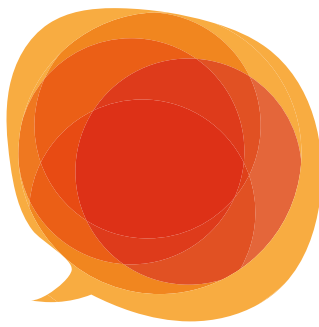
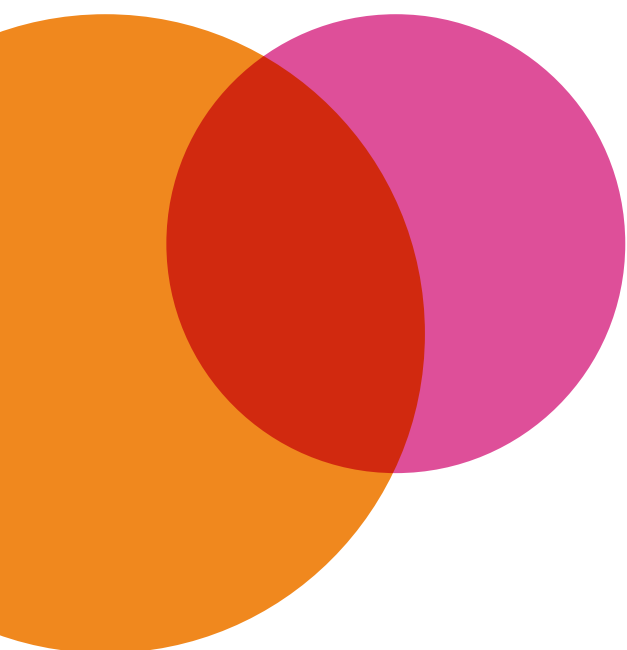


Women Supporting
Women in
Leadership
Strategy
2024–2027



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Acknowledgement of Country

Tasmanian Aboriginal people of Tasmania continue to have a connection and relationship to Country spanning over 40,000 years. We acknowledge with respect the deep history of Aboriginal peoples' relationship to Country, Waterways, Sea and Sky Country.

We pay our respect to Elders, past and present, and their important role in sharing cultural knowledge and practices, keeping Tasmanian Aboriginal culture strong today.

Since time began Aboriginal women have been leaders in family and Community, many gave birth, raised and protected family and died on Country. They are the knowledge holders, passing cultural practices through the generations.

It was these women warriors that have inspired many Aboriginal women to become leaders within their family, Community and workplace.

Aboriginal Women are committed to listening, learning, and working alongside one another with humility, perseverance, and with open hearts and minds.

It is our hope that we can all contribute to a future where all women can thrive in their career journey and leadership aspirations.



Foreword by the Head of the Tasmanian State Service



Jenny Gale

It is with immense pride that I mark the release of our first Women Supporting Women in Leadership (WSW) Strategy. This Strategy is a culmination of an incredible amount of hard work and remarkable achievements by women across the Tasmanian State Service (TSS) since the inception of the WSW Program in 2017.

As we gather here to embark on a new chapter in our journey towards gender equity, I want to first take a moment to celebrate the incredible achievements we've made so far. It's crucial that we begin with a focus on our accomplishments, the positive contributions of women, and the outstanding progress we've

achieved together, recognising that this strategy is the natural next step in the work we do to support women on their leadership journeys.

In the Tasmanian State Service (TSS), we have witnessed the remarkable power of diversity, equity, and inclusion. The contributions of women across our service have been nothing short of extraordinary. They have brought unique perspectives, unparalleled talents, and unwavering dedication to their roles, enriching our State Service, and making it stronger and more effective.

Our commitment to diversity and inclusion is not just a strategy; it's a fundamental aspect of who we are and what we stand for. We understand that gender diversity encompasses aspects of sex, gender, variations of sex characteristics, and sexual orientation and is also influenced by cultural backgrounds and individual personal experiences. Our commitment

to collecting and categorising data in a way that reflects the complexity and diversity of our workforce helps us to understand and address the unique needs and experiences of every individual in our TSS.

At the core of the work being done across government addressing gender equity lies the Workplace Equality and Respect Standards (WERS) — a foundational

component that guides our practice in supporting women. WERS emphasises the importance of an environment where equality and respect flourish, a place where everyone can thrive, regardless of their background or identity. It reminds us that we must all work together to create a culture that values diversity, inclusion, and, above all, respect.

