

DIVERSITY AND INCLUSION PLAN 2019-2022

Health Purchasing Victoria

8 October 2019

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Acronyms and abbreviations

AAP	Accessibility Action Plan
DHHS	Department of Health and Human Services
ELT	Executive Leadership Team
HPV	Health Purchasing Victoria
IPAA	Institute of Public Administration Australia
LGBTI	Lesbian Gay Bisexual Transgender and Intersex
VPS	Victorian Public Sector
VPSC	Victorian Public Sector Commission

Relevant legislation

- *The Equal Opportunity Act 2010 (Vic)*
- *The Charter of Human Rights and Responsibilities Act 2006 (Vic)*
- *Disability Discrimination Act 1992 (Cth)*
- *Racial Discrimination Act 1975 (Cth)*
- *Sex Discrimination Act 1984 (Cth)*
- *Age Discrimination Act 2004 (Cth)*
- *Disability Act 2006 (Vic)*
- *Gender Equality Act 2020 (Vic)*

References

HPV Accessibility Action Plan:

<https://www.hpv.org.au/assets/Publications/HPV-Accessibility-Action-Plan.pdf>.

Chief Executive's foreword

Health Purchasing Victoria (HPV) recognises the benefits of diversity and aims to foster a diverse, fair and inclusive workforce. Diverse workplaces that reflect the wider Victorian community support more meaningful workplace discussions and help us relate to the unique needs of our public health sector customers and stakeholders in undertaking best-value procurement.

Our many different cultures, languages and beliefs contribute to our organisational strength. Our diversity brings together different talents, and our broad set of experiences helps us in working towards a common goal. We also improve by learning from each other's experiences, embracing different perspectives and world views, increasing creativity and the ability to have a more diverse set of solutions to any problem.

HPV is committed to Victoria's public sector values – including integrity, human rights and respect. We expect our people to model inclusive behaviour in the workplace and embody the values of respect and dignity so that individuals are not disadvantaged by their differences, whether real or perceived.

Our people are guided by an understanding that everyone has a role in building a high-performing, positive and inclusive culture. After all, each interaction we have with colleagues, stakeholders and the health sector community reflects our culture:

- Everyone can understand how what they say and do impacts on others.
- Everyone can ask themselves if they are contributing to a positive, safe and inclusive place to work.
- Every action we take is an opportunity for inclusion.

Our plan to foster and develop diversity and inclusive practice in our workplace is fundamental to our organisation. HPV's rich cultural heritage gives us a solid foundation on which to base activities that nurture a more inclusive workplace for all our people regardless of their difference.

We want to embed a diverse and inclusive approach to everything we do at HPV, whether it's in the way we recruit people or how we interact with each other in a meeting.

We also support people with disability to lead satisfying working lives every day. Through our Accessibility Action Plan, we are leading the way in ensuring our workplace services, facilities and initiatives are inclusive and accessible for all, and showing how small public entities can provide an encouraging and supportive environment for people with disability.

Elaine Ko

Chief Executive

Melbourne 8 October 2019

Introduction

Established in 2001, Health Purchasing Victoria (HPV) works with the state's public health sector to achieve best-value outcomes in procuring health-related goods, services and equipment for public hospitals.

Our work reflects the diversity of Victoria's public hospitals, ranging from small bush nursing hospitals in tiny rural towns to sizeable health service campuses serving large metropolitan populations. Similarly, HPV's workforce comprises diverse cultural groups, with more than a dozen different nationalities and backgrounds represented. Building on our proud history of inclusion, we continue to strive to be an organisation that is respectful, inclusive and promotes diversity.

In serving the Victorian public health sector, we recognise that reflecting the diversity of the community we represent will help us to better understand their priorities and requirements.

This plan outlines our strategy to foster and develop diversity and inclusion over the next three years. It highlights a focus on raising awareness, promoting the tangible benefits of inclusion and supporting our workforce in valuing diversity and workplace respect.

