represented in leadership positions and over-represented in lower-paid sectors of employment. This is certainly historically true of the dental sector and is the catalyst for us as an organisation to change the way we recruit, advance and support our staff to build a truly diverse and equal workforce for the future.

We have consulted widely in developing this Gender Equality Action Plan (GEAP), and we heard about the things that matter most to our people, both those who work in the organisation and the consumers we engage with. Over the next four years we will work in partnership to build an organisation that represents the diversity of both the people that provide public dental services and those that access them.

In terms of gender inequality, we know that other forms of discrimination, such as race and disability, can impact women and non-binary people's experience of gender-based discrimination, negatively impacting their experience of work.

Underpinning this plan is an understanding of how taking an intersectional view to tackling gender inequality will enable us to achieve our goal of ensuring that women and non-binary people can access equal treatment, conditions and opportunities, irrespective of the other forms of disadvantage and discrimination they may experience every day.

We know there is work to be done to address the gender pay gap in our organisation.

Like many other healthcare organisations, at DHSV we employ more women than men, with a large number of our female employees in lower paying roles. While there is equal pay for work of equal value across the organisation, there is a 30% gender pay gap in favour of men due to the large number of women in lower paid roles. We will work to understand why these roles are traditionally performed by women and how we can influence a greater gender balance and improve pay and conditions for those traditionally female dominated caring roles.


We have created a strong pipeline of women in leadership roles. There are more women (19) than men (10) in Director, Head of Department, Head of Unit and Manager cohorts. We will continue to implement strategies to advance more women into leadership positions, including at an executive level, which is currently weighted at 5:1 male to female.

Work is already underway, with 67% of all promotions that occurred during the reporting period for the GEAP provided to women and 33% to men. Additionally, of all people awarded higher duties during the same period, 81% were women and 19% men.

We will continue to look at how we can better support women to balance their responsibilities, ambitions and interests at work and at home by continuing to provide flexible working options, and ensuring there is access to policies that support personal needs, such as domestic and family violence leave.

We were pleased to undertake a Workplace Gender Audit as part of the development of the GEAP, which gave us important insights into how gender equality manifests at DHSV.

We know we need to change our data collection systems to help us more accurately



reflect the workforce across all genders and diverse groups so that we can understand and tackle the barriers faced by those who identify as transgender or non-binary and those who experience other classical modes of oppression.

We are also looking at how we can provide a safe, respectful and inclusive workplace free from sexual harassment, as well as promote the avenues available for reporting it to those who may experience it.

While the sector may have contributed to systemic drivers of gender segregation in the past by perpetuating stereotypes of male and female roles, we have our eyes firmly on the future and as well as working with our current cohort, we are looking at the next generation in the pipeline to create a truly gender diverse and equal workforce.

Thank you to everyone who shared stories, insights and expertise as we developed this plan including the DHSV Board and subcommittees, senior management, our staff and our consumers.

We will report on our progress each year and adapt the plan as needed as we move closer to our goal of creating a more gender equal workplace and world.



**David Stevenson**  
Board Chair



**Susan McKee**  
Chief Executive Officer

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## About Dental Health Services Victoria

Established in 1996, Dental Health Services Victoria (DHSV) is the lead oral and dental health agency in the state. Through The Royal Dental Hospital of Melbourne established in 1969 and in partnership with community dental agencies throughout the state, we provide oral and dental health services for all Victorians. We also run critical oral health promotion programs, invest in oral health research, advise the government on oral health policy, and support the education of current and future oral health professionals throughout Victoria.

Our people are the lifeblood of our organisation – without them no vision can be imagined, no strategy can be actioned and no care can be delivered. We are building an organisational culture that embraces diversity, champions equity, and supports our people to thrive.

As a public health service, DHSV is also aware of our broader social and environmental responsibilities. We are committed to improving access to health services for those most vulnerable, creating health equity, building an organisation that embraces diversity and is safe and welcoming for all, as well as minimising our impact on the environment.

