



Creating Cultural Change: Addressing the Gendered Drivers of Violence Against Women within Organisational Systems and Regions

Trans Tasman Community Psychology Conference 22 April 2017

PRESENTERS: CATHERINE D'ARCY, EACH; DEAKIN UNIVERSITY,
DR SUE ROSENHAIN, WOMEN'S HEALTH EAST

ALSO SUPPORT FOR THIS PRESENTATION: DR BELINDA CROCKETT,
MONASH UNIVERSITY REBECCA MORGAN, WOMEN'S HEALTH EAST
DR NIKOS THOMACOS, MONASH UNIVERSITY AND JAYDE MCBURNIE,
WOMEN'S HEALTH EAST

Acknowledgements

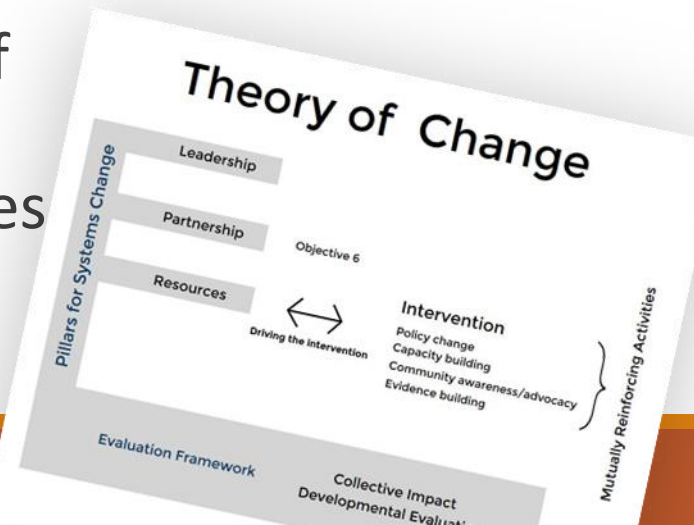
We would like to acknowledge the Traditional Owners of the Land we meet on today. The Wurundjeri People of the Kulin Nation

And all those who make TFER possible, including:

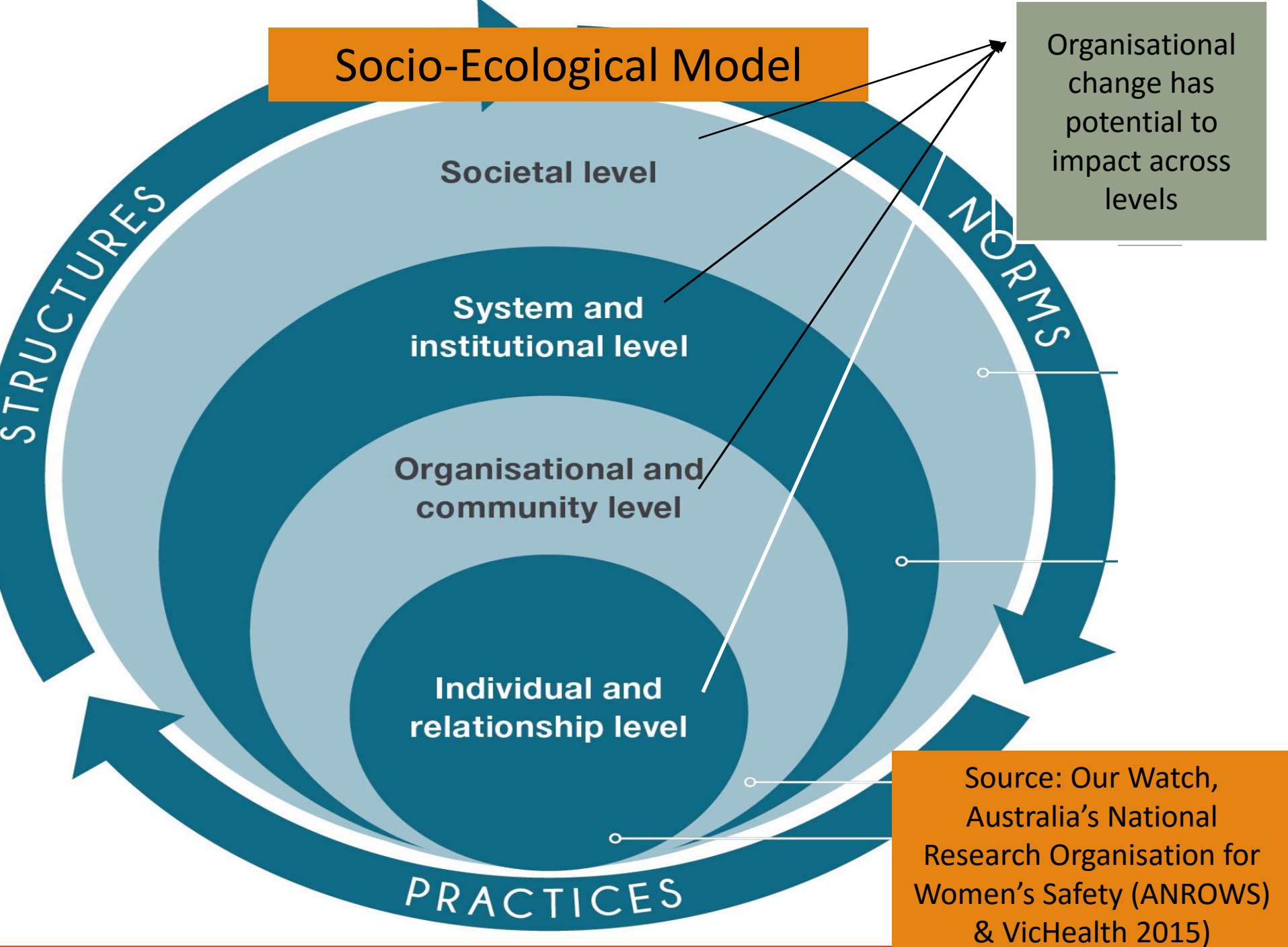
- ❖ The Leadership Group and all of the TFER partners
- ❖ Other current & former members of the Evaluation Working Group:
 - ❖ Kristine Olaris – WHE
 - ❖ Jill Exon – WHE
 - ❖ Kelly Naughton – OEPCP
 - ❖ Annette Rudd – EACH
 - ❖ Ruth Klein – EACH
 - ❖ Veronique Roussy - EACH
 - ❖ Libby Hargreaves – WCH
 - Deborah Cocks – EACH
 - Vanessa Czerniawski – WHE
 - Lauren Alberico – formerly EACH
 - Bronwyn Upston – WHE, Link
 - Kate Gibson – WHE
 - Kate Vrljic – IEPCP
 - Laura Newstead OEPCP

OVERVIEW OF PRESENTATION

- ❖ Theory informing our work:
Socio- Ecological Model and
Feminist Community Psychology
- ❖ The Intervention: Together For
Equality and Respect (TFER)
Regional Strategy
- ❖ Evaluation findings regarding
Organisational Change as part of
addressing Gender Inequality
- ❖ Conclusions, take home messages
& discussion



Socio-Ecological Model



Organisational change has potential to impact across levels

Source: Our Watch, Australia's National Research Organisation for Women's Safety (ANROWS) & VicHealth 2015)



Feminist Community Psychology

Bond & Wasco (2017) propose the importance of Community Psychology focusing on the gendered nature of organisations as settings as part of addressing gender inequity.

This includes these interacting, multi levelled organisational elements:

- ❖ structural elements
- ❖ transactional elements
- ❖ embedded values

Organisational change as part of addressing gender Inequality

TFER Objective 1 – At the completion of the Strategy there will be an increase in the number of organisations in the EMR that have established systems that promote gender equality

Work towards this objective addresses norms, practices and structures and therefore directly impacts at both the individual and organisational levels and indirectly at the community and societal levels.



Organisational Change as part of addressing gender Inequality

TFER Objective 5 – At the completion of the Strategy, the TFER partner workforce will have greater capacity to support, lead and participate in gender equity initiatives.

