

Raise It! Evaluation Insights and Enhancements from the Pilot Program*

Victorian Equal Opportunity and Human Rights Commission

THE RAISE IT! PILOT was a pilot project developed and delivered by the Victorian Equal Opportunity and Human Rights Commission (the Commission), with funding from the Office for Women, a branch of the Victorian Department of Premier and Cabinet.

The aim of the Raise It! Pilot was to:

- raise awareness of sexual harassment and discrimination pertaining to pregnancy, parental leave and access to flexible working arrangements; and
- build confidence and competence amongst participants to have conversations about these issues.

Raise It! is a holistic program incorporating preparation, education and resources. The program was designed specifically in recognition that many workers and managers find it difficult to have conversations about the 'hard topics' like sexual harassment and requests for pregnancy leave and flexible work. The Commission's focus on changing behaviour and building confidence to have conversations was based on the well-established evidence that the primary drivers of sexual harassment and violence against women include attitudes and structures that entrench gender inequality, low rates of reporting of discrimination and sexual harassment, and poor responses by organisations. At the outset of the project, the Commission engaged Social Ventures Australia (SVA) to assist with the development of a theory of change and program logics for the program, and to conduct an external evaluation.

*This article is a reformatted version of *Raise It! Evaluation insights and enhancements from the pilot program* published by the Victorian Equal Opportunity and Human Rights Commission in June 2019. The full report is available at https://www.humanrights.vic.gov.au/static/a0ac50f642ea9f8b76da222c53436700/Resource-Report-Raise_it_Evaluation_insights_and_enhancements-Jun19.pdf.

This paper provides an overview of the evidence-base and design of the program. It also summarises the key findings and recommendations of SVA's external evaluation and sets out the Commission's additional insights, and program enhancements going forward.

The Evidence Base for Raise It!

The Raise It! program was underpinned by evidence that education and training which is primarily compliance focused, rather than directed towards improved understanding, empathy, equality and culture, has limited effect, and once-off training sessions, which are not delivered in concert with ongoing processes of organisational culture and structural change, are unlikely to achieve results. In some instances compliance based training can instead create backlash, including increased victimisation of complainants or (wilful or inadvertent) misidentification of sexual harassment. Research also shows that education programs that do not have the genuine support of organisational leaders may be dismissed as 'token' or irrelevant.

Building on this evidence base and applying a user-centred design approach, the Commission developed a holistic suite of resources, supports, and education for the Raise It! pilot to catalyse proactive and preventative conversations in a safe and supported way. The pilot also aimed to build stronger pathways and knowledge for addressing sexual harassment and discrimination when it occurred.

The Raise It! Pilot was implemented in seven diverse pilot workplaces across Victoria. An external evaluation found that the pilot was highly successful in its aims to a) raise awareness of sexual harassment and discrimination associated with pregnancy, parental leave and requests for flexible and part-time work, and b) build confidence and competence amongst managers and staff to have conversations about these issues.

An important finding was that these outcomes were attributable to the combination of all stages of the program, which are summarised in the following section. The face to face education component was found to be critical, particularly in building skills and confidence for people to have conversations about the subject matter. Similarly, the preparation support provided to pilot sites was imperative to create a workplace culture where people made full use of the innovative resources and felt safe to initiate healthy and respectful conversations and report discrimination or sexual harassment when it occurred.

The Raise It! Program and How it Works

The Raise It! program consists of key activities which can be categorised under three stages; Preparation, Education and Resource Provision.

Stage 1: Preparation

The Commission worked with each pilot site to ready them for the program and assess their current degree of cultural safety. This stage is particularly important to ensure managers can access organisational supports and systems that comply with an employer's legal obligations, and that an organisation is ready to respond to and support people who raise concerns regarding discrimination and/or sexual harassment through the program.

The preparation stage included:

- Engagement with pilot sites to explain the program
- Policy and protocol status check (the Policy Wellness Check) with senior human resources representative from each of the pilot sites at the beginning of the intervention
- A communications kit and on-demand 1:1 support by Commission staff as required by the pilot sites, or anticipated by the Commission

Stage 2: Education

The Commission drew on leading practice and research to develop an empathetic and interactive education program designed to increase awareness, knowledge and skills about addressing sexual harassment and discrimination related to parental leave and return to work, flexible work and part time work. Building an education program around key workplace trigger points for gender discrimination served to address harmful attitudes and norms that have been shown to underpin sexual harassment. The education program was activity based and enabled participants to build and practice conversation skills through safe role play and group activities.

The education program had a particular focus on **building bystander** and manager skills to identify, address and respond to incidents of sexual harassment.