Although DHSV partners with many Community Dental Agencies throughout the state to deliver public oral health services our Gender Equality Action Plan is solely focused on DHSV.



## Promoting gender equality: the case for change

**Gender equality:** refers to equal rights, opportunities, access and outcomes for people of all genders.

**Gender equity:** is the process of achieving equality for all genders.

**Gender inequality:** is underpinned by unequal power-relationships and is embedded within organisational policies, systems, and processes. It is enabled by perceived norms and unquestioned assumptions.

**Gendered stereotypes:** women often face unfair treatment because of their sex and gender identity, based on gendered stereotypes. Women also experience discrimination, which leads to gender gaps

in terms of payment, promotions, and employment opportunities. Women and non-binary people are more likely to be sexually harassed than men, which can prevent them from participating fully in paid work and/or public life.

**Intersectionality:** Intersectionality is the approach that helps us examine how classical modes of oppression such as gender, ability and race contribute towards social injustice, discrimination, and inequality. It demonstrates how some people experience deeper injustices because of overlapping attributes.

At DHSV, we believe that by collaborating, being accountable and respectful, we can improve every person's oral and dental health and help them to transform their lives for the better.

DHSV is made up of a rich cross-section of people from different races, religions, cultures, diverse physical and cognitive needs, ages, and gender identities. In terms of gender inequality, we know that other forms of disadvantage and discrimination can impact women and non-binary people's experience of gender-based discrimination.

Our commitment to promoting gender equality at DHSV requires us to deconstruct social and cultural stereotypes and continuously challenge our own biases and unconscious behaviours at an individual and organisational level.

In focusing on intersectional gender equality throughout this action plan, we are adopting an approach that considers the way people's attributes, such as race, gender, disabilities and cultural backgrounds can overlap, creating compounding experiences of discrimination.

By developing a culture that is inclusive of all genders, has diverse representation at all levels and is progressive and proactive in tackling inequality where we see it, we will affect meaningful and sustainable change.



## Our vision for gender equality

We will progress gender equality by using an intersectionality approach from the outset. We will work to create a safe, inclusive workplace that champions equitable access and diverse representation at all levels.

To achieve this vision, we will need to be innovative and work to better understand our workforce and the challenges they may face. We will take a more active approach to changing and improving practices within the organisation and embrace the challenge of doing things differently. We will assess our progress and work together to break down barriers to effect real and lasting change.

## Gender work segregation

Workforce gender, age, accessibility and cultural diversity is important because it enables us as an organisation to house a broader range of skills, ideas and experiences.

Currently, we don't formally capture this information. As part of our new obligation to report on our gender equality status, we will be exploring how we can capture this information confidentially and safely.

## Our path to positive change

Through a review of workforce data and consultation with staff and consumers of DHSV services, we have identified four key areas where work can be done to create a more inclusive, equitable and fair environment where the current and future people that make up DHSV feel heard, safe, and supported.

We will deliver these goals through a series of actions over the next four years.

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### Build organisational ability to promote and support gender equality

We want to build an organisation that understands biases, unconscious biases and societal and broader cultural factors that contribute to experiences of inequality so we can challenge them and instead proactively promote gender equality, diversity and inclusion.

#### How:

- Develop and deliver diversity inclusion training for all staff and board members to increase awareness
- Promote diverse voices in decision making
- Update data collection processes to improve workforce diversity data collection.



## **Investigate and refresh our approach to recruitment, development and remuneration**

We will recruit and promote a diverse representation of staff across all levels of the organisation, ensure equal pay for equal work and actively promote access to career development.

### **How:**

- Promote diversity during hiring processes
- Develop an equitable process for internal opportunities for career development
- Identify contributing factors to the gender pay gap and develop a plan with clear targets.

## **Develop innovative policies and procedures that support people's lived experiences**

We will understand and respond to systemic, structural, and social barriers that may enable continued experiences of inequality amongst our employees and the people and communities we serve.