Through this plan we will build and embed a culture that provides equal opportunities for all and supports individuals to embrace their differences and create a safe, effective and healthy workplace environment.

We have identified six key focus areas in which we believe we can drive positive cultural change and build greater awareness and inclusive practice. These are:

- Aboriginal inclusion.
- Cultural diversity.
- Accessibility.
- Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) inclusion.
- Gender equality.
- Mental health.

Understanding diversity and inclusion

Diversity

Diversity acknowledges differences in identity. It recognises that individuals bring unique characteristics, backgrounds and perspectives in contributing to an organisation's community and culture. We embrace and encourage our employees' differences including:

- Age.
- Carer and parental status.
- Disability (including physical, sensory and intellectual disability, work-related injury, medical conditions, and mental, psychological and learning disabilities).
- Employment activity.
- Gender identity.
- Lawful sexual activity and sexual orientation.
- Industrial activity.
- Marital status.
- Physical features.
- Political belief or activity.
- Pregnancy and breastfeeding.

- Race (including colour, nationality, ethnicity and ethnic origin).
- Religious belief or activity.
- Sex.
- Expunged homosexual conviction.
- Personal association with someone who has, or is assumed to have, one of these personal characteristics.

Diversity also encompasses a person's individual characteristics such as their professional skill, working style and life experience.

Inclusion

Inclusion allows an organisation to enjoy and leverage the diversity of its people to achieve better results. On a day-to-day level, inclusion means having respect for the differences that diversity brings, and ensures that equal opportunity is provided to all. Inclusive workplaces empower people to contribute their experiences, ideas and skills for the benefit of the organisation.

An inclusive workplace is one where all employees feel valued and respected, and are recognised for their abilities, unique qualities and perspectives. It involves removing barriers to ensure everyone can take part and access opportunities to contribute to achieving organisational outcomes.

Benefits of diversity and inclusion

There are multiple benefits in ensuring HPV has a diverse and inclusive workforce that reflects the broader community, including:

- The ability to draw on a diverse set of perspectives to improve decision-making, drive innovation and a high-performing culture that supports better organisational results.
- A safe and healthy workplace where employees can express themselves and feel comfortable in contributing to their potential.
- Increased empathy and ability to understand and meet the needs of customers.
- Promoting HPV as an employer of choice to attract and retain talent, demonstrating our commitment to diverse and inclusive work practices.
- High levels of employee engagement and improved employee well-being.
- Low levels of inappropriate behaviour including discrimination and harassment.

Diversity and inclusion supports HPV's business strategy

Our organisational purpose	Partnering with Victoria's public health services to procure best-value goods and services to advance safe, affordable and sustainable healthcare.				
Our diversity and inclusion vision	A culture that provides equal opportunities for all and supports individuals to embrace their differences in creating a safe, effective and healthy workplace environment.				
Our commitment	Our diversity and inclusion objectives				
Supporting understanding	<p>Develop resources and information to raise employee awareness of organisational diversity and inclusive principles:</p> <ul style="list-style-type: none"> • Continue to support HPV's Ethical Leadership Committee to champion inclusion and embed a 'speak up' culture. • Implement an annual calendar of events to celebrate and raise awareness. • Encourage self-disclosure to assist in collecting diversity-focused people metrics. 				
Supporting inclusion	<p>Implement changes to HPV's physical office environment and provide training to increase employee capability to support diversity:</p> <ul style="list-style-type: none"> • Ensure HPV recruitment and induction procedures and practices are free from unintended bias and are inclusive for all. • In line with Victoria's Social Procurement Framework, implement a social procurement strategy for HPV to increase economic opportunities for Aboriginal peoples. • Review our physical work environment to implement changes that promote inclusion for all. 				
Supporting excellence	<p>Engage with public sector-led agencies to enhance diversity and inclusion activities and provide best-practice resources:</p> <ul style="list-style-type: none"> • Engage with public sector-led networks and communities of practice to ensure ongoing inclusion 'best practice'. • Contribute to gender equality and women's leadership by modelling best practice for gender equality in the Victorian Public Sector. • Explore cultural competence programs to embed diversity learnings in the workplace. 				
Our values	We are customer-focused	We keep it simple	We are collaborative	We take responsibility	We inspire confidence

Creating a more inclusive culture

This action plan has been developed in consultation with a cross-functional group within HPV to champion cultural change through a range of initiatives. Actions have been designed to engage our internal and external stakeholders in activities to promote awareness and build capability.

