



# Gender Equality Action Plan

2021–2025



MUSEUMS  
VICTORIA

# Acknowledgement of Country



**Museums Victoria acknowledges the Wurundjeri and Boon Wurrung peoples of the Kulin Nations where we work and First Peoples language groups and communities across Victoria and Australia.**

**Our organisation, in partnership with the First Peoples of Victoria, is working to place First Peoples living cultures and histories at the core of our practice.**

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## LEFT

Milarrri Garden at Melbourne Museum

## IMAGE CREDITS

Photographer: Benjamin Healley

Source: Museums Victoria



# Message from the CEO

On behalf of Museums Victoria, it is my pleasure to introduce this Gender Equality Action Plan 2021–2025.

Museums Victoria is committed to gender equality and welcomes the work being led through the Gender Equality Commission to achieve the objectives of the Gender Equality Act 2020.

We acknowledge gender equality represents a complex challenge and recognise inequality may be compounded by other personal characteristics and circumstances. Organisationally, we want to ensure our employees of all genders feel safe, included and treated equally. This informs our holistic and integrated approach to gender equality across Museums Victoria.

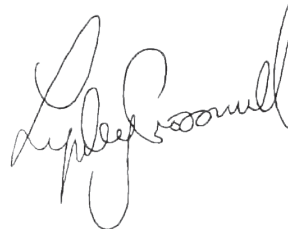
Our people are a critical part of our success and enabling them to reach their full potential is especially vital in a world full of change and challenges. The Gender Equality Action Plan 2021–2025 sets the course for the next four years as we further our understanding and action to eliminate discrimination, increase support and advancement through development programs and experience and promote economic equality.

We are proud to recognise we have pay equity as a whole across Museums Victoria, strong representation of women at the Board and Executive levels and recognition by employees that diversity is not a barrier to success at Museums Victoria. While Museums Victoria has made progress towards gender equity in the workplace, we know there is more to do.

**Our vision is to foster an inclusive and respectful workplace that embraces the gender equality principles as part of our culture and supports all staff to contribute and reach their full potential.**

To do this we plan an integrated and sustained organisation-wide approach that sees gender equality principles and intersectional considerations further embedded in our culture and throughout our business practices by 2025. Delivering on specific actions under the focus areas of Leading Diversity, Recruitment, Recognition & Career Development and Data & Systems gives us clear direction for immediate improvements, alongside opportunities for further analysis, reflection and action.

The success of this requires commitment and collaboration from all of us. We thank all those who contributed to this work and who remain focused on making a positive difference into the future. I look forward to working with you to achieve our gender equality vision.



Lynley Crosswell  
Chief Executive Officer

# Introduction

Museums Victoria's Gender Equality Action Plan articulates our priorities for advancing gender equality and achieving the vision to foster an inclusive and respectful workplace that embraces the gender equality principles as part of our culture and supports all staff to contribute and reach their full potential.

The Gender Equality Act 2020 requires the public sector including defined entities such as Museums Victoria to:

- develop and implement a Gender Equality Action Plan (**GEAP**), which includes results of a workplace gender audit and strategies for achieving workplace gender equality;
- publicly report on their progress in relation to workplace gender equality;
- promote gender equality in policies, programs and services that impact the public; and
- complete gender impact assessments.

The gender equality principles noted in the Victorian Gender Equality Act 2020 have guided the preparation of Museums Victoria Gender Equality Action Plan and the workplace gender equality indicators of:

- 1 Gender composition of all levels of the workforce
- 2 Gender composition of the governing body
- 3 Gender Pay Equity
- 4 Workplace sexual harassment
- 5 Recruitment and promotion
- 6 Leave and Flexibility
- 7 Gendered work segregation

Museums Victoria's GEAP incorporates its obligations under relevant Commonwealth and State legislation, organisational strategic directions, program priorities, an integrated and holistic approach to employee development and well-being and sustainability.

The Gender Equality Action Plan 2021–2025 and objectives build upon Museums Victoria's previous Diversity and Inclusion strategic priorities and initiatives.