### **How:**

- Develop and proactively promote leave options for all employees
- Increase transparency about enterprise bargaining process and outcomes.

## **Cultivate an inclusive and safe working environment**

We will create a safe, empowering and inclusive culture that celebrates diversity and inclusion and contributes to DHSV being a great place to work. This includes a focus on eliminating sexual harassment in all its forms and quickly supporting the needs of those who are impacted. This should include strategies that are aimed at preventing sexual harassment in all contexts, including those occurring from members of the public.

### **How:**

- Update the sexual harassment reporting process and increase awareness of it
- Update all communications materials to include inclusive language
- Focus on growing the talent pool to increase diversity across all roles at DHSV.



## Workplace Gender Audit results

DHSV welcomed the opportunity to undertake our first Workplace Gender Audit (WGA) for the period 1 July 2020 to 30 June 2021, which helped us to explore what we're doing well and identify what we can do to better support an inclusive workplace.

As well as results that showed positive activities promoting gender equality during internal career development opportunities, the audit has highlighted gaps in our workforce data.

These gaps include capturing gender as only male or female and not capturing information about Aboriginality, disability, ethnicity, race, religion and sexual orientation. This limits our ability to analyse intersectional gender inequality.

This GEAP outlines how we will address these gaps to ensure a more comprehensive data set for future assessments of progress in achieving gender equality.

The WGA is based on seven key indicators:

1. Gender composition at all levels of the workforce
2. Gender composition of the governing body
3. Equal remuneration for work of equal or comparable value
4. Sexual harassment in the workplace
5. Recruitment and promotion practices in the workplace
6. Availability and use of leave and flexible work arrangements
7. Gendered segregation within the workplace.

These key indicators have been highlighted as the areas where gender inequality persists and give focus to the areas that organisations must analyse in the development of their GEAP. Our results for these seven key indicators follow on pages 6-10.

Two categories of data were used to inform the development of the GEAP:

1. Workforce data – gathered from internal data collection systems, such as payroll, human resources and learning management systems.
2. Employee experience data – gathered through the 2021 People Matter Survey.

### Snapshot of findings

- Current people systems only record gender as either male or female with limited intersectionality information. This limits DHSV's ability to holistically understand and address experiences of inequality.
- There is a large proportion of women employed at DHSV (71% of all staff). The largest cohort of employees are women in administrative and dental assistant roles. There are substantially less men in these roles.
- The WGA showed that DHSV has an organisation-wide gender pay gap of approximately 30% in favour of men when looking at total remuneration. There is no gender pay gap when comparing equal pay for equal work.
- Some factors contributing to the gender pay gap include enterprise agreements and inherent role classification structure and gender work segregation (there is lower representation of women in some higher paying specialist clinical roles and less or no men represented in some lower paying administrative and dental assistant roles).
- Findings from the People Matter Survey show that experiences of sexual harassment are underreported, and more gender diverse people experience sexual harassment. While 16 people indicated they had experienced sexual harassment at work, only 3 people formally reported it. More women access flexible working arrangements and take unpaid parental leave than men.



- At the Executive level, which is the most senior leadership group, the CEO is a woman and the five direct Executive reports to the CEO are men.
- There are more women (19) than men (10) in the Director and Head of Department and Head of Unit and Manager cohorts.
- 85% of all people who undertook career development during the reporting period were women.
- 67% of all people who were promoted were women.

## Workforce data results

### Indicator 1: Gender composition of the workforce

This indicator helps organisations to discover where they can benefit from greater diversity, increased representation, and assess how gender equitable access to opportunities is at DHSV.

This indicator includes information collected across the entire workforce, including from staff at all classification levels and by employment basis, i.e., part-time, full-time and casual.