In the 2018-19 financial year, HPV delivered an ethical leadership program to promote a practice of 'giving voice to values' and educating employees on decision-making when faced with an ethical dilemma.

Following this, HPV formed an Ethical Leadership Committee to coordinate an ongoing 'Speak Up' program to improve our ability and willingness to foster change. The Ethical Leadership Committee is a driving force in implementing our plan to champion HPV's inclusion initiatives.

HPV's 'speak up' vision is to:

- Empower everyone at every level at HPV to 'speak up'!
- Ensure everyone at HPV has the courage to raise ideas, voice improvements, call out behaviours that aren't in line with our values and give feedback in a respectful way.
- Build a culture that drives continuous improvement and embraces opportunities to change.

The Ethical Leadership Committee aims to:

- Support the Chief Executive and Executive Leadership Team (ELT) in leading initiatives and activities that embed ethical leadership practice and facilitate change.
- Coordinate activities that support cultural change, including continuous improvement initiatives which help to drive implementation of HPV's upward feedback actions across the organisation, starting with senior managers.
- Foster increased cross-divisional collaboration and communication in promoting organisational change across HPV.
- Champion and model ethical leadership practice and a 'speak up' culture across HPV.

To build on our existing 'Speak Up' program and Ethical Leadership Committee initiatives and support ongoing efforts to foster a more diverse and inclusive workplace, HPV has determined a number of focus areas, each with its own action plan.

Diversity focus areas

HPV has developed actions for each diversity focus area, outlining initiatives that contribute to building an inclusive organisational culture at HPV. These actions, as outlined in the table below, apply across the plan's three phases:

- Promotion and awareness.
- Internal capability.
- External engagement.

Plan stage	Initiative
Phase 1: Promotion and awareness	Develop supporting resources and provide information to raise employee awareness of organisational diversity and inclusive principles.

Plan stage	Initiative
Phase 2: Internal training and environment	Implement changes to HPV's physical office environment and provide training to increase employee capability in areas that support diversity, such as mental health training.
Phase 3: External engagement	Engage with public sector-led agencies to enhance our diversity and inclusion activities and provide relevant resources in line with best practice.

Evaluating success

HPV's Human Resources (HR) team will oversee delivery of this plan, reporting on a quarterly basis to the ELT to indicate progress against each action plan initiative.

In addition, we will regularly monitor and evaluate our success using the following mechanisms and data:

- Evaluating feedback and information received from the annual People Matter Survey and quarterly temperature check surveys.
- Conducting organisational assessments to provide information on current state and guidance on future actions.
- Monitoring changes in our diversity-focused people metrics.
- Monitoring and evaluating attendance and survey responses at HPV events and training sessions.
- Assessing compliance measures through HPV's online eLearning platform.

Successful implementation of the action plan and participation in Ethical Leadership Committee initiatives across the organisation will indicate that we are achieving our plan objectives. Increasing HPV's engagement in diversity and inclusion principles and activities will demonstrate our commitment to our ongoing development as an inclusive workplace.

Organisational actions

The following table outlines HPV's objectives and actions that apply to all of our diversity focus areas which aim to promote inclusion. Being internally-focused, the actions fall into Phase 1 and Phase 2 of the plan, with initiatives aimed at promoting awareness of our internal resources and developing employee capability.