# Methodology

Museums Victoria undertook a range of activities to inform the development of this GEAP including:

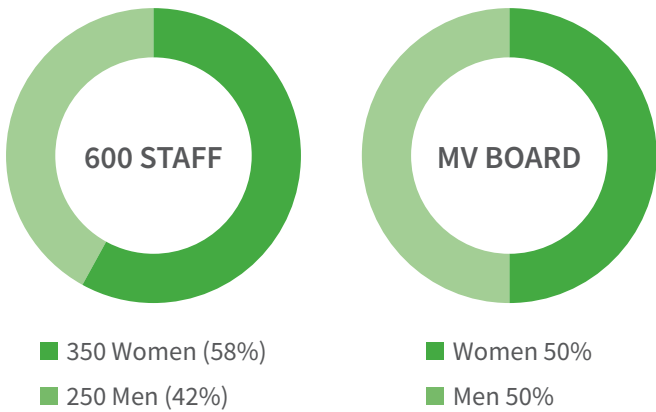
- analysis of workplace gender audit data for the period of 1 July 2020 to 30 June 2021
- analysis of responses to the Employee Experience Survey conducted in June 2021
- review of specific Museums Victoria plans, strategies, policies, procedures and business processes
- delivery of general briefings on the GEAP process to multiple business teams and work groups
- consultation and engagement with the five key Diversity & Inclusion Employee Networks (Accessibility, Carers & Parents, Cultural Diversity, LGBTIQ+ and Women at the Museum) and former Diversity & Inclusion Champions on intersectional gender inequality considerations
- consultation with employees and employee representatives to:
  - detail summary findings of the benchmark audit and survey;
  - gather employee perspectives on organisational strengths and gaps to be addressed and/or strengthened; and
  - feedback on the draft proposed GEAP action items and consultation on the vision statement.

The consultation and engagement with the workforce aimed to facilitate a transparent and open process to ensure we maintain a contemporary approach to gender equality and meet legislated requirements.