We recognise that leadership is not confined to titles or positions; it's a dynamic concept that evolves with each individual's unique experiences and aspirations. It's about finding your own path, nurturing your own talents, and making a meaningful impact on the world around you.

● **Leadership is an aspiration, and engaging with our strategy is about you uncovering your own unique path to leadership.**

● **Our commitment to diversity and inclusion is not just a strategy; it's a fundamental aspect of who we are and what we stand for.**

This is where our Women Supporting Women Strategy comes into play. The Strategy provides a comprehensive roadmap for change and enables each one of you to navigate challenges and seize opportunities. It's about you

discovering your unique pathway, and it also serves as a beacon for us to support and guide women in our state service.

Leadership is an aspiration, and engaging with our strategy is about you uncovering your own unique path to leadership. It's a journey where we lift each other up, inspire one another, and champion each other's growth. When one of us succeeds, we all benefit, and this is the essence of our strategy—to create a community of women who empower one another.

Reflecting on my own leadership pathway, I can attest that it hasn't always been easy. Leadership is often a challenging and arduous path that requires dedication and hard work. But it is undeniably worth it.

As leaders, we must anchor ourselves in a clear sense of purpose. For me, that purpose has always been to make the lives of Tasmanians better, regardless of their background, characteristics, or location.

Sometimes, the connection between our everyday actions as leaders and our overarching purpose may not be immediately evident. However, being conscious of that purpose provides us with a framework for decision-making and action. It reminds us that we serve the Tasmanian public, and some of our fellow Tasmanians need more support than others. Our purpose is to serve them, to uplift them, and to create a more equitable and prosperous future for all.

But what does this reflection mean for you and others reading this Strategy?

It means that leadership is not a one-size-fits-all concept. Your leadership story will be unique, and the strategy is here to provide you with the tools and resources to write that story successfully and in your own way.

Whether leadership is an aspiration you've always had or a newfound goal, engaging with this Strategy is about discovering your own pathway. Leadership is about understanding your purpose and how it aligns with our shared vision for a more inclusive and equitable TSS.

This Strategy goes beyond breaking down barriers; it's about building a culture of inclusion where everyone's contributions are valued and celebrated. It's about addressing biases, celebrating the richness of our diverse workforce, and ensuring that your wellbeing is a priority. It promotes leadership development and mentorship, preparing you for leadership roles at all levels.

● We recognise that leadership is not confined to titles or positions; it's a dynamic concept that evolves with each individual's unique experiences and aspirations.

As you look to the future, remember that our purpose goes beyond the TSS; it's about serving the entire Tasmanian community.

Our vision is for the TSS to be broadly representative of the community we

serve and to be an exemplar of service that benefits all Tasmanians — a place where equity, inclusion, and respect have primacy.

As we embark on this new chapter, let us celebrate our achievements, acknowledge the positive contributions of women, and look forward with hope and determination. We hope our Strategy will be your guide, helping you find your purpose and make a meaningful impact on the lives of Tasmanians.

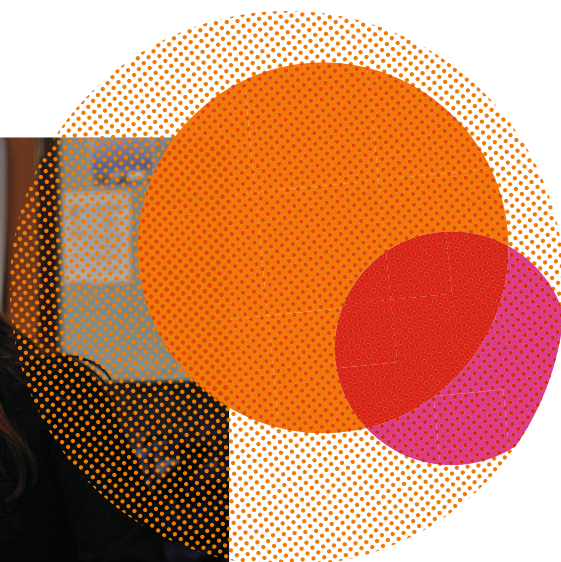


Jenny Gale

Women Supporting Women in Leadership Program Sponsor

Secretary Department of Premier and Cabinet

Head of the Tasmanian State Service



Why we need this Strategy

Women bring a deep array of strengths and competencies to leadership, enhancing the overall performance and effectiveness of the Tasmanian State Service (TSS). Their unique perspectives and experiences enable more comprehensive decision-making and problem-solving and bring a richness to our service.