Objective	Action
Phase 1	
Develop and maintain an Ethical Leadership Committee to champion inclusion and embed a 'speak up' culture.	<p>Facilitate initiatives through the Ethical Leadership Committee to empower everyone at every level at HPV to speak up by raising ideas, voicing improvements and calling out behaviours that are not in line with our values.</p> <p>Design Committee activities to raise awareness of issues of exclusion and provide employees with the tools to voice concerns and ensure we all contribute towards an inclusive, diverse workplace where all employees are embraced, feel secure and inspired to contribute.</p>
Implement an annual calendar of events to celebrate and raise awareness.	<p>Implement a calendar of events via the Health and Wellbeing Committee (HAWC) for days of significance to promote awareness and/or celebrate. This may include engaging external speakers to present to staff or holding learning lunch events as arranged by HR. HPV's calendar will include:</p> <ul style="list-style-type: none"> • 8 March: International Women's Day, a global day celebrating the social, economic, cultural and political achievements of women. • 21 March: Harmony Day, celebrating Australian multiculturalism, and the successful integration of migrants into our community. • 1 May: International Day Against Homophobia, Biphobia, Interphobia and Transphobia, championing inclusion and building a better world for the LGBTI community. • Second or third week in June: Men's Health Week, promoting awareness of preventable health problems and encourage early detection and treatment of disease among men and boys. • Commencing first Sunday in July: National Aborigines and Islanders Day Observance Committee (NAIDOC) week, celebrating the history, culture and achievements of Aboriginal and Torres Strait Islander peoples. • 12 September: R U OK? Day, promoting meaningful connections and support of others in suicide prevention. • 10 October: World Mental Health Day, raising awareness of mental health issues around the world. • November: Movember, men's health promotion and fundraising. • 3 December: International Day of People with Disability, increasing public awareness, understanding and acceptance of people with disability and celebrating their achievements and contributions.

Objective	Action
Promote HPV's Employee Assistance Program.	Continually promote the ongoing support and availability of HPV's Employee Assistance Program for all employees experiencing times of difficulty related to personal or work-based concerns.
Develop and promote supporting resources.	Display and promote key external support agencies with contact details including website and hotline availability.
Increase awareness amongst HPV employees with regard to bullying and discrimination.	Promote VPS initiative 'Know Better. Be Better' to target bullying and harassment.
Encourage self-disclosure, to assist in collecting diversity-focused people metrics.	Encourage participation in the annual cultural survey to enable monitoring of changes to HPV's demographic. Celebrate HPV's diverse workforce by promoting diversity data through events such as Harmony Day. Promote benefits of cultural inclusion to increase employee comfort in disclosing cultural background.
Phase 2	
Implement targeted diversity focused learning and development, to build capability in supporting diverse groups.	Conduct Diversity and Workplace Respect training for new employees to include education regarding bullying and discrimination. Develop and roll out a Recruitment eLearning module to educate hiring managers and interview panel members about inclusive recruitment practices, recruiting for diversity and awareness of unconscious bias.
Encourage employees to access Flexible Work Arrangements.	Develop Flexible Work Arrangements procedure and related forms. Deliver training to Managers to increase capability in managing Flexible Work Arrangements and communicate opportunities for flexible work to all employees through LMS eLearning.
Review existing eLearning training modules to incorporate diversity content and develop a standalone diversity-focused module.	Review existing eLearning compliance training modules to incorporate/accentuate diversity and inclusion content. Develop 'Diversity and Inclusion at HPV' eLearning module to educate employees on the benefits of diversity, unconscious bias, definitions, legislation and promotion of HPV's 'speak up' culture.
Review recruitment and induction procedures to ensure HPV practices are free from unintended bias and are inclusive for all.	Review recruitment marketing and communications practices to include greater consideration of how we advertise, attract and engage with a broad cross section of the community. Promote diversity and inclusion at HPV in job advertisements, position descriptions and employee induction. Identify reasonable adjustments through HPV's Medical Declaration and Reasonable Adjustment Request Form to ensure HPV provides an accessible and inclusive work environment for all employees.