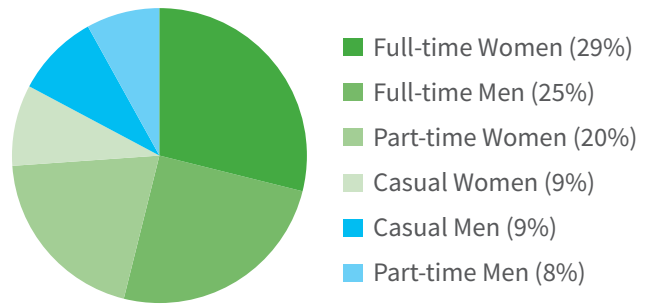


# Findings — Workplace Gender Audit Data

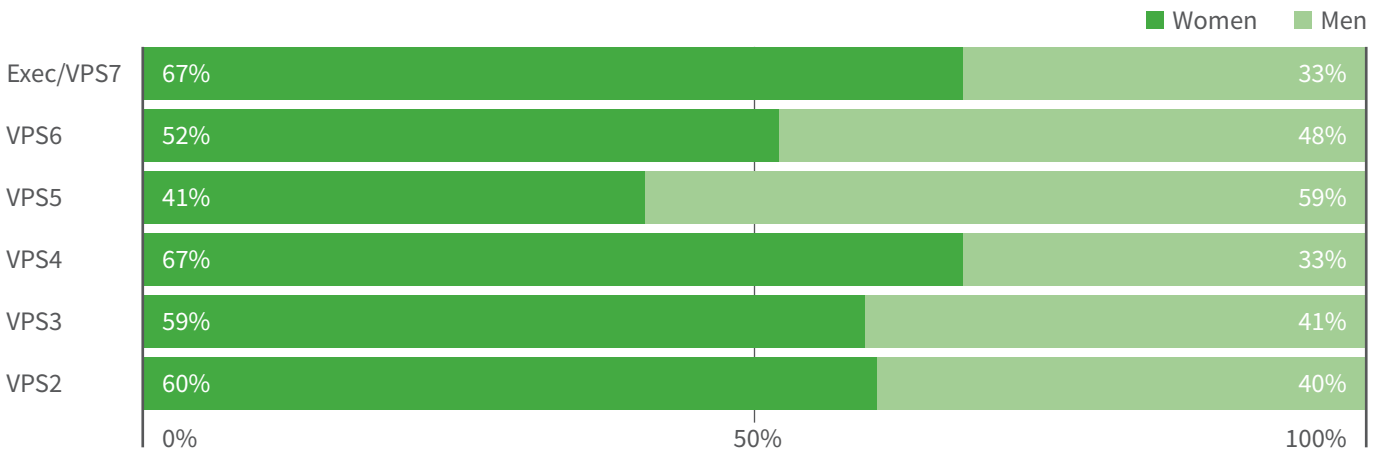
OVERALL GENDER COMPOSITION OF WORKFORCE



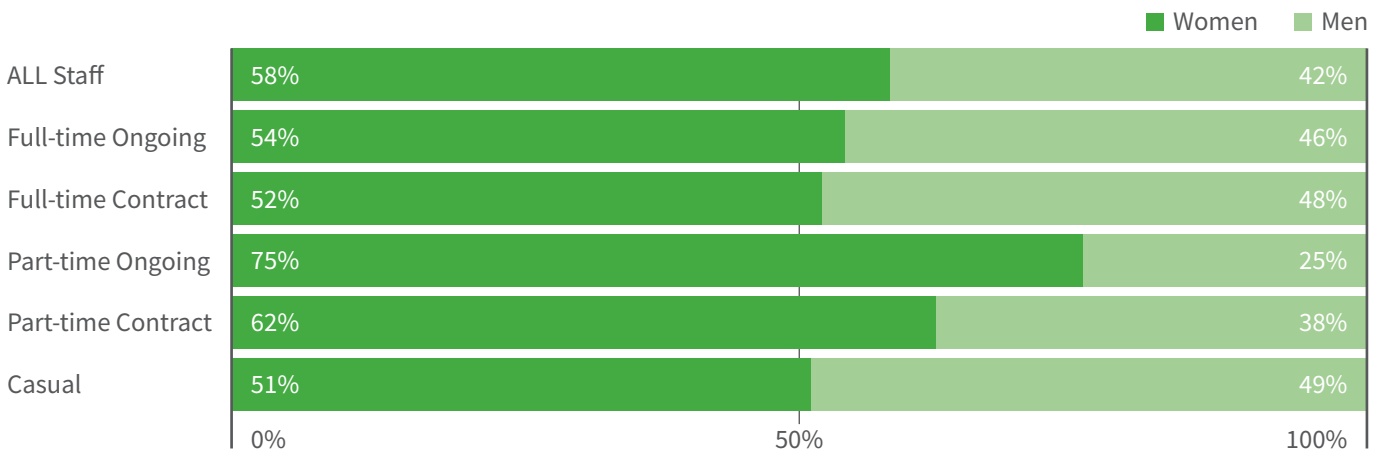
