

Eastern Health

Gender Equality Action Plan

2021 to 2025

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Message from the Board Chair and Chief Executive

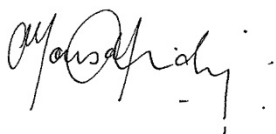
We are pleased to present Eastern Health's first Gender Equality Action Plan which represents an organisational commitment to the fostering of a gender equitable workplace.

Eastern Health proudly delivers health care to our diverse community in Melbourne's East, across Victoria and nationally through our Statewide Services, and approximately 70% of Eastern Health staff live within the Eastern Health catchment. We are committed to providing a safe environment free from discrimination, bias, and one that embraces the different attributes, skills, perspectives and experiences that all genders bring to Eastern Health.

We recognise that individual experiences are shaped through the interplay between multiple experiential and identity factors. The Gender Equality Action Plan offers an understanding of the barriers to diversity, equality and inclusion and uses this understanding to introduce meaningful actions to address gender inequities for our people.

Gender Equality is a critical and systemic issue, therefore a strategic and deliberate approach is required. The process of achieving gender equality is often referred to as a 'journey'. Eastern Health is on a journey towards a workplace which is genuinely and sustainably equitable for all genders, and which will be realised over time. It is intended that the impact will be cumulative.

This plan has been developed in consultation with our people and will provide the blueprint for our actions and priorities over the next four years. The plan aligns with the Eastern Health values and will enable a better place to work for our people (employees and volunteers), improved healthcare services for our diverse community, and a better patient experience.



Tass Mousaferiadis
Board Chair



David Plunkett
Chief Executive

Eastern Health Commitment

Eastern Health is committed to becoming renowned as an inclusive, supportive and safe workplace that values and celebrates diversity of identity and thought. The realisation of this inaugural plan will enable progress towards this vision.

Gender impacts our health and wellbeing outcomes¹:

- 2 to 3 times more women than men experience mental health problems like depression and anxiety. Harmful stereotypes about sexuality and body image play a part in this.
- The gender pay gap and inequality at work put women at higher risk of physical and mental illness.
- Gender-based violence and harassment affect how and when women access and use public services and spaces.
- Men are more likely to engage in risky behaviours such as drinking too much alcohol that put them at greater risk of harm and injury. They are less likely to go to the doctor or seek help when they need it.
- Gender norms and stereotypes mean health outcomes for LGBTIQ+ people are often worse than for non-LGBTIQ+ people.

We recognise that our people represent the community we serve and are our greatest strength. We want our people to thrive and to be their best selves and to feel engaged, safe and empowered. To achieve this, diversity and inclusion, and more specifically, Gender Equality, are essential to our culture and our values.

At Eastern Health, we are committed to a workplace where:

- Our people respect and value the differences and skills of the people they work with
- We are reflective of the communities we provide care to
- Our people can bring their authentic selves to work and feel safe and like they belong
- All genders feel that the experience and perspective they bring is embraced.

Our Gender Equality Action Plan outlines how we will fulfil this commitment to our people.