Aboriginal inclusion

We acknowledge Australia's First Nations' peoples in practising the world's oldest living culture, and the Traditional Owners of the lands and waters on which we live and work. This plan supports the DHHS [Aboriginal and Torres Strait Islander cultural safety framework](#). We recognise the contribution of Aboriginal people and communities to Victorian life and how this continues to enrich our society.

In this plan, 'Aboriginal' refers to both Aboriginal and Torres Strait Islander people. 'Indigenous' or 'Koorie' is retained when referenced as part of a report, program or quotation. HPV supports Victoria's health sector, and Aboriginal employees bring unique knowledge, skills and expertise to our workforce that help us understand the needs and aspirations of the Aboriginal community in interacting with health services.

The actions we undertake aim to increase our understanding of Aboriginal cultures in Australia, acknowledge the historical events that have affected health, social and emotional well-being and adopt practical strategies to working with Aboriginal peoples. We believe that every person and every mainstream organisation can take responsibility and work together to create culturally safe services and workplaces.

Through these initiatives we hope to improve our attraction and retention of Aboriginal employees and broaden our cultural appreciation and understanding across the organisation.

As at May 2019, no current HPV employee has chosen to identify as Aboriginal through our induction processes nor cultural survey results. In implementing this plan, we aim to develop a culturally-safe environment for existing or future employees who choose to identify.

We also commit to continuing to engage with external networks to support us in achieving these initiatives and improving our cultural competence.

Figure 1: The DHHS 'Aboriginal and Torres Strait Islander cultural safety framework' describes culturally safe workplaces and services as in Figure 1 below. Key elements of culturally safe workplaces and services

Knowledge and respect for self

Awareness of how one's own cultural values, knowledge, skills and attitudes are formed and affect others, including a responsibility to address their unconscious bias, racism and discrimination

Knowledge of and respect for Aboriginal people

Knowledge of the diversity of Aboriginal peoples, communities and cultures, and the skills and attitudes to work effectively with them

A commitment to redesigning organisations and systems to reduce racism and discrimination

Strategic and institutional reform to remove barriers to optimal health, wellbeing and safety outcomes for Aboriginal people

Cultural safety is an ongoing learning journey

An ongoing and responsive learning framework that includes the need to unlearn unconscious bias and racism and relearn Aboriginal cultural values

Adapted from (Phillips 2015).

Objective	Action
Phase 1	
Increase awareness of Aboriginal culture across HPV.	Provide a cultural appreciation workshop for HPV employees to gain improved understanding of Aboriginal cultures, contemporary issues and practical strategies to engage and support Aboriginal employees, clients and community.
Understand organisational position on cultural safety for Aboriginal employees and Aboriginal clients of the Victorian health, human and community services sector.	Complete reflective assessment for the organisation and encourage participation of employees in the individual assessment as per the 'Aboriginal and Torres Strait Islander cultural safety framework – cultural safety continuum reflective tool'
Increase organisation awareness of unconscious bias that may affect the cultural safety of Aboriginal people	Develop unconscious bias training content to be included in employee induction and recruitment eLearning
Improve understanding of Aboriginal culture and promote support resources to improve social awareness amongst HPV employees.	<p>Ensure HPV employee events, and external events representing HPV, commence with an acknowledgment of Traditional Owners (e.g. staff forums, stand-up briefings).</p> <p>Develop guidance material for employees to improve their cultural and social awareness, including:</p> <ul style="list-style-type: none"> • Resource links such as: www.DeadlyQuestions.vic.gov.au. • Subscribe to the <i>Koori Mail</i> newsletter to display in HPV's common areas. • Develop respectful terminology fact sheets. <p>Subscribe to the Aboriginal Victoria newsletter.</p>
In line with Victoria's Social Procurement Framework, implement a HPV social procurement strategy for HPV to increase economic opportunities for Aboriginal peoples.	Educate employees on the implementation of HPV's 2019-20 Social Procurement strategy and support opportunities to engage Victorian Aboriginal social benefit suppliers.
Phase 2	
Undertake a review of our physical work environment to implement changes that promote acknowledgement of cultural heritage.	Display a plaque at reception to demonstrate respect and awareness that HPV's tenancy resides on Wurundjeri traditional lands.
Include flag symbols to promote HPV's position on inclusion of all employees.	Develop email signature templates to include flag symbols that promote HPV's inclusion of Aboriginal peoples.