The TSS has taken commendable steps to promote gender equity within our government. We recognise and applaud these efforts as important milestones on our journey, and also recognise that there is more work to be done to achieve complete gender equity. Our commitment to this cause remains steadfast as we strive to eliminate the barriers that hinder women's career progression in the TSS.

While women constitute 70 per cent of the TSS workforce, the representation of women in senior roles is not proportional. This imbalance becomes particularly noticeable in salary ranges above \$122 861 per annum, which are broadly equivalent to Tasmanian State Service Award Band 7 roles and above.¹ There are continued disparities in traditionally male-dominated areas, such as engineering, medical specialisations, and IT. While efforts by some previously male-dominated sectors to address barriers to women's entry have succeeded in creating increased numbers of female graduates, in some areas of the TSS this has yet to flow through to employment figures, particularly at more senior levels. Our Strategy aims to address the gender imbalance, especially in positions higher up the organisational ladder, and in roles and functions where women remain underrepresented.

There are even greater barriers for Aboriginal women, migrant women, women from lower socioeconomic backgrounds or regional areas, women with disability, and women who identify as LGBTIQ+ in advancing into leadership. For example, progress in this area has seen greater numbers of women from diverse backgrounds in mid-level managerial positions, however their presence in executive-level roles has not increased proportionately.² Our Strategy acknowledges the multiple barriers that women may face based on bias and discrimination relating to different aspects of their identities and seeks to develop a leadership structure that represents and reflects the communities we serve.

We understand that women's career paths often differ from those of men. These paths may involve career breaks, flexible employment arrangements, lateral moves, and experience in supporting roles. Our Strategy values these diverse trajectories and ensures equitable support for all.

1 Data drawn from State Service Management Office records.

2 *Women in the Workplace 2022* | LeanIn.Org and McKinsey, 2022.

Similarly, our Strategy acknowledges the various life-stage issues that impact women's career progression, including parenting, caring responsibilities, disability, and menopause. We aim to provide support that acknowledges and accommodates these unique challenges.

We are conscious of the barriers women in regional areas face in taking on leadership roles and the need for increased flexibility to accommodate their unique circumstances.

Also, we recognise the challenges posed by the 'double bind effect', where women may be unfairly evaluated on warmth versus competence, and we promote systemic changes to rectify this bias.

Importantly, we emphasise that promoting gender equity in leadership is not a zero-sum game. Initiatives aimed at advancing women also contribute to creating a more positive and effective workplace for everyone, fostering an environment where all individuals can thrive, regardless of gender.

Our Strategy is grounded in a deep understanding of the challenges and opportunities before us. It is a testament to our commitment to achieving gender equity, harnessing the potential of all our employees, and creating a stronger, more inclusive TSS that benefits us all.



Our language

Language is a powerful tool for changing community attitudes and promoting respect and inclusion. We know that language is always changing, and we recognise that words are powerful and have different meaning for different people. We recognise that people have different preferences regarding how they describe their identity, including gender.

We have called upon the voices of those with lived experience for advice in framing this Strategy, but we acknowledge that language continues to evolve and respectful terms may change over time.

Some of the key terms included in this Strategy include:

Gender

The Strategy focuses on those who identify as women as their gender. Gender is a social and cultural concept. The TSS seeks to support all staff regardless of how they identify and promote inclusion and respect within our workforce aiming to address structural inequalities that arise.

Diversity

Diversity is about what makes each of us unique and includes our backgrounds, personality, life experiences and beliefs — all the things that make us who we are. It is a combination of our differences that shape our view of the world, our perspective, and our approach. Diversity is also about recognising, respecting, and valuing differences based on ethnicity, gender, age, culture, religion, disability, and sexual orientation. It encompasses a wide range of individual unique characteristics and experiences such as communication style, career path, life experience, educational background, geographic location, income level, marital status, parental status, and other variables that influence personal perspectives.

Equity

Equity is often used interchangeably with equality, but there is a core difference. Where equality is a system in which everyone is offered the same opportunities regardless of circumstance, equity distributes resources based on needs. We live in a disproportionate society and equity tries to correct this imbalance by creating more opportunities for people who have historically had less access.