Building workforce capacity through:

- training, workshops and resourcing internally
- Regional initiatives – forums, community of practice

Methods

- ❖ Mixed method; Developmental Evaluation (Patton, 2011)
- ❖ Pre and Post Survey in participating organisations
- ❖ Focus Groups across organisations (n=3) all Community Health organisations
- ❖ Partner Check Ins/ Document Analysis: to identify capacity building processes across Organisations

Results: Capacity building processes

- ❖ Training in gender equity (GE) awareness
- ❖ Applying gender equity awareness in personal and work situations
- ❖ Applying a gender equity lens: tailored to roles
- ❖ Leadership skills: embedding & championing gender equity
- ❖ **Applying tools: a statement to challenge gender**
- ❖ Working groups & other opportunities to participate in organisational change
- ❖ Social marketing and communications
- ❖ Campaigns on 16 Days of Activism campaign
- ❖ Dedicated Staff member to co-ordinate

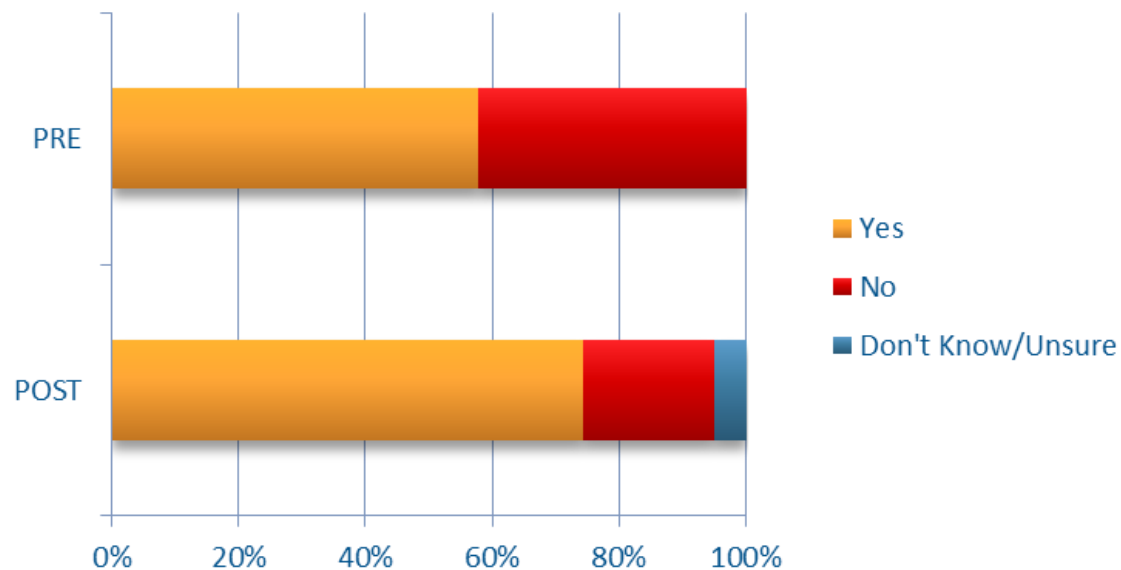
The following uses data from:
1 organization (n=69 pre n=40 post)

