

EQUITY & DIVERSITY CONSIDERATIONS FOR SUPERVISORS/MANAGERS

With a strong commitment to equity and diversity, the University strives to create an environment where all staff have equitable access to career development and are assessed in a fair and inclusive manner. As women face unique challenges in the work environment, this summary will assist Managers to avoid potential biases, value different working styles and better understand the impacts of non-linear career paths. A productive PRD conversation will assist the University retain women across the organisation whilst also working towards improving the underrepresentation in our senior academic women cohort and STEMM, both of which are currently University priorities.

Bias

Perceived bias from Supervisors can negatively impact a staff member's contribution, commitment to the organisation and job satisfaction. Being aware of your potential biases ahead of a PRD discussion and checking yourself throughout the review is highly recommended.

- **Gender Bias** – holding men and women accountable to different standards.
- **Perception Bias** - the tendency to form stereotypes about certain groups that make it impossible to make an objective judgment about members of those groups
- **Confirmation Bias** – seeking out and interpreting information in a way that supports your preconceptions or hypotheses
- **Unconscious Bias** – a judgment made quickly without being aware of doing so.

Feedback

- Provide positive or constructive feedback based on specific criteria and evidence.
- Avoid subjective feedback that can lead to gender bias.
- Don't focus on the personality and attitudes of women – focus on the behaviours and achievements.

Career Planning/Promotion

- Use PRD as an opportunity to assist with career planning and timing for promotion. Research has shown women wait longer to apply for promotion than required.
- Provide access and opportunity to significant roles that will assist women to build leadership capacity.
- Recognise service roles, outreach, pastoral responsibilities as valuable contributions. Consider equitable distribution of these roles to both men and women.

Fixed Term Roles

- As more women occupy a significant number of fixed term roles, recognise the benefits of PRD for staff on fixed term rolling contracts where access to support schemes and career planning may have been limited.

Impact of Parental Leave/Career Breaks

- Many women have non-linear career paths (due to breaks for parenting responsibilities) which can impede career progression. Be mindful of the "catch-up" required for women and support them appropriately, particularly while on leave or on return from leave.
- Assess performance relative to opportunity acknowledging breaks in service.

Part-time status

- Women predominantly occupy part-time positions compared to men and reasonable expectations on workload/outputs should apply.

Flexibility

- Although men are encouraged to share caring responsibilities, women largely remain the primary carers. Managers should use the PRD conversation to promote flexible work practices that will assist in balancing work and family responsibilities.