

# Application for Waiver from Reporting EOWA Visit – 2 July 2007

Prepared by:  
The Equity & Diversity Unit  
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## **The University of Newcastle Equal Opportunity for Women in the Workplace**

### **Overview**

An active and enduring commitment to equal opportunity for women in the workplace is a feature of the University of Newcastle's approach to establishing an inclusive organisational culture. Genuine improvements in gender equity have been achieved, however the need for strategies to address issues of structural inequality is acknowledged as a high priority. For example, the marked under-representation of women in senior academic levels and in senior decision-making positions continues to be a sector-wide trend; this was identified as an issue for the University of Newcastle by the Australian Universities Quality Agency (AUQA) in their 2003 report.

The development and implementation of The University of Newcastle Strategic Plan for 2007-2011 represents the renewed vision for the institution and re-affirms the senior leadership commitment to the guiding principles of access and equity. The plan sets out the strategic and operational framework as well as values, purpose and priorities to facilitate the University's future focus of '*Building Distinction*'. The development of a revised Equity Plan 2007-2011 encompassing an Affirmative Action Plan for Women, is currently being formulated and will complement this guiding direction.

These equity directives will constitute a key component of the University's overall policy framework; will address the recognised barriers to inclusion and full participation of women within the institution; and, also recognise that success depends on widespread adoption of the goals, targets, initiatives and actions at Faculty/Division and School/Unit levels. In order to integrate responsibility for equity issues at all levels of the institution, equity accountabilities are incorporated into:

- performance contracts of senior executives
- faculty-level annual planning and reporting processes
- duty statements of Heads of Units
- career development and performance reviews

The Deputy Vice-Chancellor (Academic), as Director of Affirmative Action, chairs a Gender Equity Strategy Group to advise him on matters concerning gender equity at the University of Newcastle and strategies to support its enhancement.

### **A. Workforce Profile**

The University of Newcastle is a dynamic, regional tertiary education institution of 2,213 staff (headcount excluding casuals) and a student population of over 26,000. Internationally renowned for its research and scholarly strengths, the University has actively sought to embed equity for women in the targets and strategies that guide its activities.

This has been reflected in the achievement a number of significant milestones for women's representation within the institution for 2007.

- The proportion of women academic staff at the University of Newcastle has increased by 4% to over 40% (41.1%) within the last year.
- The representation of women academic staff in senior classifications (Levels C, D and E) has increased from 28.8% in 2006 to greater than 30% (30.1%) in 2007.
- Women general staff at the most senior level of HEW 10+ now represents 50% of staff at this level, an increase from 44% in 2006.
- Women general staff constitute 68.4% of the total general staff population, an increase of 1.1% since the previous report to the EOWA.

A complementary analysis of trend data from 1997 to 2007 indicates there have been ongoing positive trends in the representation of women in the most senior academic levels, with women now constituting 39% of Senior Lecturers (up from 17% in 1997), 24% of Associate Professors (up from 15% in 1997) and 18% of Professors (up from 8% in 1997). These key achievements are consistent with the University's efforts to make equal employment opportunities for women a high priority across the organisation.<sup>1</sup>

The University of Newcastle recognises that a key success factor for the equity of employment for women is their active representation and participation in key senior and high profile leadership roles. A number of senior women staff hold key leadership roles within the institution, including Dr Sue Gould, Deputy Vice-Chancellor (Services); Professor Linda Connor, President of Academic Senate; and, Professor Pat Michie, Pro-Vice-Chancellor (Research).

Recent senior appointments of women to the University include Professor Gail Huon, Director, Centre for Teaching and Learning and Professor Maree Gleeson, School of Biomedical Sciences. Women also occupy the roles of Assistant Deputy Vice-Chancellor (Services); Academic Registrar; Director, Research Services; Director, University of Newcastle International; Director, Marketing & Public Relations; Director, Corporate Information; Director, Family Action Centre; and, Director, University Health Service.

Recent women posted to positions of strategic importance include Dr Anne Young as Manager, Quality Assurance and Improvement; Ms Angela Samuels, Manager, The University of Newcastle Industry Scholarships Scheme; and, Ms Donna Farragher, Project Manager, Facilities Management.