Capacity Building Survey Results Objective 5

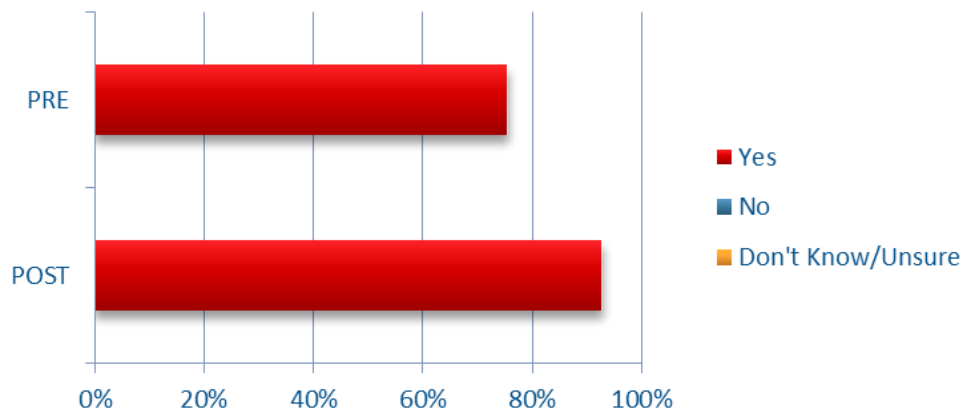
Interim Results

Work based Attitudes

10. Do you think gender is relevant to your work?



Do you think you have a role to play in preventing violence against women and/or promoting gender equity?



Survey Results Objective 5

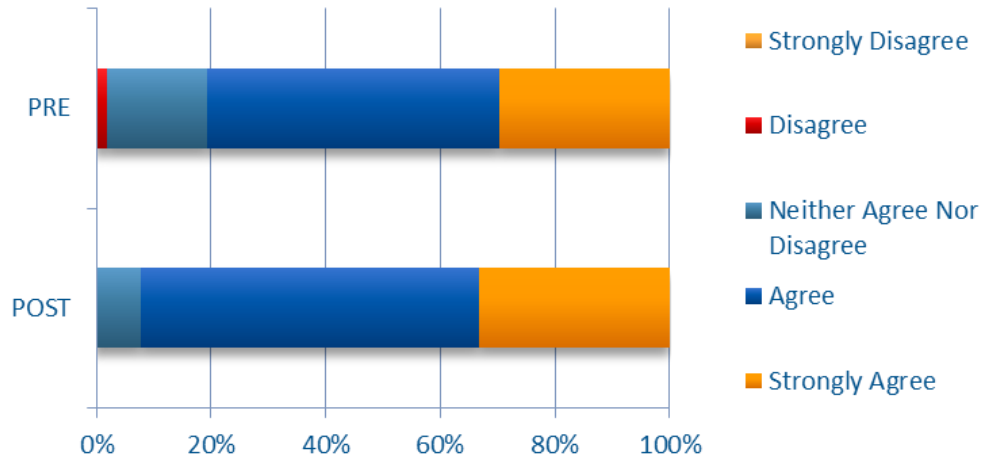
Interim Results

Attitudes

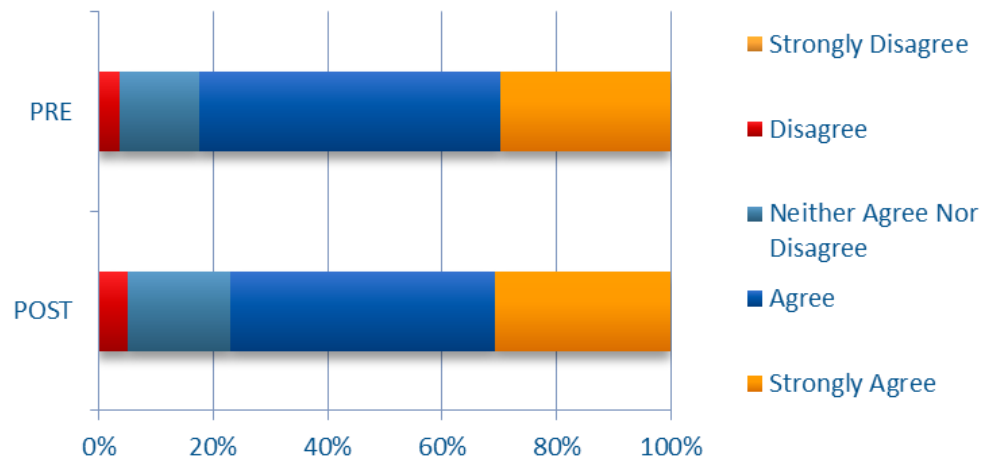
The following uses data from:
1 organization (n=69 pre n=40 post)



I feel motivated to do something to promote gender equity in my workplace



I have the capacity to consider gender equity in my day to day work



Results: Qualitative

Capacity building has potential to:

- ❖ be transformative for individuals
- ❖ enable organisational and community change

Key Factors which enable or inhibit the effectiveness of capacity building for individual and organisational change

- ❖ Leadership
- ❖ Resources
- ❖ Flexible and adaptive processes
- ❖ Multiple learning opportunities and opportunities to apply skills
- ❖ Dedicated staff

Individual transformation and organisational change

“And within the team we actually had a male colleague, I saw his face kind of dawn that he wouldn’t ever have to think about that the walking to that carpark would be unsafe for him... (Focus Group, CHO1)

“”The next day I got out things from my cupboard, I have this pink butterfly thing, I had this little girl coming in and I thought and made a deliberate choice... and it made more sense for her, to give her something else.” (Focus Group, CHO2)

“.. and I’ve grown up with all male friends, ..that they really struggle with those really ingrained points of view This is coming from my own brother and dad...but because I’m there sister or their friend then there’s opportunities for me to gently challenge it”

“... I volunteer at a sports club, and we have a volunteer committee that’s all male, and some of the language isn’t that sensitive for females. So taking it back and talking to some of the guys about how they approach some situations, like trying to engage more females for the club. It’s an area that’s starting to improve in our club””



Leadership and Resources

enabler of leadership when on board:

I think it's good when your managers... take the lead, because we have had that happen, ...When ...all the men went up and did their (white ribbon) oath, at the Christmas party.And it was our personnel officer, I think it is important that when people are in those positions, it drives it.
(Focus Group CHO3)

Challenge when not all leaders are on board:

I have a sense that there's probably a bit of a sense with some managers across the organisation that "oh there's those women on their hobby horse again", so I suspect that some of us are probably a bit boxed in. Not widely, but I suspect that's from the people that don't get it ... and we've got a few
Focus Group CHO1

Multiple learning opportunities and flexible adaptive processes

Tools as an enabler:

..., because we work with groups and clients where I know they are from a generation where. Like you don't want to offend people but, in a nice way I have said look link doesn't follow, I have used that I have, and comfortably, because we have known people for so long like years, so you can sort of, your in a safe place"

Focus Group CHO 3

Dedicated staff member as an enabler:

I think having a dedicated staff member helped, because when you saw Bronwyn, you knew why she was here, firstly it validated the argument, and prompted the, oh Bronwyn's here, you knew this is something Link has committed to.

Focus Group CHO3

Overall Findings and Challenges

Organisations are an important focus

Individual transformative change is a potential leverage within the broader organisational change effort

Capacity building needs to be resourced, have strong leadership, and be sustained over time.

Complexity of the change means needing multiple supports for diverse people and monitoring so it can be adjusted

A request from us to you

We are interested to hear from you about organisations you know which show good practice in gender equality.

We want to interview these as part of research with Deakin University regarding the usefulness and effectiveness of Workforce Gender Equity tools and processes.

References

Our Watch, Australia's National Research Organisation for Women's Safety (ANROWS) & VicHealth 2015, *Change the story: A shared framework for the primary prevention of violence against women and their children in Australia*, Melbourne, Australia.

Bond, M & Wasco, S 2017, 'Gender as context: A framework for understanding and addressing gendered qualities of settings.', in M Bond, I Serrano-García, C Keys & M Shinn (eds), *APA handbook of community psychology: Theoretical foundations, core concepts, and emerging challenges*, American Psychological Association, Washington, DC, US: , xxxi, 521 pp., vol. 1, pp. 369-85

Women's Health East 2013, *Together for Equality & Respect: A Strategy to Prevent Violence Against Women in Melbourne's East 2013-2017*, WHE, Melbourne.

Contact Details

Catherine D'Arcy, EACH Catherine.darcy@each.com.au

Sue Rosenhain, Women's Health East: srosenhain@whe.org.au

Rebecca Morgan, Women's Health East: Rmorgan@whe.org.au

Jayde McBurnie, Women's Health East: Volunteer2@whe.org.au

Nikos Thomacos, Monash University: nicos.thomacos@monash.edu

Belinda Crockett, Belinda.crockett@monash.edu