Background

Where this Strategy fits

This Strategy is intended to complement the State Service Diversity and Inclusion Policy and the State Service Diversity and Inclusion Framework. It supports diversity, equity and inclusion strategies and the Our Watch: Workplace Equality and Respect Standards action plans developed by Tasmanian Government agencies. It seeks to align with the work of the Gender Reform Steering Committee and Equal means Equal: Tasmanian Women's Strategy 2022-2027.

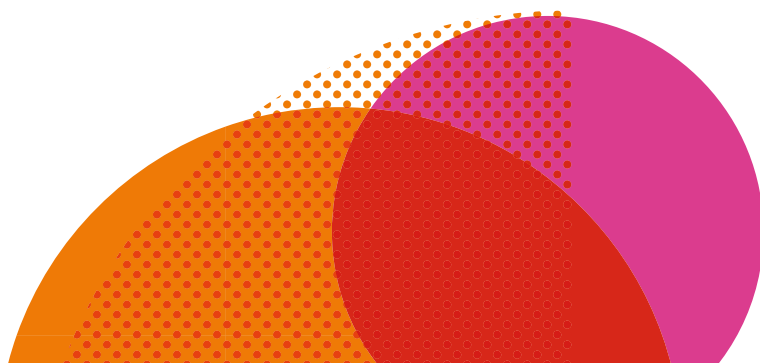
There is no intent for this Strategy to replace or compete with other bodies of work around diversity, equity and inclusion. Addressing the needs of those who identify as women should aim to address all compounding barriers to inclusion that women experience.

About the Women Supporting Women in Leadership Program

Women Supporting Women in Leadership (WSW) is a program (the Program) that supports women across the state service by providing opportunities to share experiences, learn new skills, network, and develop leadership capacity. Led by women in senior positions in the TSS, the Program aims to assist women in their personal growth and to overcome barriers that may prevent them aspiring for and achieving leadership positions.

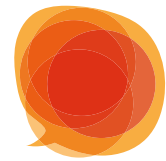
WSW recognises that some of the barriers that prevent women from progressing their careers are within an individual's control. WSW provides support, motivation, and confidence for women to pursue their careers and reach their full leadership potential.

Since the Program's establishment in 2017, the complexity and makeup of the TSS and broader Tasmanian community has changed significantly. It is timely to establish a Strategy that provides a clear, consolidated, and consistent vision of how to address the leadership barriers women are experiencing across the TSS.



Methodology and consultation summary

The Office of the Secretary within the Department of Premier and Cabinet engaged Strategy and Culture Pty Ltd (S&C) to lead the development of the WSW Strategy, with support provided from departmental officers.



Inputs to the Strategy included:

- 81 submissions received to the Lived Experience survey
- two written submissions from subject matter experts
- interviews conducted with 15 senior leaders inside and outside the TSS
- review of complementary strategies from both Tasmania and other jurisdictions
- review of academic papers on gender equity in leadership
- review and input by the WSW Steering Committee
- oversight and endorsement by the Head of the TSS as Program Sponsor.

What we heard

Respondents were forthcoming with their feedback, sharing both the challenges and the opportunities they had experienced in their careers with the TSS.

Input from surveys and interviews was grouped into key themes. These included:

- **Gender roles and bias**

As an ethnic minority, I have often been the subject of unconscious bias and indirect discrimination from both women and men. I have to work harder in proving myself, I also have to almost go through another 'interview' once in a new job to show my worth.

- **Lack of female role models in specific fields**

My field is mainly male dominated, with little representation of women in the workforce.

- **Challenges related to caring responsibilities and parenthood**

Working part time post having children has limited my opportunities, and while I am able to work part time I still have the same responsibilities, which is challenging.

- **Importance of flexible work arrangements**

The single biggest factor influencing my career development has been working in a flexible, supportive workplace that has allowed me a sense of security and satisfaction to enable concentration on growing my own skills, not just surviving the job.

- **Transition difficulties from the private sector**

Being mainly from a private sector background, I do not feel my skills or experience is being utilised.

- **Confidence gaps**

I think having the confidence to put myself forward is the biggest hurdle.

- **Networking and mentoring opportunities**

Having a strong leader, who is emotionally intelligent and supports the stretch and development of staff has helped me to develop my career. I have been fortunate to have some exceptional female leaders who are motivated to develop and empower other women.