The University of Newcastle is also proud to recognise and celebrate the professional achievement of women. Notable recent achievements include:

- Dr Clare Collins, a practising dietician and Associate Professor in Nutrition and Dietetics at the University of Newcastle, received the 11th John M. Kinney Award for General Nutrition for the most outstanding original work directly relevant to the field of general nutrition.
- Mrs Katherine Lindsay received the Vice-Chancellor's Award for Teaching Excellence and Learning Support in 2007 and the Vice Chancellor's Award for Teaching Excellence and Learning Support in the Faculty of Business and Law 2007.
- Dr Jill Gibbons received the Vice-Chancellor's Award for Teaching Excellence 2006 and the Faculty of Education and Arts award 2006 for demonstrating an outstanding ability to motivate students' desire to pursue further learning and encourage independent thought. Dr Jill Gibbons also received a national Quality Teaching Award from the Australian College of Educators.

## **B. EOWA Key Employment Matters**

### **1 Recruitment and Selection**

Women comprise 60% of all academic staff recruited in 2006; a level that represents a strong improvement on previous years. Of particular positive note, 76% of the 29 appointments to the academic level of Lecturer were women, constituting a workforce participation rate for women at the Lecturer level of 47%

Women constituted 72% of all general staff recruited in 2006, a figure above their workforce participation rate of 68%. 29% of women general staff are in fractional appointments. There has been a favourable shift in representation of women at the most senior general staff level of HEW10+, increasing from 45% in 2005 to 50% in 2007.

It is important to note however, that recruitment for women academics has failed to meet current workforce participation rates. This matter will be flagged as a priority area for discussion and action by the University's Executive Committee.

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<sup>1</sup> Please note Appendix 1 detailing The University of Newcastle Workforce Profile, by gender and level, for the period 2004 – 2007.

## **2 Promotion, Reclassification and Separation**

### *Promotion & Reclassification*

Promotion data indicate that the rate of women's academic promotion at the University of Newcastle remains below the workforce participation rate. In 2006, women constituted 33% (n=12) of those promoted, a figure below their workforce participation rate as academic staff (41.1%). There has only been one year since 1988, in 2004, when women's rate of promotion (38%) exceeded their representation as academic staff (37% in 2004). Women made up 67% (n=11) of staff promoted to Lecturer in 2006.

The promotion round to Levels D and E, which took place in June 2007 under a revised promotion process, has led to 83% of female applicants to Level D being promoted (n=5) in comparison to 77% successful male applicants (n=10). Five of the nine men (56%) who applied for promotion to Level E were successful; no women applied for promotion to Professor.

The Deputy Vice-Chancellor (Academic) will be arranging workshops for all women currently employed at Level D, and separately for all women at Level C, to discuss the promotion process, and strategies to prepare for promotion. The Deputy Vice-Chancellor (Academic) also presents women-only promotion workshops for applicants at all levels.

For general staff, 42 reclassifications took place in the reporting period; women held 62% of the reclassified positions.

### *Separations*

Women academics composed 42% (n=53) of all academic separations from The University of Newcastle in 2006, slightly higher than their respective workforce participation rate and an improvement on previous performance. Data from 2006 indicate academic women were over-represented in separations due to resignation, making up 47% (n=25) of separations in the category "all other separations"; end of contract 58% (n=15) of those in "agreed period expired"; and 36% (n=16) of academic staff taking voluntary redundancy.

Women comprised 65% (n=131) of general staff separations - a rate lower than their current workforce representation (68%) and a pattern that has been consistent for 2000 to 2006. Women were over-represented in the category of "agreed period expired" (77%, n=30) and the greatest number of general staff exiting either resigned or took voluntary redundancy. Of the 87 general staff accepting redundancy, 57% (n=50) were women; 69% (n=49) of general staff who resigned were women.

### *Action & Initiatives*

The University of Newcastle has recognised that women remain under-represented in higher level academic and general staff appointments and has identified the requirement for development opportunities to target, support and retain women who have the potential to progress to senior leadership positions within the institution.

#### *(a) Identification of Issues for Women*

In 2006, an informal and voluntary 'cultural' survey of University female staff was undertaken by the Deputy Vice-Chancellor (Academic) to provide opportunity for comment on both the positive and negative issues regarding employment with the University, and suggestions for initiatives to address matters of concern. With over 120 responses received (~10% of the female work population), a number of key themes were identified and highlighted to University management (see Appendix 3).