**FINDING: DHSV is composed of 71% women and 29% men (n=697). During the audit, gender was captured as male or female.**

**ACTION: Data collection processes to be improved to include gender diverse people.**

**ACTION: Implement strategies to support greater diversity into senior leadership and executive level positions.**

### Indicator 2: Gender composition of governing body

This indicator focuses on the gender composition of the DHSV Board of Directors. It provides the organisation with an opportunity to assess gender equitable leadership opportunities at this senior level.

While the majority of Board members are men, including the Chair, DHSV has limited data on the extent of diversity within the Board in relation to other social categories of religion, sexual orientation, cultural identity, and disability.

**FINDING: During the WGA, the Board was 38% women and 62% men.**

**The current composition is 44% women and 56% men.**

**ACTION: Monitor diverse representation on the Board and sub-committees through routine audits.**

### Indicator 3: Equal pay for equal work

This key indicator explores the gender pay gap at DHSV. It provides the organisation with information to understand the existing barriers and create actions to improve gender pay equity.

Women and men are entitled to equal pay for work of equal or comparable value. Pay discrepancies need to be investigated and responded to, to ensure all workers, irrespective of their gender, are paid equally for work of equal or comparable value.

Through preliminary analysis, DHSV has identified that the current gender pay gap is substantially influenced by the Dental Assistant work force, which is the largest workforce at DHSV and is made up of 145 women and 7 men. This large female workforce is at the lower end of the pay scale at DHSV.

Knowing that you can't be what you can't see DHSV will focus on how to address gender equality at the earliest stages of recruitment to the sector, including by assessing how students and trainees are encouraged to apply for roles with a specific focus on supporting more women into roles with a higher paying future.

**FINDING:** Our initial review indicates that DHSV does provide equal remuneration for work of equal and comparable value. However the WGA showed that DHSV has an organisation-wide gender pay gap of approximately 30% in favour of men when we look at the total remuneration paid.

**ACTION:** Identify contributing factors to the gender pay gap and develop a plan with clear targets, including supporting more women into leadership positions.

**ACTION:** Work to understand why many of our roles are traditionally done by women and how we can influence a greater gender balance and improve pay and conditions.

#### Indicator 4. Sexual harassment

The purpose of this indicator is to evaluate how sexual harassment in the workplace is handled at DHSV. The data collected against this indicator supports the organisation to conduct an honest assessment of the workplace culture, explore how sexual harassment impacts different genders, and review how it is addressed, including via formal reporting and complaints.

**FINDING:** During the reporting period, three sexual harassment complaints were formally recorded, with 16 more people reporting they experienced sexual harassment through the People Matter Survey. The three sexual harassment complaints were made by women, with the alleged perpetrators being patients.

**ACTION:** We are committed to providing a safe workplace for all employees and will improve how complaints are managed and ensure that people feel safe to report instances of sexual harassment.

#### Indicator 5. Recruitment and promotion

The purpose of this key indicator is to uncover possible instances of conscious or unconscious bias during the recruitment, promotion and professional development

processes at DHSV, and explore whether opportunities differ by gender.

The recruitment, promotion, secondment, higher duties, career development training and exit trends reinforced DHSV's current overall gender composition.

**FINDING:** During the reporting period a majority of promotions and career development opportunities were offered to women. This included:

- 94 people were recruited – 62% of new recruits were women and 38% were men.
- 12 people received promotions – 67% were women and 33% were men.
- 12 people were seconded – 83% were women and 17% were men.
- 43 people were awarded higher duties – 81% were women and 19% were men.
- 42 people undertook career development training – 85% were women and 15% were men.
- 122 people exited the organisation – 62% were women and 39% were men.

**ACTION:** Develop training and resources to support managers to proactively promote diversity during hiring and promotion processes.

#### Indicator 6. Leave and flexibility

Flexible options support employees of all genders to balance paid work with other responsibilities and strengthen an open and inclusive workplace culture. The aim of this indicator is to identify any gender norms that may impact access to and the uptake of various forms of leave and flexible work arrangements.