OVERALL GENDER COMPOSITION BY EMPLOYMENT TYPE



GENDER % BY CLASSIFICATION LEVEL



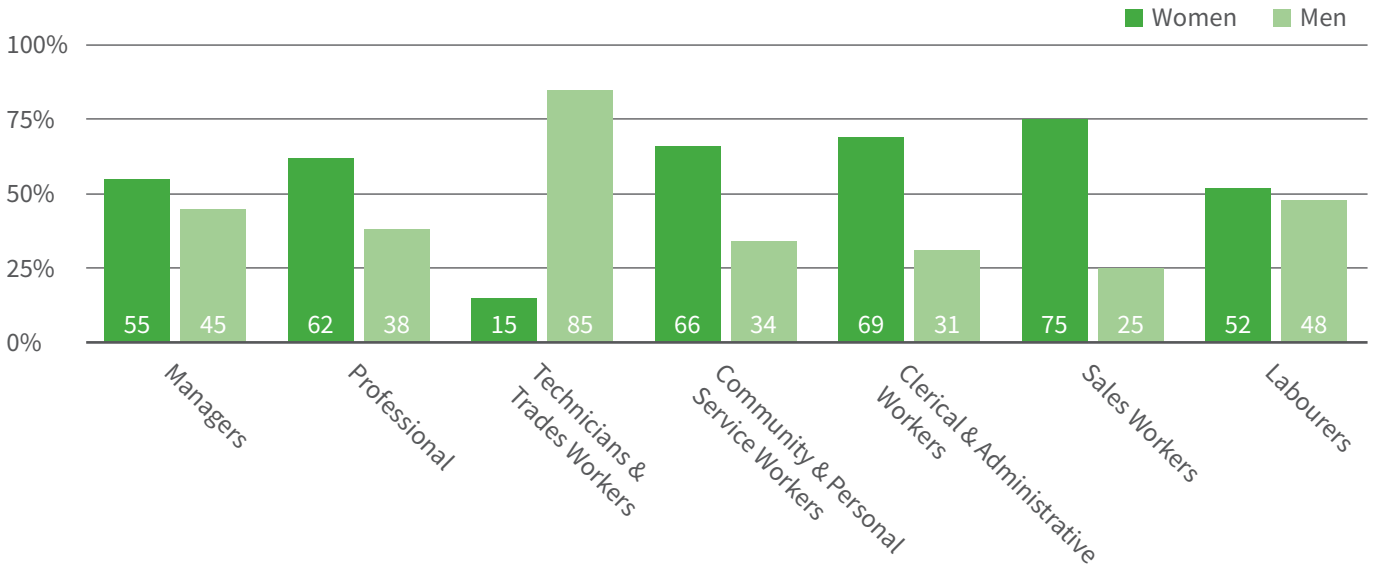
GENDER % BY EMPLOYMENT TYPE





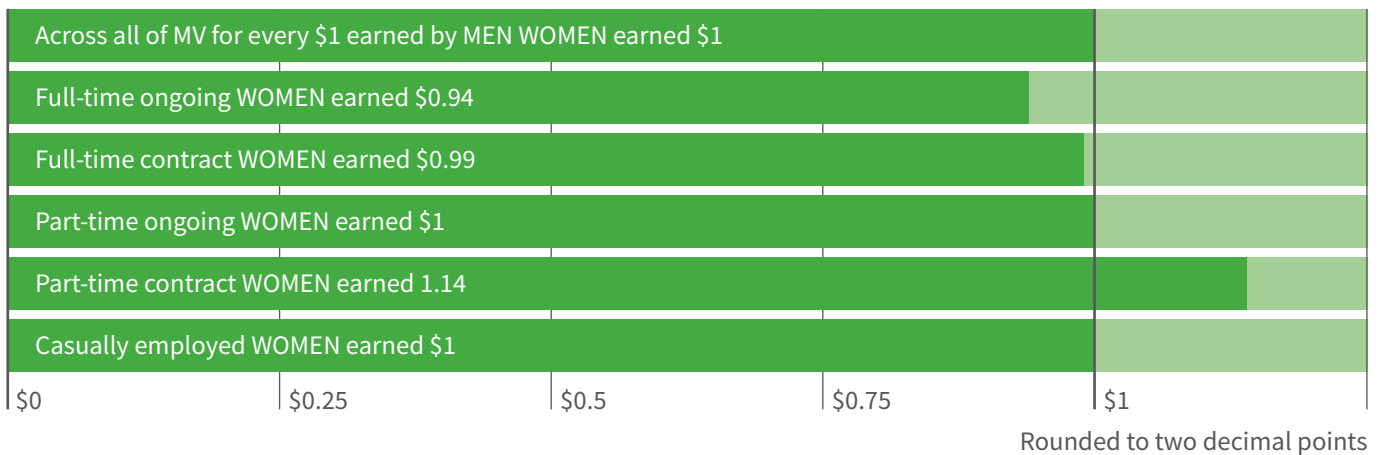
# Findings — Workplace Gender Audit Data