As a matter of action, these issues were raised to the most senior levels of management within the University of Newcastle. This led to the creation of the Gender Equity Strategy Group - a steering group, chaired by the DV-C (A) and comprised of representatives from male and female academic and general staff. The charter for the Group is to provide advice to University senior management on strategies to address issues concerning gender equity.

### *(b) Policy Reviews*

The results of the 2003 Staff Climate Survey together with representations made at the internal Forum for Academic Women in 2003, and from consultations conducted between women and the Senior Executive Group in early 2004, resulted in a review of the Academic Promotion Policy and Procedure. A new promotion process was subsequently implemented in early 2007. The new process addresses issues identified specifically relation to gender equity. Key improvements include:

- consideration of performance relative to opportunity;
- enhanced reference to the principles of equal opportunity, fairness and social justice;
- removal of “scoring”; introduction of interviews; clear guidelines and mandatory training for all members of academic promotion committees;
- additional independent and authoritative referee reports for promotion to senior levels; and,
- mandatory attendance of an equity observer at all committee deliberations to provide advice and ensure that equity across faculties and standards are uniformly applied.

In a similar review, a new policy and procedure on Special Studies Program (SSP) replacing Outside Studies Program (OSPRO) has been developed to facilitate greater flexibility, improved accessibility and increased professional opportunities. Key improvements include:

- flexibility to take 3, 6 or 12 months' SSP;
- a broadened scope for SSP activities;
- the requirement to present outcomes of SSP to colleagues;
- the establishment of Faculty SSP Committees which must meet gender representation target for committees (minimum 33% of either gender);
- decreasing the minimum amount of time required to spend overseas.

It is important to note that the University policies relating to Inclusive Membership of University Committees, and Bullying, Harassment and Workplace Violence Policy are under review with the aim to improve visibility of gender and women-related matters.

## **3 Training and Development**

### *Women's Leadership Development Initiative (WLDI) / Women@UoN Professional Development Program*

The WLDI and Women@UoN were established as a key initiative in response to the Australian Universities Quality Agency (AUQA) Audit Report findings on the University of Newcastle (January 2003).

Women @ UoN is a professional development program for female staff of the University. It is part of the University's wider Women's Leadership Development Initiative (WLDI) - a strategy aimed at establishing support systems and networks to assist women achieve promotion and prepare for leadership roles.

The key aims of the Women@UoN Program are to:

- Identify and provide for the development needs of women at all levels of the University;
- Develop and deliver training programs that support the University's strategic priorities;
- Facilitate meetings and networking of women across the University;
- Implement strategies that will enable the University to meet the outcomes for women nominated by the Federal Equal Opportunity for Women in the Workplace Agency (EOWA) and the NSW Office of Employment Equity and Diversity (OEED).

From commencement in 2004 through to December 2006, several thousand attendances have been recorded at Women @UoN events. Approximately 30% of women academics and 40% of women general staff participate in the program each year – an exceptional participation rate for the diversity of staff employed. The program for 2007 is innovative and dynamic and incorporates a variety of themes and activities:

- Negotiating 'Language'
- International Women's Day Celebrations (at Callaghan and Ourimbah campuses)
- Human Research Ethics (at Callaghan and Ourimbah campuses)
- Early Career Researchers' Network
- Guest Speakers' Presentations
- Mentoring for Academic Promotion
- Women's Leadership Development
- Financial and Business Planning
- Research Mentoring
- Strategic Prioritisation
- Feedback and Networking

A continued major focus of Women@UoN for 2007 is the Women's Leadership Development Program. This two day program combines senior academic and general staff women, and is facilitated by the Deputy Vice-Chancellor of the University of Canberra, Professor Sharon Bell. The program facilitates the active engagement of women in deliberating leadership models, determining career strategies and networking within the institution.

Women @ UoN and WLDI are proactively supported by the Vice-Chancellor and the Executive of the University through the Deputy Vice-Chancellor (Academic) and Director of Affirmative Action, Professor Kevin McConkey.

Details of the 2007 Women@UoN program can be accessed on the University website, <http://www.newcastle.edu.au/service/equity/womenuon/2007program.html>.