**FINDING:** During the WGA, DHSV only formally recorded the flexible arrangements of purchased leave and study leave.

- 7% of the total DHSV staff population (48 people) were recorded as using formal flexible leave arrangements.

- **More women used flexible leave arrangements than men.**
- **31 people took parental leave. 93% of parental leave was taken by women.**
- **Only women took unpaid parental leave**

**ACTION:** Develop innovative leave procedures that support people's lived experiences.

## Indicator 7. Gender segregation

Gender segregation is driven by gender norms and is impacted by structural factors including workplace culture. This indicator uses a gender lens to explore the impact of gender segregation on opportunities for leadership, access to career progression, pay equity and flexible leave and work arrangements.

The data collected against this indicator supports organisations to identify if there are areas of DHSV in which some genders are either over or under-represented.

As part of the WGA, DHSV is required to report gender work segregation by Australian and New Zealand Standard Classification of Occupations (ANZSCO) codes this data provided little insight for DHSV.

**FINDING: DHSV conducted a separate gender work segregation analysis using role classifications as per the seven enterprise bargaining agreements in place at DHSV. This showed:**

- **The largest proportion of staff are women in administrative (156 women) and dental assistant (145 women) roles. These roles also have a large representation of casual and part-time staff.**
- **There are significantly less men in administrative (51 men) and dental assistant (7 men) roles than women.**
- **There is almost equal representation of women and men in clinical roles. Clinical roles include general dentists, specialist dentists, oral health therapists and anaesthetists.**

**ACTION:** Implement strategies to ensure equitable access to career development opportunities, including supporting the careers of more women into leadership positions.

**ACTION:** Actively work with staff to understand barriers to career expansion and progression.

## Employee experience data results

DHSV participated in the 2021 People Matter Survey, with a total of 403 (57%) of staff responding to the survey. The 2021 People Matter Survey results were gender aggregated and analysed.

The insights from the People Matter Survey were used to compliment the WGA results. This identified the following:

- 75% of all employees **agreed** that there is a **positive culture** within DHSV in relation to employees of different sexes/genders.
- More people (16) indicated that they experienced sexual harassment than what was formally reported (3 incidents). Results showed that incidents of sexual harassment were most experienced by gender diverse people.
- 74% of all employees **agree** that DHSV encourages **positive workplace behaviours**. 60% agree that DHSV takes the steps to eliminate bullying, harassment and discrimination. 57% of all employees feel safe to challenge inappropriate behaviour at DHSV.
- On average, 75% of all employees **agreed** that age, gender, sexual orientation, cultural background, having a disability and having an Aboriginal and Torres Strait Islander background is not a barrier to success at DHSV.
- 44% of people **agreed** that DHSV makes fair recruitment and promotion decisions based on merit and 41% of people feel like they have an equal chance at promotion.

- 67% of all employees **agreed** that they are confident that their request for flexible work arrangements would be given due consideration. 55% **agreed** that using flexible working arrangements is not a barrier to success at DHSV.
- 65% of respondents **agreed** that DHSV supports employees with family or other caring responsibilities regardless of gender. There was a 10% difference between responses from women and men and gender diverse people.
- More men (15%) disagreed (compared to, 2% of women and 5% of gender diverse people) with the statement 'my organisation would support me if I needed to take family violence leave'.

## Data gaps

The WGA highlighted a number of data gaps. Below is a summary of the gender data gaps found within the audit process (Table 4).