## OCCUPATIONS

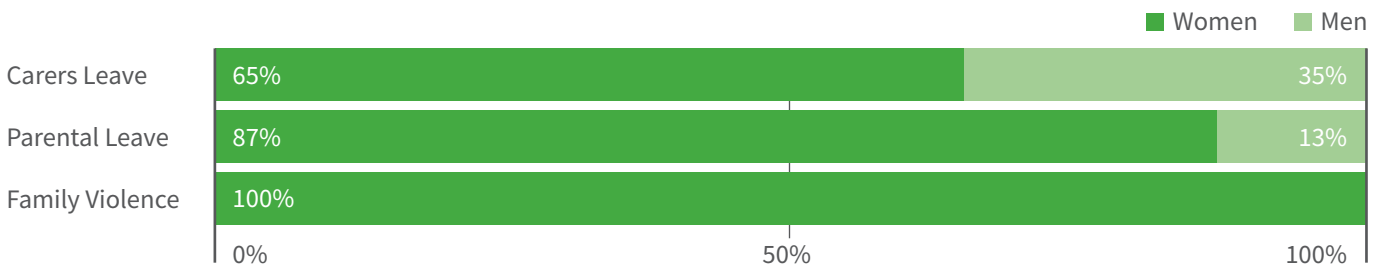


## PAY EQUITY

Based on median for both base salary and total remuneration across all staff

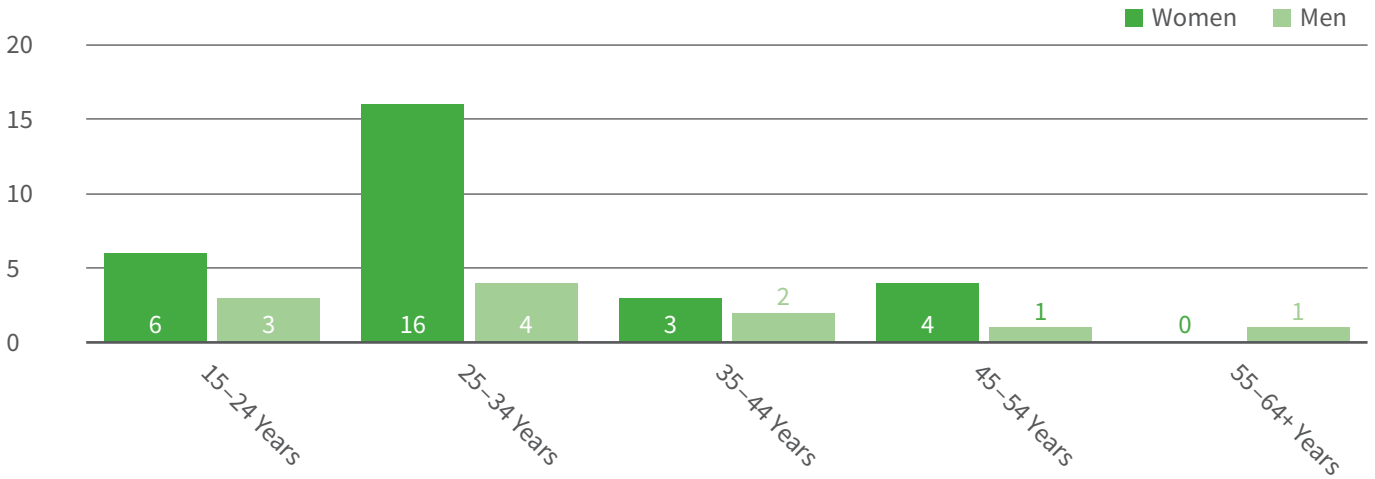


## LEAVE / SUPPORT

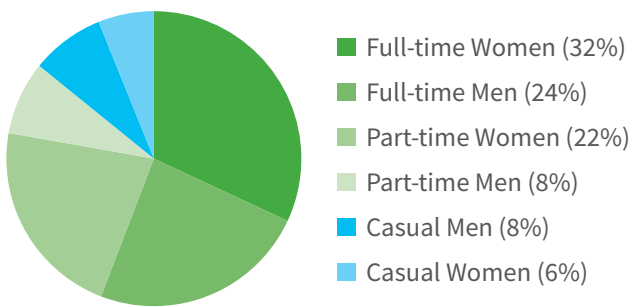


# Findings — Workplace Gender Audit Data

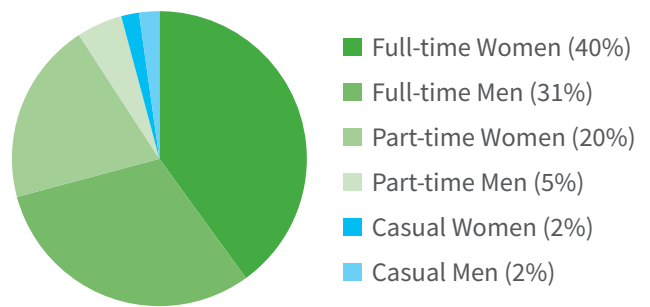
## RECRUITMENT



## CAREER DEVELOPMENT PARTICIPATION BY GENDER AND EMPLOYMENT TYPE



## GENDER BREAKDOWN OF HIGHER DUTIES RECIPIENTS



### Need more data:

- Salary comparison by VPS level
- Cultural identity
- Disability
- Religion
- Gender identity
- Sexual orientation
- Flexible work arrangements

# Findings — Employee Experience Survey

AGREE there is a positive culture within my organisation in relation to employees of different sexes/genders



AGREE I feel safe to challenge inappropriate behaviour at work



AGREE my organisation takes steps to eliminate bullying, harassment and discrimination