#### *Academic Women in Leadership Program*

The University of Newcastle introduced a dynamic new program to the suite of training delivery programs for women in 2007 titled the *Academic Women in Leadership Program*. This is consistent with the University's commitment to the *AVCC Action Plan for Women Employed in Universities 2006-2010*, and in line with the University's strategic commitment to gaining the award of the EOWA Employer of Choice for Women. The program is being coordinated by Professor Kevin McConkey, Deputy Vice-Chancellor (Academic) and Director of Affirmative Action, with the assistance of the Equity and Diversity Unit.

The program will be conducted throughout the year in two-day formats for a total of eight days (4 x 2 days) at an off-campus venue. The program combines theory with practical applications and pragmatic demonstrations of learning in a workshop delivery mode. The content is based around five areas with contemporaneous activities that include a mentoring and shadowing program, executive coaching, and a guest speaker program with speakers sourced within the University, from other tertiary institutions, together with relevant program pre-reading material.

### *Equity Research Fellowships*

A review of University data by the Equity and Diversity Unit in 2003 suggested women and Indigenous academic staff were under-represented in research and encountered more barriers to accessing research development opportunities. The development and introduction of the Equity Research Fellowship Scheme in 2004 was viewed as a key strategy to address this matter and offered eligible staff time and resources to progress their research or Research Higher Degree (RHD). Since 2004, 5 to 7 Equity Research Fellowships of 6 months duration (each) have been successfully made available to Level A or B women staff each year.

The Fellowships provide for a maximum of \$25,000 to allow for "time relief" from teaching, administrative and other non-research duties. An additional Equity Research Grant of up to \$10,000 is also available to cover research expenses.

Applicants for Equity Research Fellowships are assessed relative to the opportunities and barriers to research they have experienced.

Preference has been given to applicants who can demonstrate how progress towards the submission of the RHD or progressing research track record has been substantially affected by one or more of the following:

- Demanding carer responsibilities,
- Sustained insecure employment in the tertiary sector,
- Personal circumstances (e.g. extended illness, substantial Indigenous community/cultural responsibilities).

The Fellowship scheme has been reviewed in 2007. All of the Fellowships to date have been awarded to women. Of the 14 women who completed fellowships in 2005 and 2006, 43% (n=6) have since been promoted, 6 are at the same academic level, and 2 have resigned from the University. The outcome of the review has been the positive decision to continue to support and fund these fellowships for 2007-2009.

The University of Newcastle also intends offering senior academic women (at levels C & D) Enhancement Fellowships for 2008 to assist in their professional endeavours.

## **4 Work Organisation**

### *Women Academic Staff Employment Basis*

Of the total University academic staff population in 2007, 36% employed on a continuing basis and 50% employed on a fixed-term basis were women. The proportion of women academics employed on a continuing basis has increased steadily from 27% in 1997; with women's representation in contract / fixed-term positions also increasing from 42% to 50% over the same period.

Data for the casual women academic staff headcount is currently unavailable, but will be provided for the submission of the University's report to EOWA in October 2007.

### *Women General Staff Employment Basis*

For general staff, women are slightly over-represented in fixed-term positions (71%) and slightly under-represented in continuing positions (67%), in comparison to their overall workforce participation rate of 68%. Analysis of trend data indicates that women's representation in both continuing and contract positions has increased over the past ten years from 60% and 68% respectively.

### *Women in non-traditional fields*

The University does not currently have the capacity to analyse ASCO coded data.

Women academic staff remain primarily concentrated in the traditional fields / disciplines of employment and remain under-represented in the Faculties of Engineering and Built Environment; (some areas) in the Faculty of Science & Information Technology; and (some areas) in the Faculty of Business & Law. All faculties have access to data relating to the distribution of academic (and general) staff by gender and

level. This is utilised by Faculties and Schools in the development of Faculty planning priorities for gender equity.

As an identified priority for The University of Newcastle, the Equity & Diversity Unit has employed a program coordinator to work with faculties, external agencies and high schools to attract female students to areas considered non-traditional for women's participation and to work with faculty staff to embed the values of equity, diversity and inclusiveness across all aspects of faculty operations. The University has a strong aim to retain female students to undertake postgraduate study and is committed to attracting and retaining women in non-traditional academic fields, and in particular, Engineering, Construction Management and Information Technology. These matters remain a key management concern for the University.