**Table 4. Workplace Gender Audit required data that is not currently collected at DHSV.**

Data	Problem
Gender	Gender has been captured as either female or male. Data collection processes have not enabled staff to record their preferred gender identity.
Intersectionality information	DHSV only records the intersectionality information about age. Intersectionality information not currently collected includes Aboriginality, disability, ethnicity, race, religion, and sexual orientation.
Satisfaction of sexual harassment complaint management	Data not currently collected at DHSV.
Career development training	Data about career development training was captured via the learning management system. Continuing professional development training provided externally and conference attendance was not included in the audit results.
Internal secondment	Internal secondments reported during the audit process and provided to the Commission for Gender Equality in the Public Sector was obtained via a manual audit. Opportunities to improve data collection processes have been identified.
Flexible working arrangements	The flexible arrangements – purchased leave and study leave are formally recorded.  Flexible working arrangements that are not currently captured include working more hours over fewer days, flexible start and finish times, working remotely working part-time, shift swap, job sharing and using leave to work flexible hours.



## Meaningful consultation and engagement

Through the Gender Equality Working Group, we listened to shared stories, insights, experience and expertise and in response we developed our GEAP actions. DHSV undertook an organisation-wide approach by engaging with staff, consumers, and the DHSV Board. We also engaged with members of the DHSV Community Advisory Board Subcommittee to understand and harness consumer insights and experiences.

### 1. Sharing Workplace Gender Audit results

#### Employee/union consultation

The WGA results were communicated to DHSV employees via the DHSV Daily newsletter, the organisation's regular Town Hall meeting, and at team meetings. DHSV employees were invited to ask questions and anonymously provide feedback on the WGA results via Microsoft forms or via emails, team huddles (via manager responses) or through one-on-one meetings organised at their request with the Gender Equality Officer.

The WGA results were also shared with the Health Services Union, Victorian Allied Health Professionals Association, Community and Public Sector Union and Victorian Hospital Industrial Association and the Australian Nursing and Midwifery Federation. They were once again invited to provide feedback/questions.

The feedback/questions received were collated by the Gender Equality Officer and shared with the Gender Equality Working Group and staff at a Town Hall meeting to inform the development of the GEAP.

#### Focus groups – staff and consumers with lived experience

DHSV employees and consumers were invited to participate in lived-experience online focus groups.

The focus group questions explored how we could support our current and future employees who:

- are gender diverse
- are experiencing or have experienced family violence
- have caring responsibilities
- are cognitive and physically diverse.

The focus groups examined:

- challenges that each group experienced entering or while working at DHSV
- identifying how their current experience and that of future employees could be improved.

### 2. Reviewing our Action Plan

From April – May 2022, DHSV staff, the Service Leadership Group, the Business Leadership Team, Executive, Executive Performance and Remuneration Board Subcommittee, consumers and the Board were provided with the draft GEAP and asked to provide feedback. The draft GEAP feedback was reviewed and updated to include input from all sources where appropriate.

The consultation process highlighted four themes that will be essential in DHSV's journey to promote gender equality through our key areas for change.



## Strategies and measures

DHSV has identified that sustainably progressing gender equality will be an ongoing learning journey with multiple iterations. These iterations will be underpinned by an improved understanding of people's lived experiences and an increased capacity to support our patients and DHSV staff.

Our plan will not be static — we will continue to shift the dial until the scales are sustainably balanced.

OUR JOURNEY TO PROGRESS  
GENDER EQUALITY



Source: Caruso, unknown

## Measuring progress

The Gender Equality Working Group will cease following finalisation of the GEAP. An Inclusion Committee will be created to manage and oversee the GEAP and be included in DHSV's formal committee structure that will report to the Executive Committee. The purpose of the Inclusion Committee will be to ensure the progression of DHSV's GEAP. DHSV's Chief People and Culture Officer will provide leadership and sponsorship to the Inclusion Committee.

## Reporting and monitoring

Six monthly progress and monitoring reports will be provided to the Executive Committee, DHSV employees, and the DHSV Board.


## Evaluation

It is anticipated that societal expectations about what gender equality looks like will continue to evolve during the life of the GEAP. The actions will be evaluated by the Inclusion Committee and others involved in the development and implementation of the actions.





## INCLUSIVE FUTURE



The process of discovery during the implementation stage, the actions we take and learnings over the next four years will help shape the future gender equality profile of DHSV and one that is reflective of the community we serve and the culture we build.