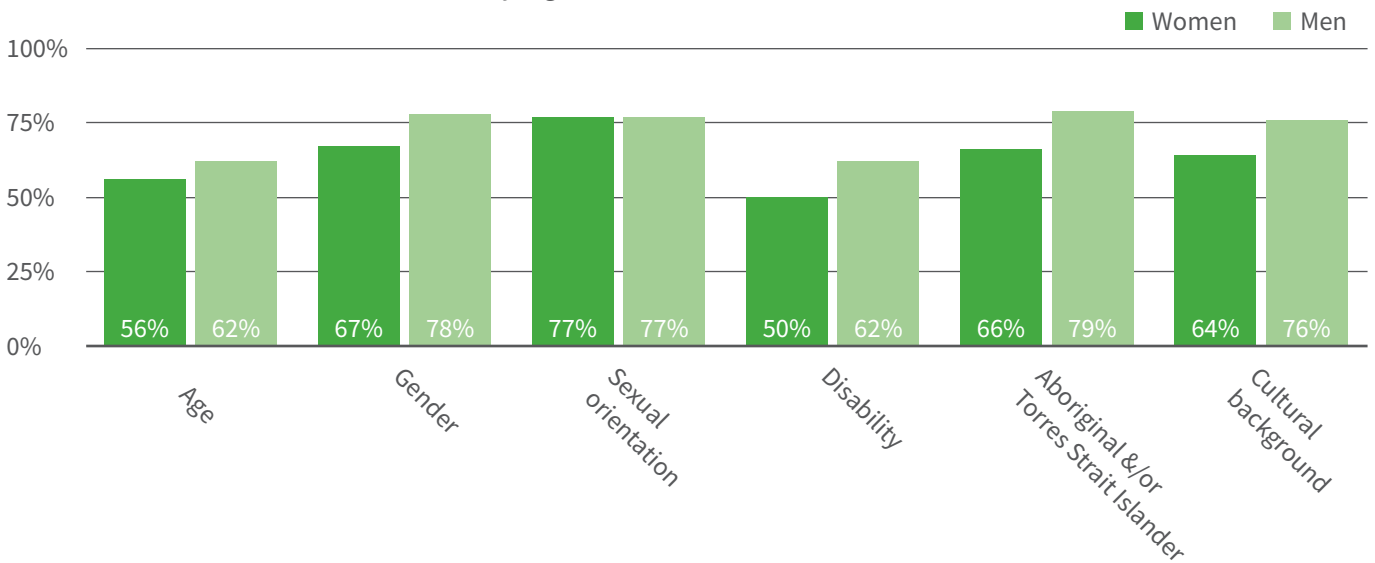
AGREE my organisation encourages respectful workplace behaviours



AGREE I have not experienced any (sexual) harassment behaviours at work



AGREE these are not a barrier to success in my organisation



# Findings — Employee Experience Survey

AGREE my organisation makes fair recruitment and promotion decisions, based on merit



AGREE I feel I have an equal chance at promotion in my organisation



AGREE My organisation would support me if I needed to take family violence leave



AGREE I am confident that if I requested a flexible work arrangement, it would be given due consideration



AGREE my organisation supports employees with family or other caring responsibilities, regardless of gender



The **employee experience survey** was formulated from 252 Museums Victoria staff responses (42% of 600 staff). A response demographic breakdown can be found below.

### Need More Data

Consistently high amount of Neither Agree nor Disagree responses (up to 27%) and ‘Not sure’ (up to 13%).

### Gender

149 Women  
78 Men  
25 Prefer not to say;  
or non-binary

### Tenure

7% Less than 2 years  
29% 2–5 Years  
17% 5–10 Years  
30% 10–20 Years  
17% 20+ Years

### Employment Type

76% Ongoing Executive  
19% Fixed-term  
5% Casual



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## Focus and Actions

Through analysing targeted data and working with employees through Gender Equality Action Plan consultation and related reviews and feedback, we have identified key areas of focus for our organisation that we will work towards achieving by 2025:

- Leading Diversity
- Recruitment
- Recognition and Career Development
- Data and Systems

Objectives and actions for each of these key areas of focus are detailed in the action plan below.

This Gender Equality Action Plan should be considered alongside other relevant strategies and plans including the First Peoples Employment Strategy.

# Focus and Actions

## LEADING DIVERSITY

Objectives:

- To strengthen inclusivity across Museums Victoria’s workplaces
- To encourage and promote respectful and equal relationships across the workplace and take action to drive gender equality
- For managers to develop their capability to effectively and equitably manage diversity in their teams
- For Board members and senior leaders to champion action to advance gender equality