When I started in our department, we had a mentoring program which my manager signed me up for on my first day. I was in my late 20's coming from the private sector into a team of all men who were a lot older than me, and our office wasn't located centrally making it very hard to connect with the department more broadly, meet new people and understand what all the different areas did. I was paired up with a wonderful female leader from a different area of the department and she helped me build my network, brought me along to relevant meetings, supported me in developing my PDP etc.

- **Addressing age-related opportunities**

I think now I am 50+, and despite years of knowledge, skill, experience and collegial activity, I may not be considered much of an asset, and that feels a waste for me and the department.

- **Workplace culture**

The most powerful thing I have seen so far is the willingness to make opportunity available, and the support available when an opportunity is taken.

- **Challenges faced by women with disabilities**

My career has stagnated since I became disabled. I have been stuck on the same level of the same band for about 15 years. Some people see my value and have been supportive of my career, but many people see I am disabled and can't do things, so they do not think I add value.

- **Capability building and reassessing practices**

We need to provide our women employees with pathways from day 1 — regardless of the level they are at — and help them develop through the journey.

- **Limited career advancement opportunities in regional areas**

It would be good to see more support for women managers in all regional areas, but also for men managers.

- **Need for diversity, equity, and support for complex social identities**

It is important that women are seen as a diverse group of people. Women come with varied lived experience — culture, disability, health, motivation in the workplace, different opportunities, different home lives, capacity and capability, faiths or values, relationships and family structures, security (or lack of) around finances and housing, physical and emotional safety. There are a lot of different aspects to our lives and biology of woman/female is no longer enough as a basis when there is any expectation of that being homogenous.

Principles

Six key principles underpin our Strategy. These are:

● **An equitable workplace has benefits for everyone.**



● **Equity and intersectionality.**



● **Leadership at all levels.**



● **Evidence-informed practice.**



● **High-value, practical and achievable action.**



● **Long-term view.**



An equitable workplace has benefits for everyone

It is important to emphasise that what benefits gender equity in the workplace benefits everyone.

Numerous studies have shown that gender diversity in senior leadership teams is strongly associated with improved organisational performance.

Flexibility, inclusion, support and dialogue are fundamental to positive workplaces that allow everyone to bring their best to work while also maintaining balanced lives outside of work.

We strive for partnership, not polarisation.

Equity and intersectionality

Equity recognises that different people may require different levels of support or intervention to achieve equity, as they may face varying degrees of discrimination or privilege based on factors such as race, gender, disability, sexual orientation, and socioeconomic status.

Intersectionality recognises that people's identities and social positions are shaped by a complex interplay of multiple factors, including race, gender, class, sexual orientation, disability, age, and more. An individual's experience of discrimination or privilege cannot be understood by examining each factor in isolation. Instead, it is crucial to consider how these various aspects of identity intersect and interact with one another to shape a person's experiences, opportunities, and challenges.

The relationship between equity and intersectionality lies in accepting that achieving equity requires an understanding of the intersecting identities and experiences of individuals and communities. It's not enough to address one aspect of a person's identity while ignoring others. To promote equity, policies, practices, and systems must take into account the full spectrum of an individual's identity, acknowledging how these intersecting factors impact their access to resources, opportunities, and fair treatment.

We acknowledge that Aboriginal women, migrant women, women from lower socioeconomic backgrounds, women with disability, women who identify as LGBTIQ+ and more specifically transgender women face greater barriers to inclusion as women. Our Strategy aims to consider these factors to enhance inclusion for everyone.

Leadership at all levels

We recognise that leadership is not limited to formal leadership roles but may be exercised in many different forms.

Leadership involves guiding, inspiring, and influencing others to achieve common goals and create a positive impact within an organisation. We take a broad view of leadership that encompasses a wide range of activities, including community leadership, workplace advocacy, role modelling, and mentoring, among others.

Nevertheless, we acknowledge that there can be an unfair burden placed on women to go above and beyond the expectations of their role.

The unfair burden placed on Aboriginal people is commonly referred to as cultural load. Cultural load is being expected to act as representatives, that is, speak for all Aboriginal people in the workplace often without acknowledgement or remuneration; for example being called upon to contribute to the development of programs and policies, organise the 'Aboriginal event' and educate their colleagues about Aboriginal issues, people, history or systemic racism, on top of their usual duties.

Expectations are placed on people from other diverse backgrounds who are often expected to undertake advocacy leadership without appropriate recognition.

