

PROGRESS TO EQUITY

A WORKFORCE GENDER EQUITY PLAN



THE UNIVERSITY OF
NEWCASTLE
AUSTRALIA



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2017 Women in Research Fellowship Recipients

INTRODUCTION

The University of Newcastle has a proud reputation for its unrivalled commitment to equity and social justice.

Creating an equitable and diverse workplace where everyone can fulfil their potential and achieve career goals transparently and on merit has long been important for our institution.

We have achieved some significant advances for women in academic and professional roles, and yet there is more to be done. We are focused on achieving gender equality across all levels, disciplines and professional areas.

In the interest of equity not just at our University, but across the sector and society more broadly, we are pleased to share details of our workplace gender equity plan. More importantly, we look forward to sharing our experiences as we implement the different elements in the plan and openly tracking the progress we make.

We have been on this journey for many years but it is time to increase the rate of progress.



OUR COMMITMENT

Based on the data we have collected and analysed, we will focus our efforts to:

1. FOSTER AN INCLUSIVE AND EQUITABLE ORGANISATIONAL CULTURE

We care about creating a culture that is inclusive, fair and supportive. It comes down to attitudes and priorities and how these are demonstrated through action. We will continue to make gender equality a priority.

2. EMBED ACCOUNTABILITY FOR LEADERS IN GENDER EQUITY

Leaders have a key role to play in driving behavioural and systemic change. Our leaders will be accountable for prioritising and championing gender equity across all their portfolio activities.

3. ATTRACT AND RETAIN MORE WOMEN IN UNDER-REPRESENTED AREAS (STEMM)

We know that diversity drives better outcomes, so we will address the underrepresentation of women in key areas to ensure our workforce and workplaces are performing at their full potential.

4. INCREASE THE NUMBER OF WOMEN IN SENIOR AND LEADERSHIP POSITIONS

We need to ensure that in all areas of University operations there is gender balance in leadership to inform key decision making.

5. SUPPORT WOMEN'S CAREERS THROUGH TRAINING, LEADERSHIP AND DEVELOPMENT

We will be alert to the needs of women in our workforce at different points in their career, providing the training, leadership and development they need to progress in accordance with their near term career goals and long term aspirations.

6. MAINTAIN A FLEXIBLE WORKPLACE CULTURE

Creating an environment where staff can manage their work and personal commitments is no longer optional. It is expected and it delivers the best results. We will continue to listen to our people to understand how best to support them to achieve balance.

7. CLOSE THE GENDER PAY GAP

We will apply a gender lens to how our workforce is paid and will identify and address processes and behaviours that can create disparities and inequity.

MAKE GENDER EQUALITY A PRIORITY

We are proud to be at the forefront of gender equality in the workplace, but there is more we can and must do to ensure gender equality is given the attention it deserves.

In the context of the broader national and international conversation taking place, the University of Newcastle is proud to be a strong voice calling for everyone to make gender equality a priority.

With movements such as #MeToo and #TimesUp driving real and much-needed change in society's expectations, it is the right time to call for continued and committed focus on an equitable future.

Universities have a responsibility to ensure girls and young women have female role models at all levels in their fields.



1.

FOSTER AN INCLUSIVE AND EQUITABLE ORGANISATIONAL CULTURE

We care about fostering a culture that is inclusive, fair and supportive. It comes down to attitudes and priorities and how these are demonstrated through action. We will continue to make gender equality a priority.

ACTIONS

- 1.1 Reinforce zero tolerance for discrimination or harassment and provide a clear complaints pathway to ensure staff feel confident in raising issues.
- 1.2 Staff to undertake Code of Conduct and EO Online Training on commencement and every two years.
- 1.3 Support Gender Equity Committees to assist with changing the culture at the University of Newcastle.
- 1.4 Communicate regularly with staff through progress updates and celebrating milestones.
- 1.5 Provide staff with a voice through focus groups, culture and gender pulse surveys.
- 1.6 Eliminate stereotypes by ensuring all communication material represents gender balance and cultural diversity, and equal opportunity.
- 1.7 Make public commitment in relation to gender balance at internal and external events.
- 1.8 Identify and address systemic problems that hinder a gender equitable culture.
- 1.9 Review policies to ensure they adequately support a gender equitable and inclusive environment.