## **5 Conditions of Service**

### *Pay Equity*

Academic women employed on a full-time continuing basis earn on average 91% of average gross weekly earnings, whilst those employed on a full-time fixed basis earn 94% of average gross weekly earnings.

Academic women employed on a part-time continuing basis earn 93% of average gross weekly earnings, whilst those employed on a part-time fixed-term basis earn 94% of average gross weekly earnings.

Women general staff employed on a full-time continuing basis earn 96% of average gross weekly earnings, whilst those employed on a full-time fixed-term basis earn 97% of average gross weekly earnings. Women's pay equity gap is non-existent for fractional general staff (the overwhelming majority of whom are women) with women employed on either a fractional continuing or fixed-term basis earning 101% of average gross weekly earnings.

### *Salary Supplementation and Market Loadings*

Data is currently unavailable, but will be provided for the submission of the University's report to EOWA in October 2007.

## **6 Arrangements for Dealing with Sex-Based Harassment**

The University of Newcastle currently has grievance procedures, a Harassment Policy and a Complaints Manager to encourage the resolution of complaints at the management level appropriate to the circumstances. The Harassment Policy is currently under review.

The University of Newcastle also provides comprehensive information concerning sex-based harassment. Information is available in a wide variety of University publications (for access by both staff and students) in addition to the University website. Appropriate links from the University Equity & Diversity Unit website to support agencies, such as Counselling, Dean of Students and Complaints Manager is also provided which facilitates the provisions of the Harassment Policy.

An EO Online training package is also provided by the University to enable staff at all levels to have the opportunity to access information that will help them understand their rights and responsibilities in relation to sex-based harassment.

The University of Newcastle is also developing a comprehensive suite of strategies to address sex-based harassment for implementation in 2007. This was tabled and supported through the University Gender Equity Strategy Group. These initiatives are provided at Appendix 4.

## **7 Arrangements for Dealing with Pregnant and Potentially Pregnant Employees, and Employees who are Breast Feeding**

The University of Newcastle has strengthened a number of its conditions for staff with carer's responsibilities over the past three years, encapsulated in the 2006 EBA. This has included:

- paid parental leave of 26 weeks,
- paid partner leave of 2 weeks at child birth; unpaid partner leave of up to 50 weeks,
- maximum period of primary carer's leave available is 52 weeks,
- unpaid parental leave introduced for casual support staff in particular circumstances,
- personal leave, which can be accessed to assist staff to accommodate carer's responsibilities or emergency situations, extended to 25 days per annum,
- part-year employment,
- (for breastfeeding parents) two half-hour periods per day are provided for breastfeeding or expressing milk.

The University of Newcastle also has three on-campus child care centres on Callaghan campus and a fourth at Ourimbah campus licensed to provide 184 full-time equivalent places. All of the centres are open to community families as well as University of Newcastle staff and students, and members of the University staff community are given priority access at one centre.

The University of Newcastle is also developing a comprehensive suite of strategies to address the current arrangements for dealing with pregnant and potentially pregnant employees, and employees who are breast feeding for implementation in 2007. This was tabled and supported through the University Gender Equity Strategy Group. These initiatives are provided at Appendix 5.

### Workplace Profile

**Table 1. Total Staff Profile – By Gender and Employment Status, 2007#**

	Full time staff		Part time staff		Contract staff		Total staff	Women as % of total staff
	Women	Men	Women	Men	Women	Men		
Academic staff	174	339	15	4	172	175	<b>879</b>	<b>41%</b>
General staff	500	292	119	13	293	117	<b>1334</b>	<b>68%</b>
All staff	674	631	134	17	465	292	<b>2213</b>	<b>58%</b>

**Table 2. Academic Staff – Gender Profile by Level, 2004-2007#**

Level	Total staff				Number of Women				% Women			
	2007	2006	2005	2004	2007	2006	2005	2004	2007	2006	2005	2004
A	<b>99</b>	94	106	113	<b>59</b>	53	52	54	<b>60</b>	56	49	48
B	<b>391</b>	330	369	357	<b>185</b>	136	153	155	<b>47</b>	41	41	43
C	<b>203</b>	204	222	203	<b>79</b>	76	87	70	<b>39</b>	37	39	34
D	<b>76</b>	80	91	91	<b>18</b>	16	16	14	<b>24</b>	20	18	15
E	<b>110</b>	101	100	98	<b>20</b>	19	20	20	<b>18</b>	19	20	20
TOTAL	<b>879</b>	809	888	862	<b>361</b>	300	328	313	<b>41%</b>	37%	37%	36%