We commit to supporting leaders at all levels, and to building a culture where everyone in the TSS is appropriately recognised for taking on leadership responsibilities beyond their formal roles.

Evidence-informed practice

Our consultation showed that there is a diversity of views and opinions about the causes and solutions of women's underrepresentation in leadership positions.

We are committed to adopting evidence-informed practice. We will do what works, not only what sounds good. We will stay informed about the latest developments in research, and we will adjust our approach as necessary.

High-value, practical and achievable action

Action under this Strategy will be targeted at those areas where we believe we can have the greatest impact within the resources available.

Many of the barriers to achieving gender equity in leadership are beyond the scope of this Strategy. For example, due to sociocultural expectations, women are often expected to undertake a greater share of domestic and caring responsibilities.

We recognise that we are able to directly influence what happens inside the TSS. Our focus will be on those areas within our influence, and we aspire for our actions to have a ripple effect on broader cultural and systemic factors, resulting in a greater impact on women's empowerment than we are able to achieve directly.

Long-term view

Structures and systems do not change overnight.

We are committed to making change gradually and incrementally, ensuring that changes are sustainable and embedded in organisational practice.

Recognising and accepting that we may not see changes immediately; our focus is on building upon our successes over time.

Through consistent effort over decades, much has already been achieved. This Strategy sets the way forward to continue to advance our efforts.



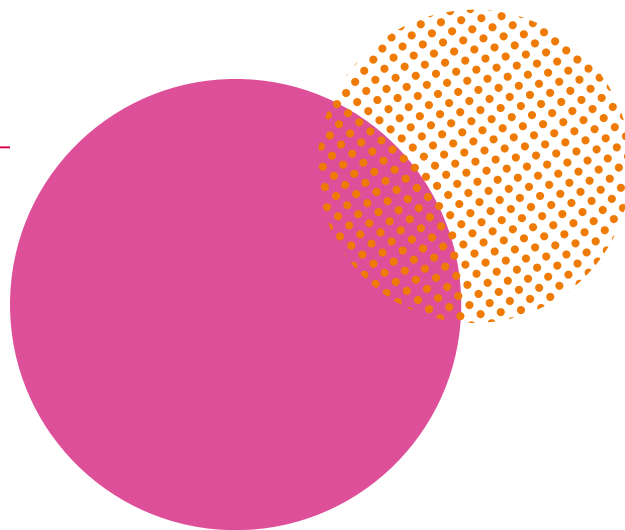
Vision

Our vision is to create a future where women are empowered to reach their full leadership potential within the TSS.

We envisage a dynamic and inclusive leadership culture that values diverse perspectives, encourages collaboration, and recognises the unique strengths and contributions of leaders of all genders.

By fostering an environment where women can excel and achieve their career aspirations, we aim to shape a leadership landscape that reflects the richness of our workforce and the communities we serve.

Through our Women Supporting Women in Leadership strategy, we are committed to breaking down barriers, championing equity, and creating a pathway for every woman to rise, lead, and inspire.



Impact areas

To achieve our vision, our Strategy focuses on five impact areas. Under each impact area, we have defined outcomes and high-level actions that will guide our work to support women in leadership.

The five impact areas are:

Build an inclusive culture

Fostering an inclusive culture is essential to harness the full potential of our diverse workforce, where every employee feels valued and can contribute their best.

- **Cultivate inclusive leadership culture**

Foster a leadership culture that values diversity, equity, and inclusion, where all individuals are empowered to contribute their unique perspectives and talents.

- **Recognise and celebrate achievements**

Establish a culture of recognition that celebrates the achievements, accomplishments, and contributions of women within the TSS.

- **Strengthen gender-inclusive active allies**

Engage people of all genders as active allies in the journey towards gender equity, encouraging their active support and participation in promoting gender diverse leadership.

- **Create safe spaces for dialogue**

Develop forums and platforms that enable open and constructive discussions about gender issues, fostering awareness and driving change.



Acknowledge and respect diversity and address bias

To achieve true gender equity, we must actively combat biases and discrimination, while also celebrating the richness of our diverse workforce.

- **Break down barriers to entry**

Identify and address systemic barriers that hinder women's entry into specific fields or roles, fostering an environment that encourages diversity across various disciplines and non-traditional career paths.

- **Support Aboriginal women**

Work with the TSS Aboriginal Employee Network (AEN) to support and nurture leadership aspirations for Aboriginal women, ensuring their voices are heard and valued in our work to support women, and acknowledging the pivotal role Aboriginal women play as sharers of knowledge and custodians of culture.