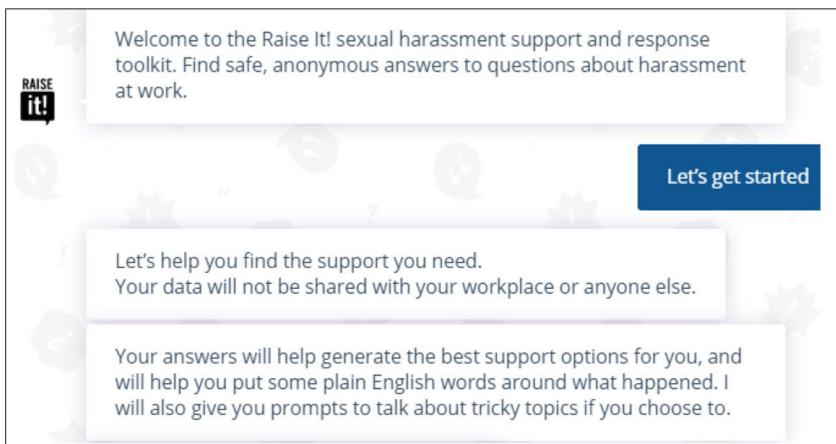
Stage 3: Resource Provision

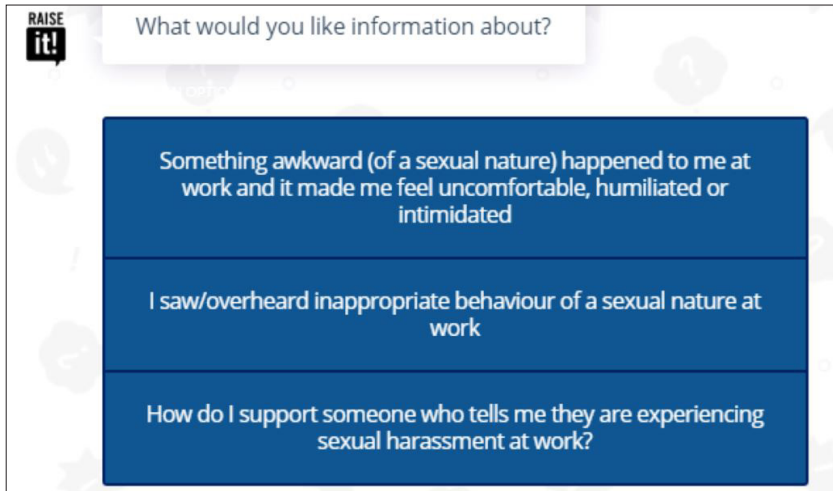
Pilot sites were provided with a series of 'Conversation Starter' kits that were developed through a human-centred design approach. The kits were

designed to complement the education program and increase confidence and skills to have safe and healthy conversations about sexual harassment and discrimination related to parental leave and return to work, flexible work and part time work.

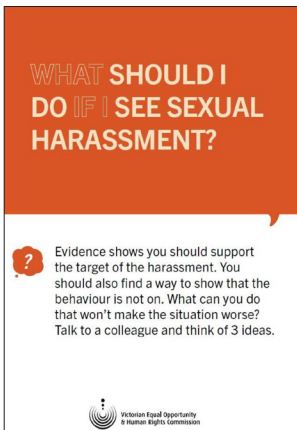
The kits included three online chatbots:

1. **A flexible work request planner**, with different pathways for employees and managers (users can access either or both). The chatbot provides users with a conversational guide to flexible work rights, entitlements and duties. It also enables an employee to plan, prepare and practice a well-considered flexible work request conversation with their manager; and provides helpful prompts for a manager to plan a conversation with a staff member who is requesting flexible work (including information about how to process a request).
2. **A parental leave and pregnancy planner** with different pathways for employees and managers (users can access either or both). This toolkit provides users with information about pregnancy, parental leave and return to work rights, entitlements and duties. It also enables an employee to practise a conversation about pregnancy adjustments, or (for all parents) parental leave and return to work; and provides helpful prompts for a manager to plan a supportive conversation with a staff member about these issues (including information about how to process a request).
3. **A sexual harassment support and response tool** with separate pathways for individuals who may have experienced sexual ha-





harassment from a client or colleague, individuals who may have witnessed it, or individuals to whom a colleague has disclosed an incident. The chatbot helps people identify behaviours that constitute sexual harassment and options to raise a concern or seek help, including support pathways and simple ways to call behaviour out or reporting culture issues in the workplace in a way that protects victims of harassment.