Objective	Action
	Include an acknowledgement of Traditional Owners on the HPV website.
Phase 3	
Explore engagement with specialist external organisations to promote HPV as an inclusive workplace during the recruitment process.	Engage with external organisations such as Aboriginal Employment Unit to review resources including the employment portal and cultural capability toolkit: https://vpssc.vic.gov.au/html-resources/aboriginal-cultural-capability-toolkit/ .
Engage with public sector led networks and communities of practice to ensure ongoing inclusion 'best practice'.	Register with the Victorian Government's Innovation network to review resources, articles and tools to assist in the development of HPV tailored resources: https://innovationnetwork.vic.gov.au/ .

Cultural diversity

Effective cross-cultural engagement and communication is important for a productive, inclusive and well-functioning workplace.

In 2019, information from HPV's cultural survey shows that our workforce includes 16 different nationalities. In our 2019 People Matter Survey, 20 per cent of respondents indicated they were born in a country other than Australia; 17 per cent preferred not to say.

HPV strives for an organisation that understands, supports, respects, and celebrates diverse cultural characteristics and we believe that our multicultural community is vital for our success as an organisation.

With many different cultures, languages and beliefs, cultural diversity brings different talents together, working towards a common goal with a diverse sets of skills. We can also improve by learning from each other's experiences, embracing different perspectives and world views, increasing creativity and the ability to have a more diverse set of solutions to any problem.

By encouraging and embracing diversity, we create a safe environment that drives innovation and inspires all employees to perform at their highest.

Objective	Action
Phase 1	
Develop and promote support resources to increase the level of cultural and social awareness amongst HPV employees.	<p>Develop resource toolkit including online resources and helplines for any employee experiencing discrimination.</p> <p>Promote internal employee campaign: 'Racism. It stops with me'.</p>
Phase 2	
Undertake analysis of HPV's cultural demographic to reflect and share the benefits that diversity brings to organisational performance.	<p>Collect data on employee backgrounds in relation to country of birth, main language spoken at home, cultural background by continent, nationality, Australian citizenship, Aboriginal origin, and parents born outside of Australia.</p> <p>Celebrate these diversity metrics at HPV's annual Harmony Day event.</p>
Explore cultural competence programs to embed diversity learnings in the workplace.	Review the SBS Cultural Competence Program for content and resources, and explore its application at HPV.
Phase 3	
Undertake evaluation and review of HPV's diversity and inclusion efforts through an annual survey assessment.	Regularly review and analyse People Matter Survey responses on cultural diversity and positive culture relating to employees from varied cultural and linguistic backgrounds.

Accessibility

HPV's 2019 People Matter Survey showed that four per cent of our workforce currently identifies as a person with disability. A further 93 per cent of our employees agree that 'There is a positive culture within my organisation in relation to employees with disability'.

We are proud to recognise our organisational support for people with disability as our highest-scoring result against our comparator average, and continue to use the survey to assess our progress in supporting a diverse workforce.

HPV has an existing and comprehensive Accessibility Action Plan (AAP), through which we aim to focus on the abilities of all people and achieve a workplace that is inclusive and welcoming of individuals with accessibility requirements and non-visible disabilities, such as mental illness. We will actively work towards bringing about qualitative change to support employees, consumers, community members and any person with disability engaging with or interacting with HPV.

We plan to directly engage with people who have disability to better understand barriers to working with HPV, and help us to improve the accessibility of our physical workplace, our ways of working and our published information and other work. Achieving this will also assist us in removing unintentional, indirect or direct disability discrimination.