**Table 3. General Staff – Gender Profile by Level, 2004-2007#**

Level	Total Staff				Number of Women				% Women			
	2007	2006	2005	2004	2007	2006	2005	2004	2007	2006	2005	2004
1	<b>4</b>	4	5	2	<b>3</b>	4	3	2	<b>75</b>	10	60	100
2	<b>68</b>	73	72	94	<b>38</b>	40	33	44	<b>56</b>	55	46	47
3	<b>111</b>	106	163	179	<b>62</b>	65	116	125	<b>56</b>	61	71	70
4	<b>207</b>	195	255	258	<b>170</b>	154	209	206	<b>82</b>	79	82	80
5	<b>301</b>	301	335	339	<b>227</b>	220	247	249	<b>75</b>	73	74	73
6	<b>241</b>	205	249	241	<b>168</b>	141	157	150	<b>70</b>	69	63	62
7	<b>181</b>	192	198	202	<b>125</b>	135	141	148	<b>69</b>	70	71	73
8	<b>125</b>	112	107	116	<b>68</b>	60	56	57	<b>54</b>	54	52	49
9	<b>58</b>	57	53	48	<b>32</b>	29	25	23	<b>55</b>	51	47	48
10+	<b>38</b>	41	47	47	<b>19</b>	18	19	21	<b>50</b>	44	40	45
TOTAL	<b>1334</b>	1286	1484	1526	<b>912</b>	866	1006	1025	<b>68%</b>	67%	68%	67%

# Figures in Tables 1–3 are as at 31 March 2007

**Table 4. General staff –Gender Profile by Occupation**

The University of Newcastle cannot provide data on gender profile by occupation as it does not use ASCO coding.

#### Proportion of Managers\* who are women 31.9%

\* Defined in Higher Education sector as academic staff at Level C and above and general staff at HEW 10 and above.

## **Gender Equity Training & Development Activities for Women Staff – 2007**

### *Academic Women in Leadership*

- A program for 20 senior academic women conducted throughout 2007, facilitated by an external expert consultant.
- Workshops, mentoring and shadowing, and executive career coaching

### *Women@UoN Workshop Series for women up to and including HEW 7*

- Team Leadership Skills
- Succession Planning Strategies

### *Equity Research Fellowships for academic women at Levels A and B*

- Six-month relief opportunity from teaching and administration responsibilities to focus and progress research

### *Women@UoN Workshop Series for women academic and women general staff - HEW 8+*

- Negotiating Language
- Women's Leadership Development
- Financial and Business Planning (academics at level B+, general staff at HEW 7+)
- Strategic Prioritisation

### *Promotion Workshop Series for academic women*

- Workshops for academic women seeking promotion to Levels D and E in 1st semester and for Levels B and C in 2nd semester
- Senior academic women working with individuals, in a group-based setting, to provide support, strength and guidance for promotion applications

### *Mentoring Program (for women who are early career researchers)*

- Research Mentoring by senior academic staff women
- Human Research Ethics to provide an update of the NUHREP policy and procedures

### *Equity Initiatives Grants*

- Projects to progress the staff equity agenda, with a focus on gender equity in 2007

### *Other Women@UoN Activities*

- International Women's Day celebrations at Callaghan and Ourimbah
- "Brown bag" lunch series with internal and external speakers
- Feedback and networking events

## Identification of Issues for Women - 2006 Survey Results

### *Major Positive Themes Identified:*

- + flexibility of the University workplace,
- + collegiality amongst University women,
- + a view that the University was improving in its recognition of, and support for, women,
- + a view that the salary and conditions at the University are relatively good compared to many other workplaces,
- + value attributed to the engagement with students,
- + pleasing location and the physical aspects of the University,
- + Women@UoN activities were beneficial.