The fourth toolkit is a multimedia **Conversation Starter Kit** for managers, HR Staff and champions, made up of posters, challenge or ‘conversation starter’ cards, a planner for participants to note their use and distribution of toolkit materials, and an email newsletter on the Raise topics that participants can sign up for.

The Champions Model

Two pilot organisations decided to use a more formalised approach via a ‘champions model’, where a select group of ‘champions’ participated in the program, with the idea that they would champion these issues within their teams by using the toolkits to start conversations and raise the issues.

These champions were also provided with the multi-media toolkit consisting of posters, challenge cards and weekly planners to distribute these materials to their teams, and they were encouraged to share a link to access emails and the chatbots.

The champion model proved to be highly effective in amplifying the reach and impact of the program, and warrants explanation to inform future programs designed to address sexual harassment and gender inequality in the workplace.

Example approach for Champion recruitment

A champions model was set up in one pilot organisation, as this site had recently delivered training to their people leaders shortly before the Raise it! pilot was launched. To better enable the program's implementation the CEO sent an email to all managers, requesting the nomination of two 'champions' from their teams to participate in the 'Raise it' pilot. As a result, there was both a manager and staff member nominated to be a 'champion' for many different divisions and departments across the organisation.

The champions were all invited to attend a masterclass at the outset of engagement with the pilot, to learn about their role as champions to share the conversation starter toolkits with their teams and to use resources from the mixed media toolkit to start conversations in their team meetings. The masterclass also helped the champions to trouble-shoot any issues with using the 'Raise it' toolkits, set an action plan using the Raise it! planning kit, provided information on options to respond to sexual harassment and workplace discrimination, and highlighted the context and aims of the 'Raise it' pilot.

When examining participant engagement in pilot sites that adopted the Champion model, we found that:

- an average of 46% of endline survey participants used at least one of the chatbots
- an average of 84% of endline survey participants read an email (noting that many were Champions themselves)
- an average of 55% saw Raise It! dialogue cards and posters in their workplace.

There was also significantly higher private use of chatbots, particularly for flexible work requests. An average of 53% of endline survey participants accessed the Flexible work chatbot privately, and 17.5% of total Flexible work chatbot users in sites with the Champion model completed their pathway to develop a request and/or conversation plan (noting that some users were managers and some were employees).

The impact of the champions model was also realised on starting conversations.

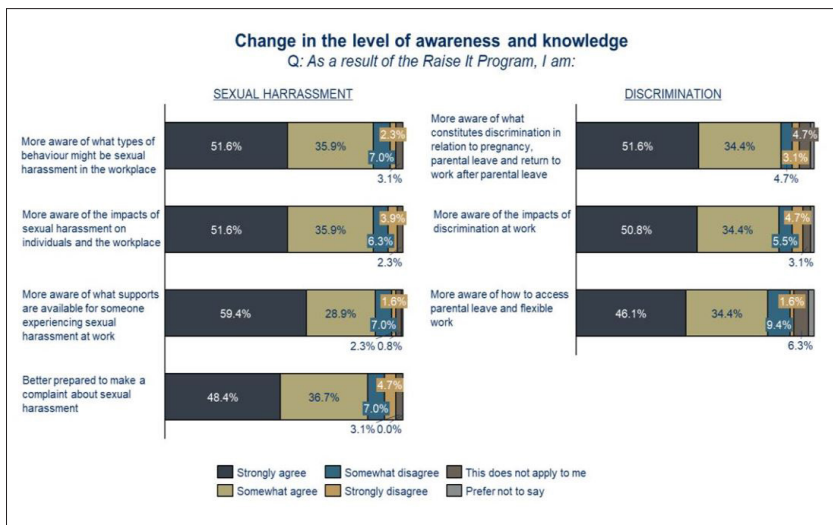
From a pilot site implementing the Champions model, 77% of their champions responding to the survey either agreed or strongly agreed that they had built new skills to talk about sexual harassment; and 85% of their champions agreed or strongly agreed that they had built new skills to talk about flexible work or parental entitlements with their teams.

Evaluation Outcomes

SVA’s external evaluation indicates the Raise It! Pilot was highly effective in achieving immediate outcomes. This section contains a high-level summary of the evaluation data.

Increased Awareness and Knowledge

At least 80% of endline survey participants indicated that the Raise it! Pilot had increased their awareness in relation to each specific area tested.



When asked for qualitative feedback regarding increased awareness and knowledge, participants responded:

“Importance of a victim centred response. Listen to allow and provide a safe space. Provide options not solutions.”

“Intention of harasser doesn’t matter. Importance of being victim-centred.”

“That sexual harassment doesn’t need to be a repeated offence, it can be a one-off. Awareness in managing a situation in the workplace so it doesn’t become ‘common knowledge.’”