Objective	Action
Phase 1	
Engage employees in implementing the AAP and improving awareness of barriers to inclusion for employees with disability.	Communicate progress of the HPV AAP initiatives. Communicate changes to terminology and language preferences related to disability.
Phase 2	
Undertake a review of our physical work environment to implement changes that promote inclusion for all.	Increase accessibility to the HPV office environment as described in the HPV AAP including installation of an automatic door.
Phase 3	
Explore engagement with specialist external organisation to promote HPV as an inclusive workplace during the recruitment process.	Commit to further exploration of employment initiatives for people with a disability through engagement with Job Access: https://www.jobaccess.gov.au/ .
Undertake evaluation and review of HPV's diversity and inclusion effort through an annual survey assessment.	Review and analyse People Matter Survey responses on accessibility requirements and support for employees with disability.
Engage with public sector-led networks and communities of practice to ensure ongoing inclusion 'best practice'.	Engage with and promote the work of the Enablers Network (the public sector network for employees with disability and their allies): https://www.vic.gov.au/vps-enablers-network . Develop contacts and maintain engagement with Victoria's Office for Disability to ensure the ongoing relevance of our information and support resources.

LGBTI inclusion

LGBTI represents Lesbian, Gay, Bisexual, Transgender and Intersex people. In 2019 our People Matter Survey showed that four per cent of our workforce are same sex-attracted and 11 per cent preferred not to disclose their sexual orientation.

Up to 11 in 100 Australians may have a diverse sexual orientation, sex or gender identity, and LGBTI people are three times more likely to experience depression and therefore we need to show more support. We are committed to raising awareness about the specific challenges and experiences our LGBTI employees have at work, and to promote inclusion and workplace safety.

Sexuality and gender identity are a major part of who we are as individuals. Raising awareness and showing support for LGBTI employees is essential to supporting a diverse and inclusive workplace. Addressing unconscious bias and discrimination are critical to creating a workplace that is inclusive and enables people to meet their potential and contribute to HPV's success.

Through implementation of this plan we aim to raise awareness and promote resources for employee support. We plan to engage external bodies to help us continue to change and mature alongside LGBTI communities.

Objective	Action
Phase 1	
Develop and promote support resources to increase the level of social awareness amongst HPV employees.	<p>Develop and promote information to raise awareness for employees including articles, appropriate terminology and key support services.</p> <p>Promote the Department of Health and Human Services Rainbow eQuality initiative to assist HPV in becoming more responsive to the health and well-being needs of LGBTI individuals and communities.</p>
Phase 2	
Provide employee lanyards to promote LGBTI inclusion.	Review and implement a change to HPV's employee equipment to include a rainbow lanyard.
Include flag symbols to promote HPV's position on inclusion of all employees.	Develop email signature templates to include rainbow flag symbols promoting LGBTI inclusion.
Phase 3	
Undertake evaluation and review of HPV's diversity and inclusion efforts through an annual survey assessment.	Review and analyse PMS responses in regards to positive culture for employees who identify as LGBTI.
Engage with public sector-led networks and communities of practice to ensure ongoing inclusion 'best practice'.	<p>Review the work of the VPS Pride Network (the public sector network for LGBTI employees and their allies) and assess ability to be involved in events and initiatives for HPV:</p> <p>https://www.vic.gov.au/vps-pride-network.</p>

Gender equality

We are committed to a workplace that values all contributions equally and achieves equal outcomes for our employees, regardless of gender or carer status. Workplace gender equality ensures people have access to the same work opportunities, resources and rewards.

This plan addresses requirements under the Gender Equality Act 2020 to improve workplace gender equality across the Victorian public sector with the development of tools to plan, measure and track progress towards gender equality.

50 per cent of HPV's total workforce were women as at May 2019. However, women make up only 33 per cent of our employees at executive level, one of these being the Chief Executive.

By implementing this plan we will continue to challenge unconscious bias within recruitment practices to achieve broadly equal outcomes for all genders, and to support women in aspiring for leadership roles. We support the implementation and management of flexible work practices for all our employees and commit to removing discrimination based on gender and/or employees' caring responsibilities.