### *Major Negative Themes Highlighted:*

- a view that the culture of the University was male, 'blokey' and old-fashioned,
- a perception that general staff were undervalued and were not utilised nor developed to their meet their potential,
- a sense of invisibility of women in the organization,
- a view that some women were particularly negative towards other women in the organisation,
- a view that although the University's policies were positively oriented, there was a gap between the policy and the practice by managers/supervisors,
- a view that more women were needed in senior positions,
- a view that there was need for more formal and informal mentoring of women across the University.

### *Suggestions for Initiatives Included:*

- \* mentoring and development to assist raise self-esteem,
- \* activities to improve the visibility of women; ensuring that academic women suitable for promotion were assisted,
- \* greater career and personal development course development and availability for general staff,
- \* creating early and mid-career mentoring for women,
- \* strategies to engender an inclusive culture.

**Sex-based Harassment Strategy - 2007 Action Sheet**

<i>Area for Improvement</i>	<i>Strategy</i>	<i>Responsible Officer</i>
Awareness Training Completion	Active promotion of the EO Online training package to staff from Senior Management.	Executive Committee, through to PV-Cs and Directors
	Inclusion of EO Online Training Module as a compulsory component of Managing for Performance.	Director, HR
Awareness Training Opportunities	Comprehensive sex-based harassment awareness sessions for staff and student residential staff, incorporating: <ul style="list-style-type: none"> <li>▪ Bi-annual course development (by internal or external provider) for regular training of staff and inclusion in the Staff Development Schedule.</li> <li>▪ Bi-annual awareness training to student residential staff conducted by the Equity &amp; Diversity Unit.</li> </ul>	Manager, Equity & Diversity Unit, A/Director, Organisational Development, HR and Deputy Academic Registrar, Student Support Services
Information Availability	Revised multimedia campaign dealing with sex-based harassment awareness material, incorporating: <ul style="list-style-type: none"> <li>▪ Web-site update, as part of the rollout of the University web redevelopment.</li> <li>▪ Poster development and distribution to all Faculties, Schools and Divisions for display in public spaces.</li> <li>▪ Postcard flyer development and distribution, with inclusion into relevant curriculum information and orientation packs.</li> </ul>	Manager, Equity & Diversity Unit, Director, Marketing & Public Relations, Deputy Academic Registrar, Student Support Services
Clear Communication of Associated Support Structures	Relevant 'link' information incorporated in the revised web-site, as part of the rollout of the University web redevelopment.	Manager, Equity & Diversity Unit and University Complaints Manager

## Parents &amp; Carers' Strategy - 2007 Action Sheet

<i>Area for Improvement</i>	<i>Strategy</i>	<i>Responsible Officer</i>
Return to Work Provisions	<p>Establish a <i>Primary Carers Development and Return to Work Fund</i> to assist staff returning from maternity &amp; parental leave based on sector-standard and best practice models. Increase the provision for unpaid parental leave to a period which reflects sector-standard and best practice.</p> <p>Develop and introduce support information guidelines (for staff and supervisors) on negotiating flexible work arrangements.</p>	Director, HR, Manager, Equity & Diversity Unit
Support for Feeding Parents of Babies	<p>Improve support provisions across all campuses incorporating the:</p> <ul style="list-style-type: none"> <li>▪ establishment of a major works schedule to create suitable spaces for use as parents' rooms.</li> <li>▪ inclusion of appropriate space allocation and development of support facilities into the University Master Plan,</li> <li>▪ development of revised parking permit allowances and/or parking conditions for parents' breastfeeding, bottle feeding or expressing.</li> </ul> <p>Broaden provisions of the Work, Study and Family Responsibilities Policy (Policy 000387) to allow staff and supervisors to negotiate individual and / or alternative work arrangements.</p>	<p>Director, Facilities Management, Manager, Equity &amp; Diversity Unit</p> <p>Manager, Equity &amp; Diversity Unit</p>
Review of Childcare Support Provisions	<p>Review current work-based long day care provisions at all on-campus childcare centres to facilitate:</p> <ul style="list-style-type: none"> <li>▪ increased opportunities for University community children,</li> <li>▪ increased resources and facilities management support for childcare centres, based on the representation of University community children,</li> <li>▪ the extension of salary sacrifice opportunities to University staff with children at all on-campus centres.</li> </ul>	Manager, Equity & Diversity Unit, Director, HR, Director Facilities Management,