“Know what to do as a bystander for sexual harassment.”

“Read more online resources and provide solutions for the manager to help with creating a [flexible work] plan.”

“If my circumstances change, I am more likely to request flexible work.”

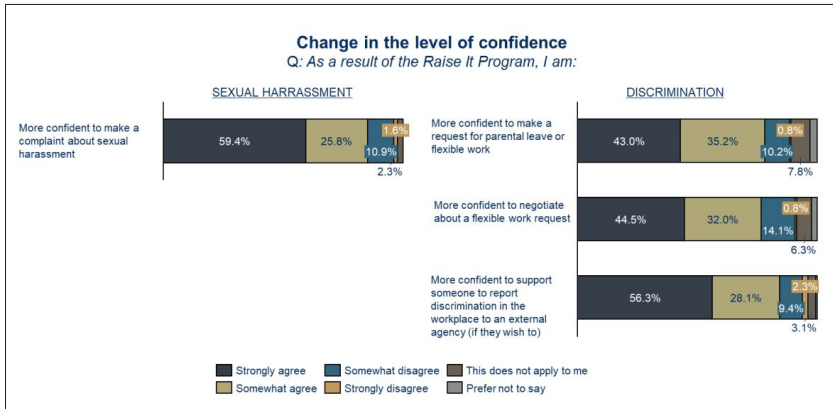
“[I will] speak up – there is help out there. [I will] make the victim feel safe and comfortable. Sexual harassment does happen even if it is not spoken about.”

“Be able to initiate and discuss conversations about flexible working arrangements.”

Increased Confidence

Endline survey participants also reported **increased confidence** to raise the subject covered by the program, with:

- **over 85% reporting increased confidence in relation to making a complaint about sexual harassment**
- **over 84% reporting increased confidence to support someone to report discrimination in the workplace to an external agency (if they wish to)**
- **over 78% reporting increased confidence to make a request for parental leave or flexible work**
- **over 76% reporting increased confidence to negotiate about a flexible work request**



When asked if they would do anything differently at work, participants responded:

“Call out sexual harassment – for example jokes.”

“I’ll take sexual harassment much more seriously. I’ll think more about the impact on the affected person.”

“I will be more confident to approach these topics and more knowledge[able] to access resources to help assist managing / approaching these topics.”

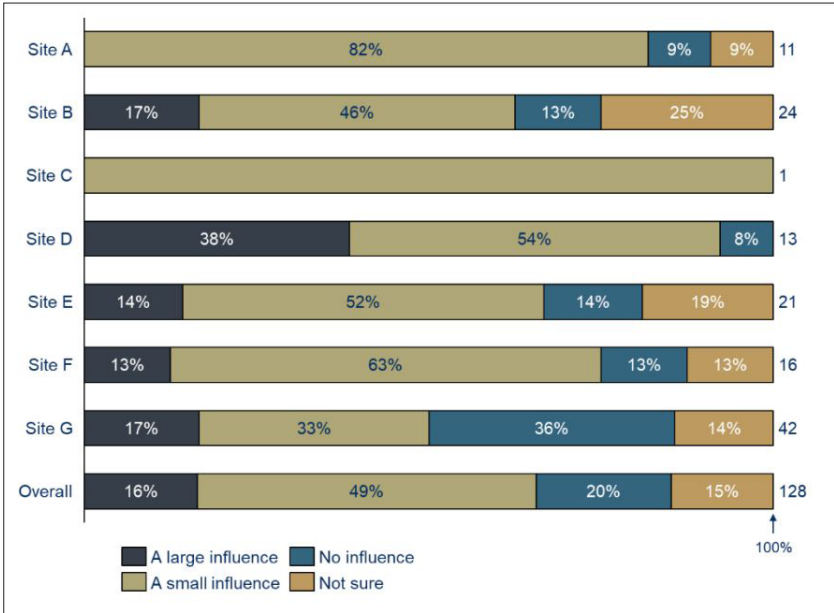
“I will ensure my team managers are more prepared with regards to planning FWA conversations with their teams.”

“Feel a bit more confident to call out or discuss inappropriate behaviours based on the importance of setting norms in the work culture.”