Eastern Health Community

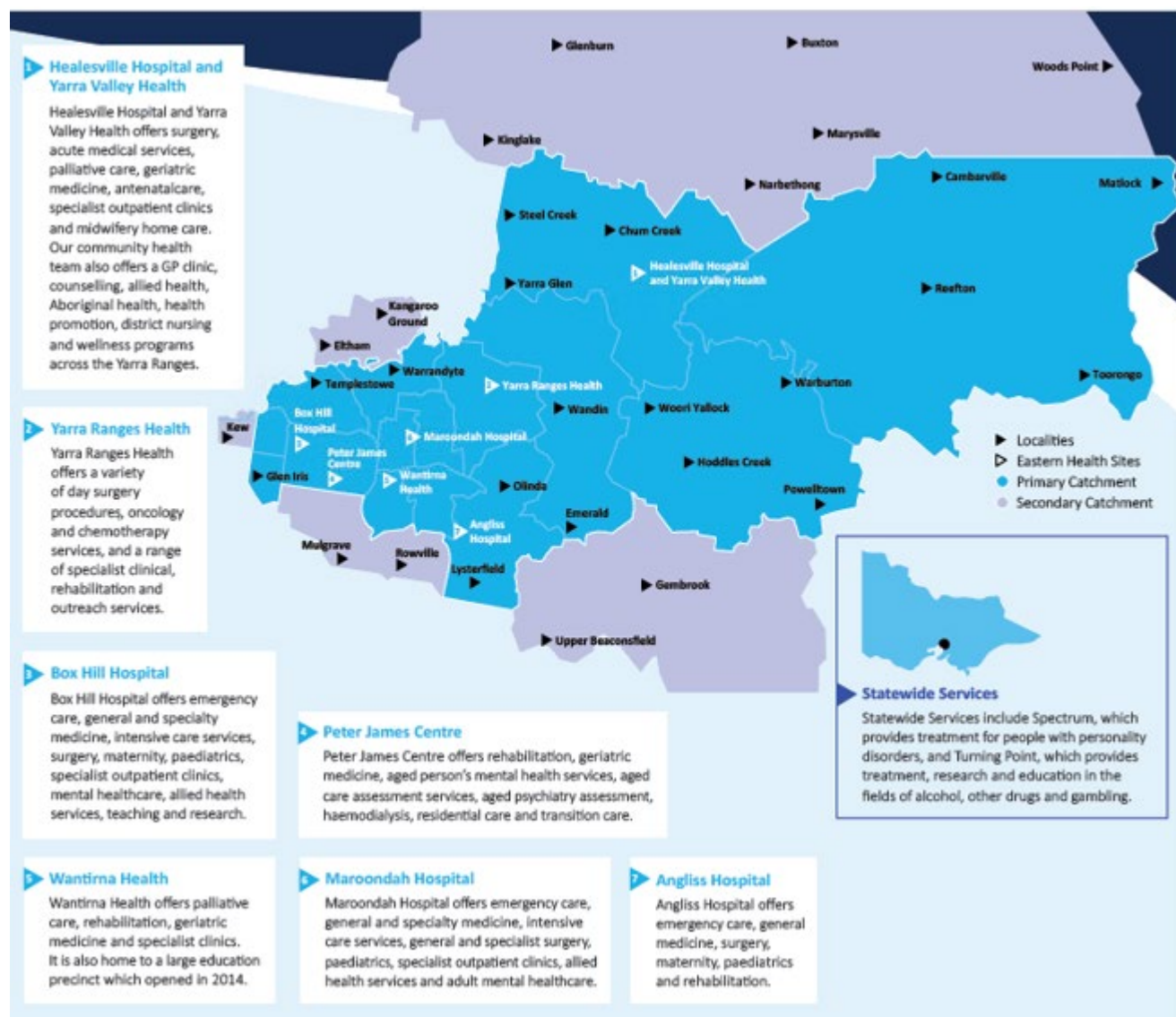
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Eastern Health's portfolio of services includes a range of emergency, surgical, medical and general healthcare services. These include maternity, palliative care, mental health, alcohol and drug/addiction, residential care, community health and specialist services which in some cases are delivered across the State and nationally.

The Eastern Health catchment extends across an area of 2816km, covering the largest geographical area of any of the Melbourne metropolitan health services. Ensuring our workforce

¹ <https://www.vic.gov.au/gender-equality-health-and-wellbeing>, March 2021

is reflective of the community and consumers is critical to our ability to deliver patient-centred care.



The following provides a snapshot of the diversity profile within Eastern Health communities (Source: Eastern Region Group of Councils and Australian Bureau of Statistics 2016).

- The Eastern Region Estimated Resident Population for 2020 is 959,103, with a population density of 3.31 persons per hectare.
- In the Eastern Region in 2016, the largest religious group was Western (Roman) Catholic (19.7% of all people), while 35.5% of people had no religion.
- In 2016, 42,106 people (or 4.8% of the population) in the Eastern Region reported needing help in their day-to-day lives due to disability.
- 28.2% of people in the Eastern Region had a Bachelor or Higher Degree qualification in 2016, higher than Greater Melbourne.
- In 2016, the Eastern Region had lower proportion of children (under 18) and a higher proportion of persons aged 60 or older than Greater Melbourne.
- 294,852 people who were living in the Eastern Region in 2016 were born overseas, and 22% arrived in Australia within 5 years prior to 2016.