To empower people to make positive oral health changes at home, provide world-class care for those in need, and lead reform with our partners, we will continue to create a workplace culture where people feel respected, valued, and part of something truly meaningful. Our GEAP is putting the spotlight on lived experiences.

This requires increasing our understanding of gender diverse people and people with various intersectionality attribute combinations and ensuring that there is diverse representation across all levels of the organisation.

Source: Anandhiya, 2016

## Resourcing

DHSV has developed a strategic resourcing plan to support the implementation of the GEAP. The resourcing plan budget takes into consideration resourcing, consumer engagement and progress measuring tools.

Due to the confidential salary information in the strategic resourcing plan, DHSV has submitted this document to the Commission for Gender Equality in the Public Sector separately.

# The Action Plan



## Build organisational ability to promote and support gender equality

**Our goal:** Build an organisation that understands biases, unconscious biases and societal and broader cultural factors that contribute to experiences of inequality and that proactively promotes gender equality, diversity and inclusion. This will be supported by improving the data collection capability, processes and approach to focus on areas where gender inequality may persist and to measure progress.

Action	Deliverables	Timeline	Progress measure	Gender equality indicator
Increase organisation-wide understanding of diversity and inclusion	<ul style="list-style-type: none"> <li>Develop and deliver diversity inclusion capability training program for Board, leaders and DHSV staff to increase awareness about biases and unconscious biases</li> <li>Develop organisational reporting process on diversity and inclusion</li> </ul>	By December 2023	<ul style="list-style-type: none"> <li>Completion rates of diversity and inclusion training</li> <li>People Matter Survey Results (Gender composition, Inclusion indicator and Gendered work segregation)</li> </ul>	Gender composition of all levels of the workforce
Promote the inclusion of diverse voices during decision-making, and increase visibility and accountability about gender equality	<ul style="list-style-type: none"> <li>Establish an Inclusion Committee to progress the GEAP and partner with other specialist inclusion groups at DHSV including the Reconciliation Action Plan Working Group and the Disability Action Plan Working Group</li> <li>Embed Impact Assessments</li> </ul>	By October 2023	<ul style="list-style-type: none"> <li>People Matter Survey Results (Gender composition)</li> </ul>	Gender composition of all levels of the workforce
Update DHSV's data collection processes and systems to improve the workplace diversity data available	<ul style="list-style-type: none"> <li>Review and update all systems, forms, and templates that capture information about people</li> <li>Explore system capability and organisational processes to improve workforce diversity data collection</li> </ul>	By September 2024	<ul style="list-style-type: none"> <li>Establishment of systems and processes</li> <li>Number of people that feel comfortable to formally share intersectionality attributes</li> </ul>	Gender composition of all levels of the workforce



## Investigate and refresh our approach to recruitment, development and remuneration

**Our goal:** Promote diverse representation of staff across all levels of the organisation, ensure equitable remuneration for equitable work, actively promote access to career development and work to understand barriers to progression.

Action	Deliverable	Timeline	Progress measure	Gender equality indicator
Enhance DHSV's recruitment approach to attract and retain a diverse representation of staff	<ul style="list-style-type: none"> <li>Review and update recruitment process and collateral</li> <li>Develop training and resources to support managers to proactively promote diversity during hiring and promotion processes</li> </ul>	By September 2023	<ul style="list-style-type: none"> <li>Training completion rates</li> <li>People Matter Survey Results (recruitment and promotion and Gender composition)</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment and promotion practices in the workplace</li> </ul>
Implement strategies to ensure equitable access to career development opportunities	<ul style="list-style-type: none"> <li>Develop a standard and equitable process for internal transitions (recruitment, secondments, committee memberships and promotions)</li> <li>Conduct a gender audit on all Board, Board subcommittees and operational committees</li> </ul>	By June 2023	<ul style="list-style-type: none"> <li>People Matter Survey Results (leave and flexibility)</li> <li>People Matter Survey Results (recruitment and promotion)</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment and promotional practices in the workplace</li> <li>Gender composition of governance bodies</li> </ul>
Identify factors contributing to the gender pay gap and develop action plans to address the gender pay gap with targets	<ul style="list-style-type: none"> <li>Investigate gender pay gap further and identify contributing factor and barriers, that DHSV can influence to create positive change</li> <li>Actively work with staff to understand barriers to career expansion and progression</li> <li>Implement strategies to support greater diversity into senior leadership and executive level positions</li> <li>Work to understand why many of our roles are traditionally done by women and how we can influence a greater gender balance and improve pay and conditions</li> </ul>	By September 2024	<ul style="list-style-type: none"> <li>Report identifying contributing factors and barriers</li> <li>Gender pay gap</li> </ul>	<ul style="list-style-type: none"> <li>Gender work segregation</li> </ul>