KEY MEASURES OF SUCCESS

- Positive results through staff engagement surveys regarding culture at the University of Newcastle.
- Decrease in number of gender based complaints.
- Gender balance of speakers at conferences and recipients at award events.
- Updated policies to support an inclusive culture/ environment.

2.

EMBED ACCOUNTABILITY FOR LEADERS IN GENDER EQUITY

Leaders have a key role to play in driving behavioural and systemic change. Our leaders will be accountable for prioritising and championing gender equity across all their portfolio activities.

ACTIONS

- 2.1 Establish Senior Gender Equity Champions to ensure gender equity remains a priority for the University of Newcastle and part of all decision making.
- 2.2 Leaders to undertake Unconscious Bias and Inclusive Leadership training to assist in identifying and mitigating behaviours/practices that hinder gender equity.
- 2.3 Leaders to support Gender Equity Committees and regularly include gender equity updates at respective Executive meetings.
- 2.4 Leaders to support implementation of gender equity strategies and report on progress.
- 2.5 Leaders to set targets for their respective units and contribute to overall Equity & Diversity KPIs.
- 2.6 Leaders to be visible champions by attending gender equity events and encouraging others to be involved (including men).
- 2.7 Leaders to engage with staff on gender equity issues and challenge inappropriate behaviours.

KEY MEASURES OF SUCCESS

- Executive Committee Gender Equity sponsors established.
- Women in Science Chairs and Assistant Deans Equity & Diversity established.
- Gender Equity included as regular agenda item for Executive Committee meetings.
- KPIs achieved or exceeded for each Faculty/Unit.
- Favourable feedback from staff surveys regarding leadership engagement.

3.

ATTRACT AND RETAIN MORE WOMEN IN UNDER-REPRESENTED AREAS (STEMM)

We know that diversity drives better outcomes, so we will address the underrepresentation of women in key areas to ensure our workforces and places are performing at their full potential.

ACTIONS

- 3.1 Utilise exemption granted by the Anti-Discrimination Board of NSW for targeted recruitment to attract more women to apply in under-represented areas.
- 3.2 Employ inclusive language software and flexible work options such as job-share to encourage more women to apply for roles.
- 3.3 Require and monitor minimum 33% gender representation of female panel members for all recruitment panels to ensure diversity in decision-making.
- 3.4 Apply a gender lens to workforce planning and succession planning to ensure opportunities exist for women to be promoted and take on leadership roles.
- 3.5 Develop retention plans and strategies to maintain existing staff.
- 3.6 Develop a “Grow Your Own” model to complement recruitment strategies to ensure the University of Newcastle develops and maintains existing talent.
- 3.7 Undertake Performance Review and Development (PRD) discussions for both fixed term and ongoing female staff.
- 3.8 Develop and apply a strong brand position that promotes a culture and employment conditions that will help attract and retain women.

KEY MEASURES OF SUCCESS

- Increased number of women applying for roles and being appointed in under-represented areas.
- Succession and retention plans in place for women in under-represented areas.
- Gender balance on selection and promotions committees achieved.
- Achievement of Athena SWAN Bronze Accreditation and implementation four year action plan.
- Maintain Employer of Choice citation from Workplace Gender Equality Agency WGEA.

Professor Deborah Hodgson
Pro Vice-Chancellor
(Research and Innovation)



4.

INCREASE THE NUMBER OF WOMEN IN SENIOR AND LEADERSHIP POSITIONS

To achieve the best outcomes for all, we need to ensure that in all areas of university operations there is gender balance at our leadership tables.