Median age

39

Greater Melbourne	36
Victoria	37

Aboriginal and Torres Strait Islander Population

0.4%

Greater Melbourne	0.5%
Victoria	0.8%

Couples with children

36%

Greater Melbourne	33%
Victoria	31%

Older couples without children

11%

Greater Melbourne	8%
Victoria	9%

Lone person households

20%

Greater Melbourne	22%
Victoria	23%

Median weekly household income

\$1,535

Greater Melbourne	\$1,539
Victoria	\$1,416

Households renting

22%

Greater Melbourne	29%
Victoria	28%

Households with a mortgage

36%

Greater Melbourne	34%
Victoria	33%

Overseas born

34%

Greater Melbourne	34%
Victoria	28%

Trade qualification (certificate)

16%

Greater Melbourne	15%
Victoria	17%

Language at home other than English

31%

Greater Melbourne	32%
Victoria	26%

University qualification

28%

Greater Melbourne	27%
Victoria	24%

Our Case for Change

Gender equality is an important social and economic goal. Societies with greater gender equality have lower rates of violence towards women and children, and better outcomes for women in terms of social, political and economic participation.

A gender-equitable workplace is one in which all people are able to access and enjoy the same rewards, resources and opportunities, regardless of gender, and are equally valued and rewarded. To realise this aspiration and benefits, the following enablers are key:

- Building and maintaining gender-balanced teams and an overall workforce
- Developing and fostering a culture which is consistently inclusive of all genders
- Flexible mindsets and work practices.

The benefits of a balanced and diverse workforce have been established through research. These include, but are not limited to, increased performance in decision-making, innovation, ability to attract the best candidates, and job satisfaction for all genders. These benefits lead to sustainable organisational performance (see Table 1).

Eastern Health embraces the opportunity to improve the diversity, equity and inclusion practices that are informed by our current state and aligned to our workplace value of Respect. The central tenet is to enable an inclusive and equitable employee experience that optimises our patients’ experience. This means:

- Enabling equitable promotional and career development experiences into leadership roles to drive improved decision making and innovative practices through gender-balanced representation.
- Building inclusive practices that engender trust and willingness to disclose intersectionality information and therefore enable improved representation and equality of experiences.
- Exploring options to attract more male employees to roles in health care by addressing the barriers relating to stereotypical roles. Traits traditionally identified in women should and can be acknowledged within the capacity of men. This enables a widening of the long term talent pool in an environment where talent shortages in response to service demands are evident and provides an opportunity to generate a workforce profile that reflects our consumers and the community.

Measure	Benefits
Patients	<p>A workforce which is as diverse as its consumers can more effectively:</p> <ul style="list-style-type: none"> • understand and anticipate consumer needs, which will enable proactive tailoring of patient care and services, advice and information.

Measure	Benefits
	<ul style="list-style-type: none"> personalise communications and interactions, develop deeper connections, and engage more meaningfully with consumers.
Talent ²	<ul style="list-style-type: none"> Talent and capability are not found in one particular demographic. To ensure an organisation has access to the best available talent and is able to retain this, it will need to progressively become an employer of choice for existing and potential employees of all backgrounds. Rapidly changing workforce demographics (a shrinking, ageing and more female workforce) mean organisations will increasingly be challenged in the search for talent unless they are able to draw from, and retain, candidates from diverse backgrounds.
Performance ³	<ul style="list-style-type: none"> Research and organisational experience indicate diverse teams consistently outperform homogeneous teams and produce stronger (business) outcomes – provided an inclusive culture operates, where all ideas or contributions are valued and considered. Employees at all levels who are valued and included, irrespective (or because) of their individual differences, and who can ‘be themselves’ at work are typically more engaged, motivated and therefore productive. Co-workers who understand and respect individual differences collaborate more effectively and with less conflict.
Innovation ⁴	<ul style="list-style-type: none"> Developing innovative solutions to customer needs, creative exploitation of technology and continuous process improvement may help sustain competitive advantage. Diverse and inclusive teams are more innovative because they have a wider set of experiences, approaches and resources to draw upon. Enabling people to constructively challenge established approaches and conventional thinking provides the basis for experimentation and managed risk-taking.
Agility ⁵	<ul style="list-style-type: none"> Flexible teams are typically more adaptive and responsive to rapid changes in business conditions and priorities because they already communicate, collaborate and deliver results in ways which are far less restricted by time and location, and which exploit technology to full advantage.
Risk	<ul style="list-style-type: none"> Diverse teams which operate inclusively can manage and mitigate risk more effectively by avoiding suboptimal decision-making associated with ‘group-think’.