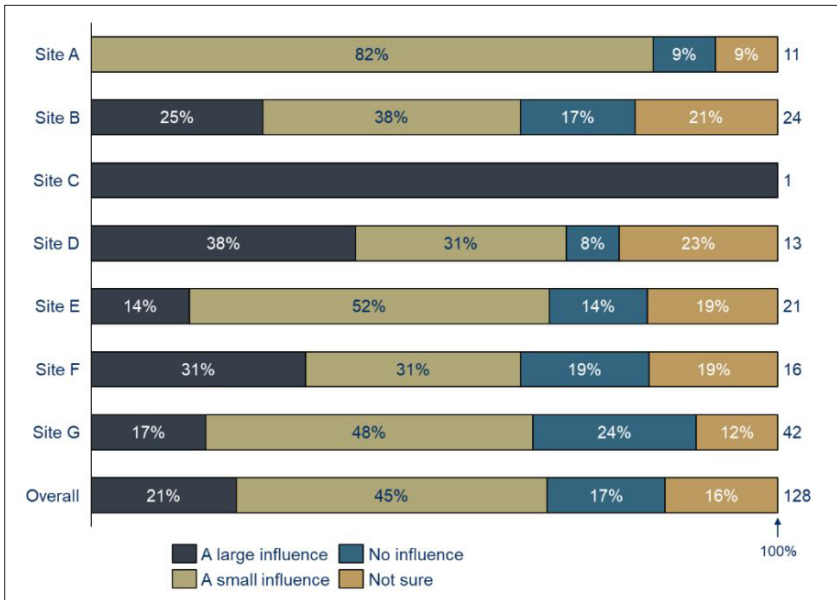
“Be active and raise it!”

“More inclined to call out behaviour on the spot, or to speak to victim about how they are feeling.”

“I just feel more confident in addressing instances of sexual harassment I witness. Concrete tactics were useful.”



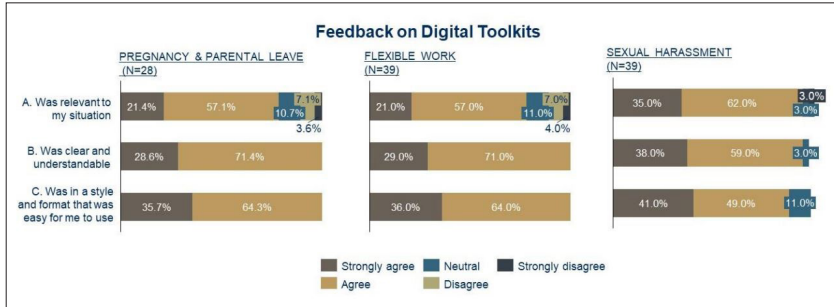
What influence did the Raise It! Pilot have on staff talking about sexual harassment in your workplace?



What influence did the program have on staff talking about discrimination in your workplace?

Influence of the Raise It! Pilot on conversations

Early indications from the external evaluation show that 65% of endline survey respondents felt that the Raise It! Pilot had an influence on staff talking about sexual harassment in the workplace, and 66% felt that pilot had an influence on staff talking about discrimination in the workplace.



Toolkit feedback

People who were exposed to the three chatbots provided positive feedback, with 97% of survey respondents reporting that they found them relevant, clear and understandable and in a format that was easy to use.

When asked if they would do anything differently at work, participants responded:

“Get the app out to start a conversation.”

“I would definitely refer to the toolkit to make sure I have all the relevant information and not be scared to report things or ask for things.”

“Utilise the toolkit more often and share with colleagues.”

“Continue to access the toolkit and engage other managers to use toolkits.”

“Talk to team more; collect toolkit items to display and discuss; become more familiar with official policies and procedures.”

“Provide bot as a place to practice a conversation.”



I'VE NEVER ASKED ABOUT FLEXIBLE WORK BECAUSE I THINK THAT I WILL BE JUDGED HARSHLY.

? Do you agree with this statement? Discuss some reasons for your answer with your colleagues.

WHAT'S THE CONNECTION BETWEEN GENDER EQUALITY AND WORKING FLEXIBLY?

! In organisations where flexible work is seen as "normal" and taken up by both men and women, there are equal opportunities for success for both men and women at work.

EVERYONE NEEDS FLEXIBILITY AT SOME POINT IN THEIR CAREERS.

! In Australia everyone can request flexible work options. Some people's requests for flexible work are protected by Victoria's *Equal Opportunity Act 2010*, such as requests from a parent or carer. The *Fair Work Act 2009* also protects workers who request flexible work, such as those with a disability or who are more than 55 years old.

! Research also shows that flexibility is one of the top five employment drivers for men, and there are proven business benefits for having part-time workers as part of the workforce.

? If you're interested in part-time work, what's holding you back?

RAISE it! | Flexible work

The Raise it! project is funded by the Victorian Office for Women and implemented by the Victorian Equal Opportunity and Human Rights Commission. The project equips Victorian workers with knowledge and tools to ensure healthy, confident and safe conversations at work about preventing and responding to sexual harassment, and about pregnancy, parental leave and access to flexible work.