Gender Equality Indicator	Actions	Responsibility	Commencing
Gender composition at all levels of the workforce	CEO and Senior Management demonstrate and encourage organisation-wide commitment to gender equality through support of and participation in diversity and inclusion initiatives	CEO Senior Managers	Ongoing
	Ensure language and images in all Museums Victoria’s internal and external documents and communications are diverse and follow LGBTIQ+ inclusive language guidelines	Marketing and Communications All Staff	2022
	Identify leadership capabilities across all levels and deliver an associated development program to continue to drive cultural change including: <ul style="list-style-type: none"> <li>• Core Unconscious Bias/Diversity Awareness training</li> <li>• Core Managing Diverse Teams training</li> <li>• Incorporate revised Diversity &amp; Inclusion introduction during onboarding process</li> </ul>	CEO People & Culture All staff Managers	2022
	Use available data to further analyse gender diversity across specific departments/VPS levels/ employment types and implement targeted actions to address gender representation broadly across Museums Victoria	CEO People & Culture Senior Managers	2022
	Commemorate and celebrate significant dates and events related to women and gender diverse and intersectional communities including through: <ul style="list-style-type: none"> <li>• a coordinated annual program of activities and events to engage and support informal learning and build awareness</li> <li>• support and promote Diversity &amp; Inclusion Employee Networks to strengthen peer support networks, information/awareness-raising and advocacy within Museums Victoria</li> </ul>	Marketing and Communications People & Culture Diversity & Inclusion Employee Networks	2022



# Focus and Actions

Gender Equality Indicator	Actions	Responsibility	Commencing
Gender composition at all levels of the workforce	Strengthen the strategic connection between the work of Diversity & Inclusion Employee Networks (D&I EN) and Museums Victoria's operations through guidance of Senior Managers	People & Culture Diversity & Inclusion Employee Networks Senior Managers	2022
Gender composition of governing bodies	With specific focus on gender diversity, plan how to leverage the expertise, knowledge and networks of the Museums Board of Victoria across the MV workforce and identified community groups and promote activities as part of a broader communications plan	Board CEO Senior Managers	2023
	Review additional data related to intersectionality. Undertake consultation with employees and the Museums Board of Victoria to understand the intersectional considerations and develop additional actions to address these. Include these details in subsequent GEAP reporting.	People & Culture All Staff	2023
Workplace sexual harassment	Develop a communication plan that reinforces Museums Victoria's commitment to gender equality and maintaining a workplace free from sexual harassment, bullying and discrimination	CEO Marketing and Communications People & Culture	2023
	Promote policies and procedures related to reporting by an employee or by-stander of unwanted or negative behaviour. Include promotion of avenues available for support	People & Culture Wellbeing	Ongoing
	Develop and implement intersectional awareness guidelines to further support gender equality	Diversity & Inclusion Employee Networks People & Culture	2023
Leave and flexibility	Promote and support understanding of relevant policies and conditions available to employees through Manager/Employee discussions, targeted communications and D&I Employee Networks	Managers People & Culture Diversity & Inclusion Employee Networks All staff	Ongoing
Gendered work segregation	Provide targeted workforce data to the executives to assist them with developing and implementing strategies that increase gender equality across Museums Victoria	Executive People & Culture	2023
	Support Managers and teams with investigating gender diversity within their teams and develop/implement targeted actions to address gender representation within their team	People & Culture Managers All staff	2023

# Focus and Actions

## RECRUITMENT

Objectives:

- To increase the number of appropriately skilled women and gender diverse candidates
- To challenge traditional approaches to recruitment and expand recruitment channels to attract under-represented gender groups specific to the role
- To understand and address any access or equity factors that impact women or gender diverse candidates and new starters

Gender Equality Indicator	Actions	Responsibility	Commencing
Recruitment and promotion	Develop an Attraction Strategy to enhance gender diversity across Museums Victoria including: <ul style="list-style-type: none"> <li>• establish gender diversity targets to inform recruitment strategies</li> <li>• reporting on the key stages of recruitment and commencement to identify any trends and/or underlying gender considerations to address</li> <li>• development of partnerships and avenues for promoting roles and sourcing potential candidates</li> </ul>	CEO People & Culture	2022
	Review and implement a revised Recruitment policy and procedures including: <ul style="list-style-type: none"> <li>• enhanced P&amp;C coordination of recruitment activities</li> <li>• a defined Employee Value Proposition to encourage all gender applications</li> </ul>	People & Culture Hiring Manager	2022
	Review recruitment related documentation to: <ul style="list-style-type: none"> <li>• embed gender-neutral and inclusive language in position descriptions, job advertisements, interview invitations and interviews</li> <li>• report on gender in the application, shortlisting, interviewing and selection/appointment process</li> </ul>	People & Culture Hiring Manager	2022  2023
	Investigate the barriers to entry, whether they be real or perceived, for women and gender diverse candidates	People & Culture	2023

# Focus and Actions

## RECOGNITION AND CAREER DEVELOPMENT

Objectives:

- To support and encourage employees to utilise their individual skills, interests and circumstances to reach their full potential
- To increase visibility of women and gender diverse employees in leadership roles
- To support and monitor career progression by women and gender diverse employees

Gender Equality Indicator	Actions	Responsibility	Commencing
Gender composition at all levels of the workforce	Promote the profiles of women and gender diverse employees, while showcasing the achievements across a range of technical and specialist leadership roles at Museums Victoria through internal communications	People & Culture Senior Managers Marketing and Communications	2022
	Review Museums Victoria structure and departments by gender and create development opportunities for employees from underrepresented gender groups (as specific to that area); <ul style="list-style-type: none"> <li>• Build these into a formal Workforce Plan</li> <li>• Develop career mapping templates relevant to key departments/specialisations at Museums Victoria; and</li> <li>• Develop a Succession Plan that incorporates gender diversity considerations</li> </ul>	CEO Senior Managers People & Culture Staff Reps	2022 2023 2023
Gender pay equity	Review and undertake a gender analysis of activities across Museums Victoria on employee discretionary or voluntary contribution. Consider a form of recognition and connection to roles and career advancement for this work	People & Culture	2022
Recruitment and promotion	Promote opportunities for women and gender diverse employees to acknowledge and utilise their skills and expertise, including presenting at Museums Victoria events and through involvement on committees and key network events	CEO Senior Managers Marketing and Communications Diversity & Inclusion Employee Networks	2022
	Promote, support and acknowledge participation in a broad range of development opportunities through the PDP process. Include participation and contributions made by individual employees towards relevant initiatives such as Diversity & Inclusion Employee Networks	People & Culture Managers All Staff	2022

# Focus and Actions

Gender Equality Indicator	Actions	Responsibility	Commencing
Recruitment and promotion	Monitor access to training and career/promotional opportunities by employees with a focus on gender equity	People & Culture Managers	2022
	Establish a formal program to assist women and gender diverse employees in career planning and progression	People & Culture	2023
	Provide leadership development to employees who undertake formal and informal leadership roles across the organisation and broader sector	People & Culture	2023
Leave and flexibility	Enhance the support provided to employees as they take and return from parental leave	Managers	2022
	Review further supports needed to support individuals to successfully integrate career and personal priorities	People & Culture Diversity & Inclusion Employee Networks	2024

## DATA AND SYSTEMS

Objectives:

- To enhance data collection and analysis to inform initiatives for strengthening gender equality
- To incorporate informed considerations on intersectional matters into the mid cycle Gender Equality Action Plan review by expanding intersectional data and use this data to inform strategies to address intersectional matters
- To maintain transparency and fairness in people practices and processes
- To promote and report on access to flexible work arrangements, specialist leave and conditions

Gender Equality Indicator	Actions	Responsibility	Commencing
Gender composition at all levels of the workforce	Review and revise systems for gathering data sought through the Gender Equality workplace audit as relevant to Board members and employees. This includes data related to other dimensions of diversity that inform intersectional matters specific to Museums Victoria employees and Board members.	CEO People & Culture All staff Board	2022
Gender composition of governing bodies	Identify and communicate changes to be made and systems for collecting, storing and utilising additional data		
Gender Impact Assessments	Undertake Gender Impact Assessments on policies and programs that have direct and significant impact on the public	People & Culture Managers	2022







## Monitoring and Reporting

Museums Victoria is committed to adopting the Gender Equality Action Plan and dedicating the necessary resources for implementation, monitoring, evaluation and reporting.

Appropriate systems will be put in place to undertake the work and collect and report on progress and outcomes against this plan. This will ensure reliable reporting of statistics and commentary on workforce participation and experience, according to the principles of gender equality and intersectional characteristics, required under the *Gender Equality Act 2020*.

Workforce leadership and organisational planning related to the overall implementation of the Gender Equality Action Plan will be under the direction of the CEO and Chief People & Engagement Officer.

Operational leadership, ongoing planning, monitoring and reviews will be overseen by the Head of People & Culture as part of Museums Victoria's integrated approach to Diversity & Inclusion.

Fundamentally, all employees will support the successful implementation of the Gender Equality Action Plan through everyday culture, values and practices.

Museums Victoria Gender Equality Action Plan outlines a range of actions which will be undertaken over the next four years. Actions will be reviewed by Museums Victoria and will be reported on in accordance with Gender Equality Commission requirements.

As noted in the Gender Equality Action Plan, the inclusion of Gender Impact Assessments into Museums Victoria's business as usual practice will strengthen this work.



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