GENDER EQUITY PLAN (2017 -2020)

DEAKIN UNIVERSITY

STRATEGIC OBJECTIVE

Deakin aspires to be Australia's premier university in achieving equal representation, recognition, reward and value of staff irrespective of gender.

PURPOSE

This Gender Equity Plan offers an understanding of the barriers to diversity and inclusion and uses this understanding to introduce meaningful actions to address gender inequities for staff.

Additionally, the plan seeks to address the additive effect of gender intersecting with other inequities and the impact this has on staff development and job satisfaction.

GUIDING PRINCIPLES

The Gender Equity Plan has four core guiding principles which will be a reference for decision-making and issue resolution as work on the identified actions and initiatives progresses.

1. **Leadership**
    University leaders (Executive, Managers and Supervisors) demonstrate an active, visible and consistent commitment to achieving gender equity.

2. **Success for All**
    Identification, understanding and amelioration of disadvantage created by the intersection of gender with cultural background, socio-economic status, sexuality, carer status and work arrangements.

3. **Affirmative Action**
    Advancement towards equal representation of women and men through considered attraction, recruitment, staff development, promotion and retention initiatives.

4. **Equal Work, Equal Pay**
    Reduction of the in-band pay gaps within each work area to achieve greater parity (4% or less).

BACKGROUND

Why Gender Equity?

The benefits of a balanced and diverse workforce have been established through peer-reviewed research. These include, but are not limited to, increased performance in decision-making, innovation, ability to attract the best candidates, and job satisfaction for all genders.

Women continue to experience discrimination, harassment, reduced opportunities for career success, and a pay gap persists (Australian pay gap: 16%)[1]. Research has established that these inequalities do not stem from a lack of merit or women's confidence, which are often provided as explanations, but are a direct result of the negative impacts of gender stereotypes. In addition, the intersection between gender and other inequities, such as CALD (Culturally and Linguistically

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[1] WGEA, "Gender Equity Insights 2017: Inside Australia's Gender Pay Gap," WGEA, 2017.

Diverse) status, sexuality and low socio-economic status has not been addressed by prevailing gender equity strategies[2].

In the Higher Education sector there is a renewed interest in achieving gender equity, largely driven by the SAGE Athena SWAN pilot program, which has participation from 40 Universities and research institutes within Australia. Although the program is focussed on the inequities in STEMM (Science, Technology, Engineering, Mathematics and Medicine), many organisations are now being driven to address gender equity in more depth across their organisations.

Gender Equity at Deakin

Deakin University is committed to ensuring gender equity becomes a business and cultural norm, which is the indicator for success of the Workplace Gender Equality Agency (WGEA).

Deakin has a history of efforts to address gender inequalities, including annual gender equity reporting both internally to Executive members and externally to WGEA. In 2016, Deakin received a tenth citation in WGEA's Employer of Choice. Moreover, targets were set through the 2012-2015 *LIVE the future*: Agenda 2020 Strategic Plan around gender representation at an organisational level. Despite these measures, representation of women in senior professional roles is declining and for academic roles progress is slow. The representation of women at Level E rose from 26% in 2011 to 31% in 2016. To improve the recruitment, retention and growth of all genders, understanding the barriers through analysis of the data, identifying the issues and developing a set of targeted and monitored actions is essential.

Deakin University commenced the Science in Australia Gender Equity (SAGE) process in 2015. SAGE is a national program promoting gender equity and gender diversity in science, technology, engineering, mathematics and medicine. This body of work is included in this Gender Equity Plan.

In 2016, our performance on a number of core gender equity indicators went backwards including the gender pay gap (>15%) and senior female representation (37.5% for Level D and above and 42.7% for HEW 10 and above). The Gender Equity Plan 2017-2020 draws together the existing initiatives and introduces some new actions to reverse the trend and improve progress against key targets.

RESPONSIBILITIES

Responsibility for driving this strategy rests with the Equity and Diversity Unit in partnership with the Human Resources Division.

Equity and Diversity

The Equity and Diversity Unit is responsible for ensuring the promotion of an inclusive and welcoming environment for all students and staff at Deakin University. The Equity and Diversity Unit comprises four teams, including the Gender Equity team.

The role of the Gender Equity team is to advise on, and advocate for, gender equity within Deakin University through:

- provision of strategic direction through development of plans and reports
- development and promulgation of new and existing policies and guidelines
- internal and external reporting on progress in gender equity
- communication of the Gender Equity Plan through events, coordination of the Gender Equity Advocates, and an online presence
- delivering training and developing content for training in areas relevant to gender equity

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[2] P. P. J. Blake, "University of Newcastle Blog," University of Newcastle, 25 March 2015. [Online]. Available: http://blogs.newcastle.edu.au/blog/2015/03/10/is-gender-equity-still-an-issue-for-higher-education/. [Accessed 29 April 2017].