## Develop innovative policies and procedures that support people's lived experiences

**Our goal:** Respond to systemic, structural, and social barriers that may enable continued experiences of inequality

Action	Deliverables	Timeline	Progress measure	Gender equality indicator
Develop innovative leave procedures that supports people's lived experiences	<ul style="list-style-type: none"><li>Review leave framework and develop innovative leave procedures</li><li>Increase awareness about leave options available to all employees</li></ul>	By June 2024	<ul style="list-style-type: none"><li>Number of people accessing flexible leave options</li><li>People Matter Survey results (leave, domestic and family violence leave and flexibility)</li><li>Levels of awareness (pulse survey)</li></ul>	<ul style="list-style-type: none"><li>Leave and flexibility</li></ul>
Increase transparency and understanding of enterprise bargaining process and outcomes	<ul style="list-style-type: none"><li>Develop a communication and engagement plan with timelines for all new enterprise agreements. Monitor progress and provide updates to relevant stakeholders</li></ul>	By October 2024	<ul style="list-style-type: none"><li>Number of people accessing flexible leave</li><li>People Matter Survey Results (leave and flexibility)</li></ul>	<ul style="list-style-type: none"><li>Leave and flexibility</li></ul>



## Cultivate an inclusive and safe working environment

**Our goal:** Create a safer, empowering and inclusive culture that celebrates diversity and inclusion and contributes to DHSV being a great place to work.

Action	Deliverables	Timeline	Progress measure	Gender equality indicator
Create a safe psychosocial environment for all people	<ul style="list-style-type: none"> <li>Review, and update sexual harassment reporting procedure and processes</li> <li>Increase awareness of sexual harassment reporting procedures.</li> <li>Increase awareness about family violence support services available</li> <li>Improve how complaints are managed and ensure that people feel safe to report instances of sexual harassment</li> </ul>	By September 2023	<ul style="list-style-type: none"> <li>People Matter Survey Results (Sexual harassment)</li> </ul>	<ul style="list-style-type: none"> <li>Sexual harassment</li> </ul>
Demonstrate that DHSV is an inclusive workplace	<ul style="list-style-type: none"> <li>Update Media and Communications Framework to include inclusive language</li> <li>Review and update language in DHSV policies and procedures</li> </ul>	By October 2023	<ul style="list-style-type: none"> <li>People Matter Survey Results (Gender composition)</li> <li>Pulse Surveys</li> </ul>	Nil
Build an employee value proposition to support a diverse entry into clinical and non-clinical support roles and growing the talent pool	<ul style="list-style-type: none"> <li>Promote and support internal mobility</li> <li>Gender diversity in areas of pay gap focus</li> </ul>	By April 2025	<ul style="list-style-type: none"> <li>People Matter Survey Results (Gender composition and recruitment and promotion)</li> </ul>	<ul style="list-style-type: none"> <li>Gender composition of all levels of the workforce</li> <li>Gender work segregation</li> <li>Recruitment and promotion practices in the workplace</li> </ul>



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