- **Support women with diverse backgrounds and experience**

Acknowledge and address the specific circumstances faced by women within the TSS of diverse ethnicity, culture, or religion, women with disability, women who identify as LGBTIQA+ and non-binary people, women from regional communities, older women, and women from backgrounds of socioeconomic disadvantage.

- **Value diverse career pathways and trajectories**

Acknowledge and support the diversity of women's career pathways and harness this diversity of experience to enhance the talent pool at all levels of the TSS.

Promote women's wellbeing

Prioritising women's wellbeing through flexible work practices, ensuring safety, and targeted support for changing life stages is fundamental to creating an equitable and healthy workplace.

- **Normalise flexible work practices**

Create a workplace environment that normalises flexible work practices for people of all genders and life stages, ensuring that work-life balance is attainable without compromising career growth.

- **Prevent violence against women**

Reaffirm our commitment to upholding the Our Watch Workplace Equality and Respect Standards (WERS).

- **Support women's health at work**

Make use of available tools and resources to support women's health, including menopause, in the workplace.



Leadership development and support

Investing in leadership development and mentorship for women is crucial for breaking down barriers to advancement and promoting gender equity in leadership.

- **Promote gender representation in leadership**

Increase gender diversity in leadership positions across all levels of the organisation, with a focus on achieving a gender distribution that reflects the makeup of the TSS and the broader community.

- **Develop a leadership pipeline for women**

Establish a structured leadership development program that identifies, nurtures, and prepares women employees for advancement into leadership.

- **Enhance mentorship and sponsorship**

Implement comprehensive mentorship and sponsorship programs that connect aspiring women leaders with experienced mentors and sponsors to provide guidance, support, and advocacy.

- **Provide leadership development opportunities**

Offer targeted leadership development opportunities, workshops, coaching and training programs tailored to the unique needs and challenges faced by women in leadership.

Accountability for progress and action

Establishing clear accountability mechanisms ensures that our gender equity initiatives are not just words but translate into meaningful actions, driving real change across our organisation.

- **Conduct regular gender equity assessments**

Implement periodic assessments of WSW programs to monitor progress, identify areas for improvement, and ensure that gender equity initiatives remain effective and relevant.

- **Enhance accountability**

Explore clear accountability mechanisms to ensure that gender equity goals are integrated into leadership responsibilities at the appropriate level.

Impact areas

Build an inclusive culture

Fostering an inclusive culture is essential to harness the full potential of our diverse workforce, where every employee feels valued and can contribute their best.

Acknowledge and respect diversity and address bias

To achieve true gender equity, we must actively combat biases and discrimination, while also celebrating the richness of our diverse workforce.

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Summary of impact areas, outcomes and actions

Outcomes	Actions
Impact area: Build an inclusive culture	
Cultivate inclusive leadership culture	<input type="checkbox"/> Foster a leadership culture that values diversity, equity, and inclusion, where all individuals are empowered to contribute their unique perspectives and talents.
Recognise and celebrate achievements	<input type="checkbox"/> Establish a culture of recognition that celebrates the achievements, accomplishments, and contributions of women within the TSS.
Strengthen gender-inclusive active allies	<input type="checkbox"/> Engage people of all genders as active allies in the journey towards gender equity, encouraging their active support and participation in promoting gender diverse leadership.
Create safe spaces for dialogue	<input type="checkbox"/> Develop forums and platforms that enable open and constructive discussions about gender issues, fostering awareness and driving change.
Impact area: Acknowledge and respect diversity and address bias	
Break down barriers to entry	<input type="checkbox"/> Identify and address systemic barriers that hinder women's entry into specific fields or roles, fostering an environment that encourages diversity across various disciplines and non-traditional career paths.
Support Aboriginal women	<input type="checkbox"/> Work with the TSS Aboriginal Employee Network (AEN) to support and nurture leadership aspirations of Aboriginal women, ensuring their voices are heard and valued in our work to support women, and acknowledging the pivotal role Aboriginal women play as sharers of knowledge and custodians of culture.
Support women with diverse backgrounds and experience	<input type="checkbox"/> Acknowledge and address the specific circumstances faced by women of diverse ethnicity, culture, or religion, women with disability, women who identify as LGBTIQ+ and non-binary people, women from regional communities, older women, and women from backgrounds of socioeconomic disadvantage.
Value diverse career pathways and trajectories	<input type="checkbox"/> Acknowledge and support the diversity of women's career pathways and harness this diversity of experience to enhance the talent pool at all levels of the TSS.