² Kaplan, Wiley and Maertz (2011)

³ McKinsey and Company, 2018

⁴ Gratton, et. al. 2007

⁵ Russell, G. & O’Leary, J., 2012

Table 1: Gender Equality Benefits

Key Terms and Definitions

In support of the development of an inclusive workplace, the following terms and definitions are provided to enable awareness and application in everyday workplace interactions.

<i>Term</i>	<i>Definition</i>
Gender Equality	Is defined as the equal rights, responsibilities and opportunities of women, men, trans and gender-diverse people. Equality does not mean that women, men, trans and gender diverse people will become the same but that their rights, responsibilities and opportunities will not depend on their gender.
Gender Equity	Entails the provision of fairness and justice in the distribution of benefits and responsibilities on the basis of gender. The concept recognises that people may have different needs and power related to their gender and that these differences should be identified and addressed in a manner that rectifies gender related imbalances.
Sex	Refers to a person’s biological characteristics. A person’s sex is usually described as being male or female. Some people may not be exclusively male or female, which is referred to as intersex. Some people identify as neither male nor female.
Gender	Refers to the way in which a person identifies or expresses their masculine or feminine characteristics. Gender is generally understood as a social and cultural construction. A person’s gender identity or gender expression is not always exclusively male or female and may or may not correspond to their sex.
Trans and Gender Diverse	Is an umbrella term used to describe all those whose gender identity does not match their biological sex.

Table 2: Key terms and definitions

Gender Audit Findings

To inform the Eastern Health Action Plan, an audit was undertaken to provide insight into how we are performing in regard to the systems, structures, policies and practices that promote workplace gender equality. The initial audit provides a baseline that Eastern Health has used to identify areas for improvement and challenges to address. Two categories of data have informed the Eastern Health workplace gender audit.

1. Workforce Data

Workforce data extracted from Eastern Health internal data collection systems have been analysed to assess the state and nature of gender inequality.

Measured workforce data included gender composition, remuneration, sexual harassment, flexible working arrangements and support related to family violence and family or caring responsibilities.

The audit findings identified the following (and are summarised in the infographic provided on page 12):

- Data capture across the Gender Equality workforce indicators on intersectionality are largely non-existent and the lack of data limits the ability to accurately isolate areas of inequality across Eastern Health.
- When it comes to gender, Leadership levels are not reflective of the broader workforce profile (of which 77% of the total workforce identify as women, with 55% of roles at two levels below the CEO being occupied by women).
- Women undertake nearly twice as many higher duties/secondment experiences than men across the organisation whilst promotional experiences remain evenly spread for men and women proportionate to the workforce profile.
- Women employed full time experience the most career development opportunities, almost 2.5 times more than men employed part time and full time and 3 times more than women employed part time.
- Men earn more than women across the organisation at each level and for each employment type with a 14.9% Full Time gender pay gap identified.
- Challenges of accurately applying the level to CEO analysis (as required by the legislation) were identified due to the hierarchical and cross functional structures. Employees are aligned to professional bodies and industrial instruments that define job classifications based on qualifications, experience and years of experience. The hierarchical structures within these professions are not uniform and therefore limit cross-profession comparison. In acknowledging this, aspects of the audit were analysed on the basis of employment type and profession.

2. Employee Experience

Eastern Health's participation in the People Matter Survey has provided for relevant feedback to be garnered about employee experiences to inform the audit. The People Matter Survey is a whole of public sector employee engagement survey made available to the whole workforce. A response rate of 29% was realised in 2021. The employee experience data has complemented the workforce data and the survey results have identified the following:

- A proportion of employees who participated in the survey elected not to disclose their demographic profile through the survey with 'prefer not to say' as the elected response. This response position reinforces a need to increase the level of trust and psychological safety amongst employees to encourage the disclosure of information to enable improvement in their experiences.
- Those employees who are underrepresented and are part of a minority group such as identifying as non-binary or who use a different term to self-describe their gender, who described their sexual orientation as asexual and/or pansexual, who selected 'prefer not to say' to the demographic questions, who indicated they have a disability and those who have purchased leave to access flexible working arrangements, have indicated their experiences are *less than positive*:
 - A positive culture in relation to diversity and inclusion practices has not been experienced
 - Barriers to success include having family and carer responsibilities, having a disability and being Aboriginal and/or Torres Strait Islander
 - Learning and development needs have not been addressed and there have been insufficient skill development experiences
 - Unequal chances of promotion have been experienced.