Gender equality is a human right, it supports community connection, drives the economy and reduces violence and anti-social behaviour in our society. We commit to continuing our support for women in the workplace with a longer-term goal to achieve a gender balanced executive group.

Objective	Action
Phase 1	
HPV positions are free from gender-specific requirements or language bias.	Promote awareness of language that contains gender bias to ensure position descriptions are attractive to all potential candidates.
Build awareness of family violence to enable employees to support colleagues, friends and family that may be experiencing family violence.	Provide family violence training for Managers and Employees.
Develop tools to action and report on requirements of the Gender Equality Act 2020 as required for commencement of the Act by 31 March 2021.	Develop a Gender Equality Action plan including tools to plan, measure and track progress.
Understand inequity in organisational gender equality	Undertake Workplace Gender Equality Agency's Gender Equality Diagnostic Tool to pinpoint gender equality gaps such as women's leadership representation, flexible work, recruitment metrics and organisational culture.
Review organisational gender pay parity	Develop appropriate metrics to report on organisational gender pay parity, utilising salary benchmarking where appropriate.
Improve employee understanding of workplace sexual harassment	Provide information on workplace sexual harassment through eLearning and Speak Up program.

Objective	Action
Phase 2	
Achieve gender equality in HPV's Executive Leadership Team.	Ensure strong consideration of gender equality within future recruitment of employees at executive level and ensure equal representation of gender on interview panels where practical.
Phase 3	
Explore engagement with specialist external organisations to understand the impacts of gender discrimination.	Engage with Women Victoria to explore how gender inequality affects everyone, including men. Consider engaging a relevant speaker for a learning lunch event. Review and consider engagement with the IPAA Victoria Women in Leadership in the Public Sector Framework.
Contribute to gender equality and women's leadership by modelling best practice for gender equality in the Victorian Public Sector.	Engage with Women Victoria to explore how HPV employees can get involved in future women's leadership programs.
Undertake evaluation and review of HPV's diversity and inclusion effort through an annual survey assessment.	Review and analyse People Matter Survey responses regarding gender discrimination and employee statistics.

Mental health

Mental health is a positive concept related to the social and emotional wellbeing of people and communities.

The concept relates to the enjoyment of life, the ability to cope with stress and sadness, the fulfilment of goals and potential, and sense of connection to others.

One in five workers in Australia is likely to be affected by a mental health condition. In line with this statistic, we want to ensure that HPV employees experiencing mental health issues are free from stigma and discrimination which can lead to delayed access to support and treatment.

A mentally healthy workplace protects and promotes mental health and empowers people to seek help for depression and anxiety, for the benefit of the individual, organisation and community. Mentally healthy workplaces are likely to be more productive, have lower employee absenteeism and present as a desirable organisation to work for.

The 2019 People Matter Survey showed that while we scored highly for occupational health and safety, only 46 per cent of respondents believe that 'senior leaders consider the psychological health of employees to be as important as productivity'. HPV is responding to this feedback through targeted activities to improve these results, including by encouraging employees to 'speak up' regarding mental health matters.

Objective	Action
Phase 1	
Develop and promote support resources to increase mental health awareness amongst HPV employees.	Promote the work of Heads Up, Beyond Blue, and the Mentally Healthy Workplace Alliance.
Phase 2	
Collect comprehensive data on employee mental health by using adapted resources from the 'Leading the Way' initiative from the Department of Health and Human Services.	Conduct gap analysis to determine other resources to support employees with mental health issues.
Develop an implementation plan for 'Leading the Way' adapted resources.	Make use of resources developed by DHHS for its 'Leading the Way' initiative to supplement HPV's existing resources.
Develop internal capacity to effectively assist and support employees experiencing mental health problems during a crisis.	Provide Mental Health First Aid training for a representative cross-divisional group across the organisation and mental health awareness training for HPV managers.
Phase 3	
Undertake evaluation and review of HPV's diversity and inclusion effort through an annual survey assessment.	Review and analyse People Matter Survey responses on employee well-being and psychological safety climate questions.