Outcomes	Actions
Impact area: Promote women's wellbeing	
Normalise flexible work practices	<input type="checkbox"/> Create a workplace environment that normalises flexible work practices for people of all genders and life stages, ensuring that work-life balance is attainable without compromising career growth.
Prevent violence against women	<input type="checkbox"/> Reaffirm our commitment to upholding the Our Watch Workplace Equality and Respect Standards (WERS).
Support women's health at work	<input type="checkbox"/> Make use of available tools and resources to support women's health, including menopause, in the workplace.
Impact area: Leadership development and support	
Promote gender representation in leadership	<input type="checkbox"/> Increase the representation of women in leadership positions across all levels of the organisation, with a focus on achieving a gender distribution that reflects the makeup of the TSS and the broader community.
Develop a leadership pipeline for women	<input type="checkbox"/> Establish a structured leadership development program that identifies, nurtures, and prepares women employees for advancement into leadership.
Enhance mentorship and sponsorship	<input type="checkbox"/> Implement comprehensive mentorship and sponsorship programs that connect aspiring women leaders with experienced mentors and sponsors to provide guidance, support, and advocacy.
Provide leadership development opportunities	<input type="checkbox"/> Offer targeted leadership development opportunities, workshops, coaching, and training programs tailored to the unique needs and challenges faced by women in leadership.
Impact area: Accountability for progress and action	
Conduct regular gender equity assessments	<input type="checkbox"/> Implement periodic assessments to monitor progress, identify areas for improvement, and ensure that gender equity initiatives remain effective and relevant.
Enhance accountability	<input type="checkbox"/> Explore clear accountability mechanisms to ensure that gender equity goals are integrated into leadership responsibilities at the appropriate level.

Governance, implementation and monitoring

An annual action plan and report on progress will be issued each year.

These documents will be developed by the WSW Working Group and approved by the WSW Steering Committee.

The WSW Steering Committee is responsible for strategic oversight of the Strategy.

The WSW Working Group will have responsibility for implementation of key actions, with support from agencies where required.

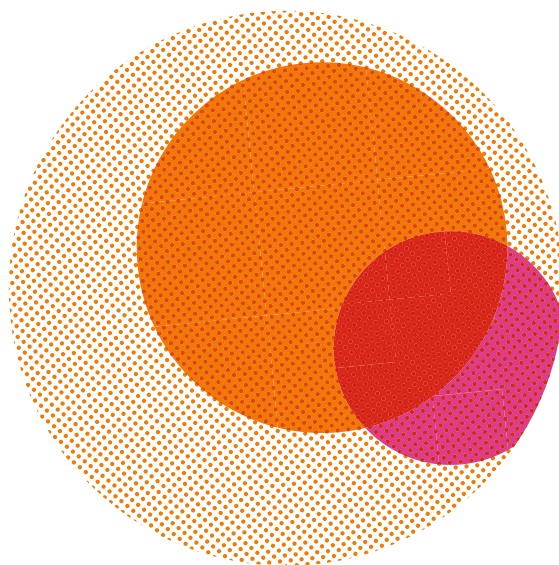
Noting that this Strategy exists within a network of complementary activities, a key enabling action will be to identify the most appropriate governance structure to support its effective implementation.

The Head of the TSS is the sponsor for WSW and the Strategy and commits to its implementation across all agencies.

Communication and engagement

Engagement of people at all levels of the TSS will be integral to the strategy's success.

Communication and engagement plans will be developed to support the implementation of the strategy itself as well as specific initiatives.



Conclusion

- **Our strategy** embodies commitment to equity, inclusion, and women's leadership in the TSS. We aim to break down barriers, celebrate diversity, and create pathways for women to excel.
- **Our approach** aligns with evidence-based practices, focusing on areas we can influence directly.
- **Our vision** encompasses a future where women rise, lead, and inspire.

Through building inclusive culture, addressing bias, acknowledging and respecting diversity, promoting women's wellbeing, leadership development, and ongoing accountability, we strive for progress toward gender equity.

We stand united in implementing this Strategy, fostering a workplace where equity flourishes, women's voices are valued, and leadership thrives.





Department of
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