Get a complaint? If you believe you have experienced sexual harassment or faced discrimination at work because of your pregnancy or parental status, or if you have general queries related to discrimination, call the Victorian Equal Opportunity and Human Rights Commission on 1300 522 153, email enquiries@vicroads.vic.gov.au or visit humanrightscommission.vic.gov.au/complaints.

For more information see the FAQs on humanrights@commission.vic.gov.au or email education@vicroads.vic.gov.au

Your Raise it! representative is:

! Victorian Equal Opportunity & Human Rights Commission

Program Enhancements and Improvements

Evaluation findings indicate the Raise It! Pilot was highly effective in meeting immediate outcomes. However, it also provided valuable insight regarding opportunities to strengthen the program where it did not achieve an opti-

imum outcome. Furthermore, the pilot period was too short to accurately assess some short-term outcomes, or any of the long-term outcomes.

This section sets out the key findings, context and recommendations articulated through SVA’s evaluation. We have categorised these under the three key stages of the program; preparation, education and resources (toolkits).

We then set out further insights about what worked well and what can be improved, generated by the Raise It! Project Team. Against each insight, we summarise the enhancements and improvements we have made to the program to ensure it delivers on the short and long-term outcomes.

Preparation: SVA Findings, Context and Recommendations

SVA External Evaluation	SVA Key Finding	Context
	1. The project was well-managed and built a positive reputation for the Commission amongst the participating pilot sites	Despite the tight timelines and some delay in the early stages of the Raise It! Pilot, the project team delivered on all milestones of the contract and positive feedback was received from the pilot sites about the Commission.
	2. The timeline of the Raise It! Pilot was too short to ensure all participating sites could adequately engage with the content and resources provided	The Raise It! Pilot had a defined end point and ultimately, the timeline to develop and deliver the pilot was too short, with the resources available. This was due to several factors, including: the time required to adequately plan and design the education program and toolkits, and to recruit and on-board pilot sites to participate in a new program. As a result, core activities of the Raise It! Pilot were only ready to be delivered either just before or after the end of the year break, which was a busy time for many pilot sites.
	SVA Recommendations	
	<p>Recommendation 5: Build more preparation time into the program for workplaces to overcome structural barriers and implement strategies to ensure that broader workplace culture is safe for people to have these conversations and/or report.</p> <p>Recommendation 7: Ensure accountability for the actions arising out of the policy-wellness check is owned by leadership in workplaces who are committed to implementing these actions to support a safe culture for all employees on these issues.</p>	

Preparation: SVA Findings, Context and Recommendations

Preparation: VEOHRC Insights and program enhancements

	What worked well	Evidence	Program Enhancements
VEOHRC Insights: strengths to enhance	VEOHRC's Policy Wellness Check	During implementation, pilot stakeholders, including Human Resources Staff and Gender Equality practitioners reported that the Policy Wellness Check was highly valuable, and some referred to it as an Action Plan to improve cultural safety and gender equality.	During the onboarding process, VEOHRC will communicate that the Policy Wellness Check as a helpful, first step to assessing organisational systems, policies, knowledge and support with respect to identifying a positive and non-discriminatory environment. In turn, organisations can use the Policy Wellness Check to establish some fundamental elements of a more comprehensive Gender Equality Action Plan .
	VEOHRC's Raise It! Communication Kit	Pilot sites who implemented the Communication Kit experienced significantly improved attendance and awareness of education sessions and use of toolkits.	VEOHRC will promote the Communication Kit as a supporting and fundamental component of the program, to ensure the program is connected to organisational and corporate goals .

VEOHRC Insights: strengths to enhance	What can be improved	Evidence	Program Improvements
	<p>Enhance onboarding process</p>	<p>Some SVA interview participants reported a lack of awareness at the outset regarding the resources and time required to implement the program. Timing of the program was also problematic for some.</p>	<p>Organisational capacity and support are critical to optimise benefits. We will enhance pre-implementation planning for workplaces, clarify expectations and resources required and ensure implementation is timed to minimise impost and maximise engagement.</p>
	<p>Ensure organisations have a longer lead in time to implement Policy Wellness Check actions</p>	<p>The purpose of the Policy Wellness Check is to help organisations identify a positive and non-discriminatory environment through an assessment of the organisational systems, policies, knowledge and support for gender equality and addressing sexual harassment. A key benefit is an improved safety culture at an organisational level. However, SVA interview participants reported insufficient time, influence and capacity to address many of the gaps identified.</p>	<p>Senior accountability within workplaces to implement actions, in conjunction with sufficient implementation time and increased support from VEOHRC can overcome the missed opportunities. VEOHRC will partner more collaboratively with workplaces following the initial assessment of the Policy Wellness Check to identify tailored actions and timelines to address gaps and build on strengths. We will provide existing, helpful resources, such as VEOHRC EO Policy Development and Sexual Harassment Guidelines.</p>
	<p>Tailored communications that connect the benefits of the program to an organisation's strategic and cultural objectives.</p>	<p>Limited feedback through the SVA endline survey and interviewees revealed confusion regarding the purpose of the program. This was most pronounced in pilot sites that employed a 'light touch' communication strategy regarding Raise It!</p>	<p>VEOHRC will incorporate tailored messages and support for leadership and middle managers in the Communications Kit, to link the communicate the strategic and cultural benefits and provide workplace role models with a consistent narrative.</p>