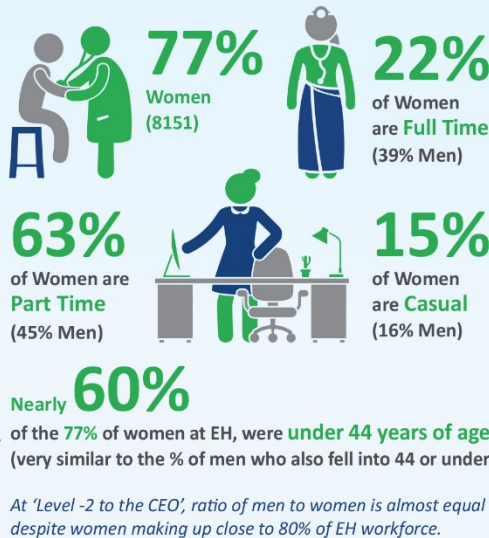
The audit findings are reflected in the areas of improvement in the Action Plan.

Gender Equality Audit Insights 2020-2021

The GEA was carried out to provide insight on how Eastern Health systems, structures, policies and practices are performing in promoting workplace gender equality. The results provide a baseline for Eastern Health to identify improvement opportunities and challenges to address.

Static data is derived as at 30/6/2021. Data based on activity/usage is derived from the period 1/7/20 – 30/6/21.

Workforce Composition



Identify as Aboriginal and/ Torres Strait Islander



Allied Health Workforce
15.42% of our total workforce.
82.24% of Allied Health employees are women.



Non Clinical Workforce
20.72% of our total workforce.
75.37% of Non Clinical employees are women.



Intersectionality Data

No data is available on: religion, ethnicity, LGBTIQ+ and disability

Remuneration

The pay gap between men and women is:



Men earn more than women for each employment type – Full Time, Part Time or Casual

Medical
17.67% of our total workforce.
44.86% of medical employees are women.

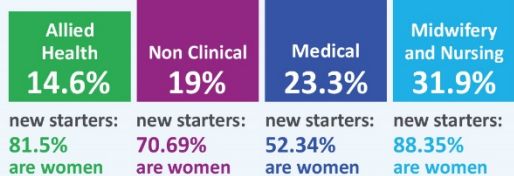


Professional Mix

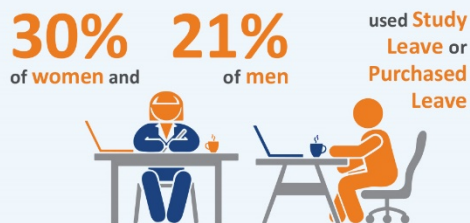
Midwifery and Nursing
46.2% of our total workforce.
89.28% of nursing and midwifery employees are women.



% of Recruited by Profession



Flexible working Conditions



Sexual Harassment

<5 sexual harassments reported over '20-'21



Secondments/Higher Duties

Based on men/women ratios: Women undertake nearly **2 X** as many higher duty/secondments than men

Career Development

Based on men/women ratios: Full Time women experience the most (~16%) occurrences. **>2.5 times** than Part Time and Full Time men, and **>3 times** than Part Time women

It is acknowledged that the data and employee details are reflective of extracts from the HR Systems at Eastern Health - the intent is to provide insight into what is recorded, how it is recorded and where there are data gaps. The Audit aligns with our commitment to the Gender Equality Act 2020 to help formulate Eastern Health's Gender Equality Action Plan 2021 aimed at improving gender equality across our workplace.

Consultation

This plan was developed in consultation with a number of internal and external stakeholders to ensure the actions included were built on the experiences and aspirations of our people and community needs.

The following stakeholder groups were engaged to enable the development of the actions:

- Internal Subject Matter Experts who own processes relating to:
 - Workforce reporting and analysis
 - Learning and Development and Career Development
 - Talent Acquisition
 - Remuneration
- Existing Eastern Health Diversity and Inclusion Committees
- Staff Forums
- Unions (including AMA, ANMF, HACSU, HWU, MSAV, and VAHPA) and employee union delegates
- Peak Bodies such as Gender Works Australia
- Victorian Health Equality Network
- Eastern Health Executive Committee
- Eastern Health Board.