ACTIONS

- 4.1 Implement the Senior Academic Women Strategy with a view to increasing representation of Level E (Professorial) women.
- 4.2 Maintain shortlisting quotas for Executive Search to ensure a greater number of women are considered for senior roles.
- 4.3 Leaders to undertake succession planning by identifying high-performing women internally and externally for future roles.
- 4.4 Develop women for senior leadership opportunities through targeted programs such as *Ignite* and *Accelerate*.
- 4.5 Senior leaders to delegate opportunities to female staff to provide essential leadership experience, to support career development and promotion.
- 4.6 Review Performance Evaluation Framework through a gender lens with a view to determining gender patterns and connection with promotion.

KEY MEASURES OF SUCCESS

- Maintain 30% Level E representation for academic women with target of 40% by 2021.
- Executive Search KPI of 33% female candidates for consideration for Level E roles met.
- PEF and Promotion Review completed and recommendations made.
- Leadership opportunities available to women through delegation and succession planning.

5.

SUPPORT WOMEN'S CAREERS THROUGH TRAINING, LEADERSHIP AND DEVELOPMENT

We will be alert to the needs of women in our workforce at different points in their career, providing the training, leadership and development they need to progress in accordance with their near-term career goals and long term aspirations.

ACTIONS

- 5.1 Facilitate mentoring and sponsorship opportunities for women and offer a range of training and development programs through the University of Newcastle's Learning Management System (Discover).
- 5.2 Embed career planning as an integral part of Performance Review and Development discussions between female staff and supervisors.
- 5.3 Provide women at all stages of their research career with a suite of development (PRD) programs through Research Advantage.
- 5.4 Support women to advance their careers through Women in Research Fellowships.
- 5.5 Support academic women to participate in the University of Newcastle's Special Studies Program to facilitate research collaboration and output.
- 5.6 Deliver *Ignite* – a Women in Leadership program to build capacity and confidence in aspiring female leaders.
- 5.7 Deliver *Accelerate* – a program to support women to apply for promotion within one to three years of commencement of program.

KEY MEASURES OF SUCCESS

- Completion of yearly cohorts of women attending targeted development courses.
- Increase in PRD completion rates for women – with career planning element.
- Increased number of women taking Special Studies Program.
- Minimum ten recipients of Women in Research Fellowships each year.
- Increased number of women being promoted.

6.

CLOSE THE GENDER PAY GAP

We will apply a gender lens to how our workforce is paid and will identify and address processes and behaviours that can create disparities and inequity.

ACTIONS

- 6.1 Undertake regular pay audits to understand where pay gaps exist.
- 6.2 Examine commencement salaries by gender to ensure women are not disadvantaged in the appointment/recruitment process.
- 6.3 Review benefits/allowances (additional to base salary) for senior staff and compare on a like for like basis.
- 6.4 Use Mercer Job evaluation methodology to ensure that all jobs and pay scales are classified correctly and equitably
- 6.5 Provide targeted superannuation information for women to mitigate pay gaps and breaks in employment.

KEY MEASURES OF SUCCESS

- Reasons for pay anomalies/gaps identified and rectified.
- Greater transparency for staff around the gender pay gap.
- Pay gap reduced or eliminated.



7.

MAINTAIN A FLEXIBLE WORKPLACE CULTURE

Creating an environment where staff can manage their work and personal commitments is no longer optional. It is expected and delivers the best results. We will continue to listen to our people to understand how best to support them to achieve balance.

ACTIONS

- 7.1 Promote flexible work options through web content and other communication channels.
- 7.2 Provide training for managers/supervisors in best practice for family friendly and flexible work practices.
- 7.3 Provide comprehensive parental support kit to support staff at all stages of parental leave.
- 7.4 Maintain accreditation with Breastfeeding Friendly Workplace to provide options for mothers returning to work.
- 7.5 Encourage men to take parental leave with a view to balancing family responsibilities and allowing options for women to return to work.
- 7.6 Ensure staff taking parental leave have the option to stay connected to work through Keeping in Touch program.
- 7.7 Encouraging and accepting informal and formal requests for flexible working arrangements.

KEY MEASURES OF SUCCESS

- Increased number of approved flexible working arrangements (FWAs).
- Positive results from staff through engagement surveys.
- Improved retention rates for female staff, particularly those returning from parental leave.
- BFW Accreditation received annually.



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