Education: SVA Findings, Context and Recommendations

SVA External Evaluation	SVA Key Finding	Context
	4. The education sessions were effective at engaging participants and helped to increase awareness and knowledge of the issues	The education sessions were well received by the majority of participants, who were engaged in the sessions and increased their awareness, knowledge and skills associated with the issues covered by the Raise It! Pilot.
	5. An 'off the shelf' solution is unlikely to be successful for all workplaces. Training and resources need to be adequately tailored to reflect the workplace culture and working environment of the participants	While the resources developed by the Commission provided a good baseline for pilot sites, further adjustments could be made to better meet the needs of certain workplaces and cohorts.
	6. The delivery mechanism of the education sessions – face-to-face engagement in one or two lengthy sessions – was a constraining factor which prevented some workplaces and employees from participating	Notwithstanding the participants' response to the education program, the format and structure of the sessions made the Raise It! Pilot resource intensive for most pilot sites to implement. This prevented one organisation from opting into the pilot, and some employees from participating.
	7. The Champion-based implementation model showed real potential for greater impact	Two pilot sites adopted a workplace Champion model for the pilot. People generally enjoyed being Champions, and the opportunity to champion the issues covered by the Raise It! Pilot in their organisations. With more training provided to Champions on how to be effective facilitators and an ongoing opportunity to debrief
	10. It is not evident from the data collected what impact the Raise It! Pilot had on line managers and leadership	The post-education session feedback forms and endline surveys did not collect specific feedback on these outcomes for managers and leadership. Qualitative feedback from a selection of staff across the pilot sites indicated uncertainty regarding the impact on managers and leaders, and in some cases contradictory results. Improved participation from leaders in future iterations is strongly recommended, as is a tailored set of activities or tools for managers and leaders to achieve impact.
	11. Pilot participants needed more support with how to take action, even after being equipped with all the necessary information	Education sessions in the Raise It! Pilot did attempt to mix both awareness and knowledge with opportunities for participants to practice how they might respond to different situations related to the Raise It! Pilot issues. However, there was a sense that participants wanted more practice, as many still felt that they would not be able to effectively manage these difficult situations and needed more ongoing support. A more iterative implementation of the program would provide more support by enabling participants to further practice these skills and troubleshoot some of these challenges in a supportive environment.
SVA Recommendations		
Recommendation 2: Develop a more sustained intervention with smaller but more frequent engagement with participants, particularly the education sessions.		

<p>Recommendation 3: Consider alternative ways that the education session content could be provided (e.g. video or online modules) whilst preserving the interactive element of the sessions that people found most effective. This could mean separating delivery of these elements (e.g. as suggested in Recommendation 2 above).</p> <p>Recommendation 4: Document the champion-led model of implementation through closer engagement with the pilot sites using that approach to understand what worked, what needs to be improved and what is required to help workplaces to effectively adopt this approach.</p> <p>Recommendation 6: Modify engagement and the Raise It! Pilot intervention to focus on leadership and line managers, to facilitate creating a safe environment and the right culture for people to speak up.</p>

Education: VEOHRC Insights and Program Enhancements

	What worked well	Evidence	Program Enhancements
VEOHRC Insights: strengths to enhance	F2F Education with interactive role play to build skills and confidence to have conversations	The evaluation revealed the positive impact of the education program in building awareness, knowledge and skills to have conversations about all of the topics covered in the program.	F2F education must remain a component of the program, with enhanced role play and troubleshooting to bridge intent and application in the workplace.
	The Champions Model	Two pilot sites developed their own champions model to amplify reach across a diverse workforce. Champions were identified. Qualitative feedback to VEOHRC and SVA demonstrates the success of this model and VEOHRC will continue engagement with one pilot to further support and build this network.	We will incorporate the champions model into the program where it is applicable to a workplace context, to supplement influencer and role model cohort .