All employee levels at Eastern Health through to the Board have had the opportunity to be involved in the formation of this Action Plan and to understand the commitment it engenders for all who work with Eastern Health. The Board has provided full support to the realisation of the actions outlined in the plan, including overseeing the implementation of the plan through regular reporting.

The consultation process identified emerging themes that centred on:

- Leadership capability: the lived Gender Equality experience varied based on leadership capability and this is inconsistently experienced across the organisation.
- Organisational maturity: the disclosure of intersectionality data for existing employees would require significant communication to raise awareness and engender trust in the management of privacy and appropriate use of the information disclosed by employees.
- Employee experience: differs across the professions with various practices impacting career development opportunities and access to flexible working conditions.

Consultation themes augmented the audit findings to provide a holistic understanding of the current experiences and opportunities to address gender inequality.

Guiding Principles Informing the Action Plan

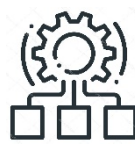


SUSTAINABLE CHANGE

Change generated by managing the human elements of change to focus on the technical and behavioural shifts needed.

Acknowledging that this will take time to move from making conscious “efforts to change” to establishing a new, accepted “way of doing business”.

Dynamic nature of the current health environment requires flexibility and capacity within the actions to accommodate changing priorities and expectations.



INFRASTRUCTURE

Considerate of the current organisation systems’ functionality and resourcing requirements needed to enable improved reporting to underpin an evidenced basis of action planning.



FOUNDATIONS

Establishing strong foundations to create clarity of purpose, benefit, roles and expectations.

Foundations that can be leveraged over the long term.



VALUE

Meaningful impact and that aligns with areas of opportunity and what our people are seeking.

The Action Plan

In addition to the action identified, the audit findings will be integrated with existing Diversity, Equity and Inclusion and Strategic Workforce plans to ensure the work is complementary.

A cross functional working group will be established to enable implementation of the action plan. This plan will be governed by the Executive Committee and monitored through regular reporting against the plan to both the Executive Committee and the Board.

The implementation of these actions will lift the organisational maturity with respect to Diversity, Equity and Inclusion, and more specifically, Gender Equality experiences at Eastern Health.

SOLUTION AND OBJECTIVE		ACTIONS	LEADERSHIP RESPONSIBILITY	TIMEFRAMES	SUCCESS/PROCESS MEASURE
COMMUNICATION AND ENGAGEMENT	Understand value of Gender Equality and build trust to disclose and share information when data is gathered	<ul style="list-style-type: none"> Establish a cross-organisation Gender Equality Community of Interest group (including leveraging The Human Library construct to challenge stereotypes and prejudices through dialogue) Develop a communication plan to increase awareness about disclosing gender and intersectionality data for new starters and existing workforce 	Organisational Development Department	By Dec 2022	<ul style="list-style-type: none"> Feedback and evaluation post forums Increase in positive responses to Diversity and Inclusion questions in the People Matter Survey Gender diversity of members in Community of Interest group
	Celebration and promotion of successes	Celebrate women’s achievements and promote gender equality:	Communications Department	2022 and ongoing	<ul style="list-style-type: none"> Attendance and participation Feedback post event

SOLUTION AND OBJECTIVE		ACTIONS	LEADERSHIP RESPONSIBILITY	TIMEFRAMES	SUCCESS/PROCESS MEASURE
		<ul style="list-style-type: none"> Sharing of stories of achievement and exemplars cases of a diverse and inclusive workforce International Women’s Day 16 Days of Activism events 			
CAPABILITY	Enable gender balanced decision making bodies to minimise bias and support equitable leadership presence	<ul style="list-style-type: none"> Adopt the 40/40/20 principle to EH Steering Committee appointments as new committees are established and/or terms and membership of existing committees are reviewed: 40% women, 40% men, 20% flexible in response to environment, and/or gender non-binary 	Organisational Development Department	2022 and ongoing	
	Enable gender balance in specialist skill areas	<ul style="list-style-type: none"> Investigate gender balance in specialist skill areas/roles Develop a report on barriers to women/all genders participating in specialised skill areas/roles 	Organisational Development Department	December 2023	Timely completion and submission of a report that identifies the barriers
	Leadership accountability through transparency of progress made/status	<ul style="list-style-type: none"> Annual presentation at Senior Leadership Team forum by CEO on gender audit findings Reporting annual gender ratios for each discipline/profession made available publicly 	Organisational Development Department	By Dec 2022	Feedback and evaluation post SLT forum
	Enhance Leadership capability to reinforce the role of leaders to foster a Gender Equitable workplace	<ul style="list-style-type: none"> Continue to develop leadership capability particularly in areas affected by gender imbalance Reinforce inclusive leadership practices and align with Audit findings 	Organisational Development Department	2021 and ongoing	<ul style="list-style-type: none"> Increase in positive responses to Diversity and Inclusion questions in the People Matter Survey Gender balanced leadership program participation