	What can be improved	Evidence	Program Improvements
VEOHRC Insights: strengths to enhance	Focus, clarity and the benefits of the education modules.	The SVA endline survey revealed that some participants found the full complement of content overwhelming .	We will separate the full program into heavily customised and specific modules , and confirm workplace contacts have implemented communications regarding purpose, objectives, leadership commitment and benefits.
	Sustaining the education program and benefits, while minimising the impost on workplaces.	SVA endline survey and interview participants reported insufficient time to apply their new skills in the pilot period. Some SVA interview participants also reported that the 'block' style education sessions created an impost.	We will deliver the education program iteratively over a longer period of time, in shorter, blended modes , with repeated practice using the toolkits.
	Increased capability amongst middle managers	SVA interview participants reported reticence to exercise new skills due to uncertainty as to how their immediate manager would react.	We will tailor and target the education program towards middle managers to build their skills as role models, influencers and culture builders .

Toolkits: SVA Findings, Context and Recommendations

	SVA Key Finding	Context
SVA External Evaluation	8. During the Raise It! Pilot, there was not sufficient opportunity and time to fully test the digital and non-digital kits with end-users	Although some feedback was received, there were not enough opportunities for participants to use the kits in real-life situations at work during the pilot period, to give feedback on their usefulness and applicability.
	9. Raise It! Pilot had a positive impact on the immediate outcomes tested in this evaluation: increased awareness, knowledge and skills amongst the employees	The results from the evaluation indicate that the Raise It! Pilot had a positive impact on the immediate outcomes tested in this evaluation: increased awareness of the Raise It! issues amongst employees, and increased knowledge and skills to address the Raise It! Pilot issues.
	SVA Recommendations	
	Recommendation 1: Incorporate adjustments informed by this evaluation and conduct a further evaluation at a point where there is more likelihood that sustainable change will be observed.	

Toolkits: VEOHRC Insights and program enhancements

	What worked well	Evidence	Program Enhancements
VEOHRC Insights: strengths to enhance	Sexual Harassment Chatbot	Participants in education sessions described this chatbot as a valuable resource for bystanders, victims and first responders. This is supported by SVA data and longer-term evaluation, which shows increased utilisation over time. Such utilisation demonstrates the chatbot is delivering the long-term support to participants that it was designed to.	We will incorporate the Sexual Harassment chatbot as a What to Do prevention and response resource, rather than a conversation starter.
	Flexible Work Chatbot	Participants in education sessions advised this chatbot is a valuable resource for staff and managers to plan. This is supported by SVA data and longer-term evaluation, which shows increased utilisation over time. Such utilisation demonstrates the chatbot is delivering the long-term support to participants that it was designed to.	We will describe the Flexible Work chatbot as an FWA Request Assessment & Planner and enhance it where technology enables; for example via printed plans if possible.
VEOHRC Insights: strengths to enhance	What can be improved	Evidence	Program Improvements
	Pregnancy & Parental Leave Chatbot	Few participants felt they were able to use this chatbot immediately, however longer-term evaluation has showing increased utilisation	We will provide this chatbot as a free resource, available through the VEOHRC website.
	Conversation topic scheduler kit	During education sessions, managers and champions reported that this was a helpful planner but had insufficient time for full utilisation. Thirty-nine per cent of post-pilot survey respondents reported seeing conversation challenge cards or Raise It! posters in their workplaces.	We will embed this toolkit as a planning and action resource in the education sessions targeted towards middle managers and champions. We will follow up on actions to support middle managers and facilitate troubleshooting workshops.

Insights and Enhancements: Summary

More time and support at pre-planning stage:

- Engage leadership
- More time to implement Policy Wellness Check actions
- Additional VEOHRC support and resources



Increase safety culture at organisational level

Maintain interactive F2F education

- Shorter, more iterative education sessions
- Enhanced role play to bridge intent and action
- Increase bystander and first responder content
- Troubleshooting workshops for peer-to-peer support



Minimise impost & expense and sustain & extend skills

Increase safety culture at a team level

Identify & reduce barriers

Team leaders/ managers are a key entry point

- Target middle managers
- Further develop a 'Champions model'
- Provide tailored messages and support for managers



Build role model behavior

Drive engagement with resources and amplify reach

Clarify benefits and provide a consistent narrative.

Endnote

¹ Our Watch, Australia's National Research Organisation for Women's Safety (ANROWS) and VicHealth, *Change the story: A shared framework for the primary prevention of violence against women and their children in Australia* (Our Watch, 2015) 6, 8.