SOLUTION AND OBJECTIVE		ACTIONS	LEADERSHIP RESPONSIBILITY	TIMEFRAMES	SUCCESS/PROCESS MEASURE
	Manager capability to increase awareness and expectations in creating inclusive practices that minimise gender inequalities	<ul style="list-style-type: none"> Design, develop and introduce targeted manager learning 	Organisational Development Department	By Dec 2023	Increase in positive responses to Diversity and Inclusion questions in the People Matter Survey
POLICY AND PROCEDURES	Gender Impact Assessments: Gender equality is integrated in existing policies, plans, programs, services and infrastructure	<ul style="list-style-type: none"> When reviewing existing and developing new organisational policies integrate gender equity measures where possible. Integrate decision making practices to minimise gender bias Compare against best practice and industry standards Provide training to policy owners 	Quality, Planning and Innovation to provide the framework	By Dec 2023	<ul style="list-style-type: none"> Number of gender-related amendments made to policies, standards and guidelines Training completion rates
		<ul style="list-style-type: none"> When developing Clinical Service Plans integrate gender equitable considerations 	Quality, Planning and Innovation	By Dec 2023	Number of gender-related amendments made to Clinical Service Plans
	Investigate Pay Equity	<ul style="list-style-type: none"> Form a pay equity working group Investigate pay gap issues post the second workforce audit Identify root causes on areas of pay gaps and barriers to pay equity Submit a Pay Gap issues paper for the Executive Committee and Board 	Organisational Development Department	By December 2024	Timely completion and submission of report
	Sexual Harassment case management and reporting to engender a safe environment for reporting inappropriate conduct	<ul style="list-style-type: none"> Improve the Complainant experience through the introduction of guidelines Build awareness of positive duty responsibilities 	Workplace Relations	By Dec 2023	Improved results in Negative Behaviours experience questions in People Matter Survey

SOLUTION AND OBJECTIVE		ACTIONS	LEADERSHIP RESPONSIBILITY	TIMEFRAMES	SUCCESS/PROCESS MEASURE
		<ul style="list-style-type: none"> Explore requirements and solution options to introduce an outsourced model to encourage reporting of inappropriate conduct. Complaints of Sexual Harassment will be reported to the Executive Committee 	P&C Business Partnering		
ATTRACTOR	Explore options to attract more male employees to roles in health care. This enables a widening of the long-term talent pool and an opportunity to generate a workforce profile that reflects the community and consumers.	Build partnerships with the education sector to engage in volunteering opportunities as a means to introduce males to health care and to bring intergenerational benefits, showcasing the variety of work and role of males within the healthcare sector as a possible career pathway.	Talent Acquisition and Volunteer Services	By Dec 2024	Number of volunteering opportunities experienced by men
DATA AND REPORTING	To close the data gaps identified through the inaugural audit	Define scope for data measures to be included for future Audits & ensure compliance against Privacy and Confidentially legislation.	Information Integrity	By October 2021	Effective advice and guidelines for process of data collection, content of data request and ongoing storage.
		Apply the Gender Equality Commission Level to CEO architecture (developed post Eastern Health's inaugural 2021 audit) to the next audit process.	Organisational Development	By December 2023	Analysis completed using Level to CEO

SOLUTION AND OBJECTIVE	ACTIONS	LEADERSHIP RESPONSIBILITY	TIMEFRAMES	SUCCESS/PROCESS MEASURE
	Intersectionality Data Collection for new starters: <ul style="list-style-type: none"> Assess data gaps and determine data capture fields. Liaise with Vendors on application functionality and investment required Draft process for future data collection and storage. 	HR Systems and Reporting Talent Acquisition	By November 2021	Existing system functionality that can enable improved data fields and capture
	<ul style="list-style-type: none"> Prepare scope/statement of works for Vendors (SAP & eMercury) Build and test changes Implement 	HR Systems and Reporting Talent Acquisition	By December 2022	Design, Build, Test and Implement within timeframe and budget
	<ul style="list-style-type: none"> HRS (Payroll Compliance Team & HRS Reporting Team) data entry training and reporting collation training. Ongoing Data Entry requirements Reporting extract guidelines 	HR Systems & Reporting & Payroll Compliance	By August 2022	Efficient execution of new processes as per requirements
	Intersectionality Data Collection from existing staff: <ul style="list-style-type: none"> Design processes to enable including method of data collection and data transfer to SAP Communicate and raise awareness Execute process Establish annual processes for ongoing purposes 	Organisational Development	By December 2024	<ul style="list-style-type: none"> Minimum of 20% increase in Intersectionality data in HR Systems. Minimum of 10% increase each subsequent year from previous data totals.

SOLUTION AND OBJECTIVE	ACTIONS	LEADERSHIP RESPONSIBILITY	TIMEFRAMES	SUCCESS/PROCESS MEASURE
	<p>Establish process for data extracts to report and conduct mandatory audits required by the Act.</p> <p>Automation of data input into defined de-identified Templates.</p>	Organisational Development	By March 2023	Efficient execution of new processes as per requirements
<p>To improve data and reporting relating to Promotional and Secondment Opportunities at Eastern Health that reflect the operations at Eastern Health.</p>	<ul style="list-style-type: none"> Identify opportunities in online systems that already manage employment changes at Eastern Health. 	HR Systems and Reporting: SAP and eMercury Teams	By October 2022	<ul style="list-style-type: none"> Identification of potential system enhancements. Internal agreement on system enhancements
	<ul style="list-style-type: none"> Liaise with Vendor to modify current systems based on agreed changes to employment variation data collection in eMercury. 	HR Systems and Reporting: eMercury Team	By March 2022	Actions completed within timeframes
	<ul style="list-style-type: none"> Communicate changes to Managers across Eastern Health. Implement and monitor 	HR Systems and Reporting: eMercury Team	By March 2022	Change to practice adopted
	<ul style="list-style-type: none"> Implement data field in SAP to import data, for reporting purposes. 	HR Systems and Reporting: SAP Team	By June 2022	<ul style="list-style-type: none"> Successful importation of data into SAP. Successful extraction of data from SAP into reporting templates.

SOLUTION AND OBJECTIVE	ACTIONS	LEADERSHIP RESPONSIBILITY	TIMEFRAMES	SUCCESS/PROCESS MEASURE
To improve the accuracy, recording and storing of data relating to Career Development opportunities	<ul style="list-style-type: none"> Tag all current career development courses in iLearn Add career development question to Educational Resource Expression of Interest form (to capture future projects) Create report to extract data from iLearn 	Learning and Teaching (iLearn)	By end of December 2021	Actions completed within timeframes
	<ul style="list-style-type: none"> Reminder sent to course Subject Matter Experts of relevant courses 1 month before reporting due date ensuring accuracy of enrolment data and course completion data 	Learning and Teaching (iLearn)	By end of June 2022	Actions completed within timeframes
	<ul style="list-style-type: none"> Extract Data from iLearn report Reconciliation of manual records with data exported from SAP 	Learning and Teaching (iLearn) Payroll Team	By August 2022	<ul style="list-style-type: none"> Successful export of Career Development totals from a single data source (iLearn) 95% validation of accurate iLearn data extract
	<ul style="list-style-type: none"> Assess formal recording of medical career development data in iLearn Develop a process and method to include Medical professional career development in iLearn 	Medical Workforce Unit iLearn	By December 2022	Single Data source (iLearn) to export career development for Medical Profession

Progress Measurement

The actions will be monitored through a combination of success and process measures outlined in the Action Plan and will measure how well the actions have been implemented or adopted. Process measures have been developed to enable Eastern Health to monitor the progress of these actions in the shorter term/interim.

A full set of measures will be developed using data that is collected in the subsequent Audit process to enable more effective measures to be identified.

In demonstration of Eastern Health's commitment to improving the organisational maturity with respect to Gender Equality practices, a fit for purpose maturity assessment will be completed as part of the Action Plan to provide supplementary input (alongside future workforce audit outcomes) into future improvement actions and strategies.

The measures will be reviewed regularly, with progress overseen by the Executive Committee and Eastern Health Board on a regular basis.