- preparation of the WGEA Employer of Choice application and the SAGE Athena SWAN pilot program
- work collaboratively with Human Resources Division (HRD) in the areas of data collection and analysis, policy preparation and promulgation, procedure and guideline development, application and improvements and reporting.

Human Resources

The Human Resources Division provides a comprehensive range of 'Working at Deakin' policies and procedures and tailored HRD services and solutions to contribute to the positive experience for staff working at Deakin University.

The role of the HRD in gender equity is:

- contribute to the development of the strategies to achieve, maintain and monitor gender equity at Deakin
- implement the Plan's identified actions and initiatives, through the HR Client Partnering team
- record and maintain comprehensive data on all aspects of employment at Deakin University
- provide data to the Gender Equity team for ongoing monitoring, reporting, and for applications for WGEA and SAGE Athena SWAN pilot program.

Faculties and Portfolios

The role of the Faculties and Portfolios in gender equity is to:

- demonstrate visible leadership in driving gender equity
- develop their own gender equity strategies, guided by the application of relevant policies and aligning with this strategic framework, that include specific targets around recruitment, retention, promotion, and pay gap
- periodically report on progress towards performance targets related to gender equity, with the assistance of the Gender Equity team
- actively support staff who are primary carers.

Deakin Research

Deakin Research administers comprehensive support and assistance to researchers to enable individuals to undertake their duties and advance both their own careers and the research profile of the University.

The role of Deakin Research in gender equity is to:

- actively promote and administer support for researchers who are also primary carers
- ensure achievement relative to opportunity principles are understood and being fairly applied in grant, recruitment and promotion processes
- contribute to the preparation of the SAGE Athena SWAN pilot program through provision of data, administrative support, and policy development.

The Gender Equity Plan will be led by the Chief Operating Officer, Equity and Diversity and Human Resources to progress the identified actions and initiatives in the attached Action Plan. Consultation with key stakeholders will continue to inform and progress the work to ensure that Deakin is a leader in gender equity.

Kean Selway
Chief Operating Officer
May 2017

Deakin University Gender Equity Action Plan

Recommendations	Established actions	Opportunities for development	Responsible officer	Proposed timeline
1. Leadership	Deakin Executive have KPIs that specifically address gender equity, which are reported on bi-annually to the Vice-Chancellor. The Vice-Chancellor is a public advocate of diversity through the press and social media and a pay equity ambassador for WGEA.	Training to be delivered to the Senior Management Group, including the Executive on unconscious bias.	Equity and Diversity	September 2017
		University leaders to extend their personal and professional learning in unconscious bias and its impact in the workplace.	Executive and Senior Management Group.	December 2017
		Deakin Executive to become champions in equity evidenced by enacting the Gender Equity Guiding Principles.	Executive	Ongoing
2. Success for all	The Vice-Chancellor's Conference Care Support Fund. The Career Continuity for Researchers who are also the Primary Carers Program	Establish focus groups with women at Levels D, E, and HEW 10+ to discuss gender pay issues and career planning.	Executive Director HR, VC, CFO, COO, the Executive Deans	June/July 2017
		Investigate workload allocation models for all academics and propose actions to afford fair and consistent application.	Athena SWAN SAT	September 2018
		Review of the PPR process to encourage a meaningful career planning conversation for both professional and academic staff at all levels.	HRD	Ongoing
		Training to be delivered to Deakin supervisors and managers to facilitate more career planning conversations and development planning with their staff.	HRD	Ongoing
		Investigate trends and patterns in career progression data to inform achievement relative to opportunity assessments and identify barriers to be addressed.	Athena SWAN SAT	March 2018

Recommendations	Established actions	Opportunities for development	Responsible officer	Proposed timeline
		Undertake a "chilly climate" survey that seeks to understand the difficulties faced by those of diverse genders, sexualities and women from diverse cultural backgrounds.	Athena SWAN SAT	June 2018
		Establish focus groups across the organization to discuss career planning and perceived barriers to job satisfaction.	Equity and Diversity	October 2017
		Investigate the leadership representation of women from diverse cultural backgrounds for both academic and professional staff.	Equity and Diversity	December 2017
3. Affirmative action	Participate in SAGE Athena Swan Pilot Program. Seek WGEA Employer of Choice. Recruitment selection committee's report on strategies to attract female candidates to Level E positions. Recruitment procedures to dictate that all selection committees should be gender balanced where possible.	Portfolio and Faculty targets to be set in relation to gender equity.	Executive, Equity and Diversity	September 2017
		Specific recruitment strategies to be developed to achieve targets.	Executive Director, HR and HR Client Partners	January 2018
		Engage Julie Steiner, through Odgers Berndtson, to provide better mechanisms for increasing the chance of women doing well through Deakin's recruitment processes (including to examine and provide advice on language, advertisement practices and selection panel questions.)	Executive Director, HR and COO	June 2017
		Increased data collection through DeakinPeople on all aspects of recruitment.	Faculty General Managers, HRD and Equity and Diversity	Ongoing
		Conduct an age, promotion and retirement analysis for academic staff at Level D and E, to better understand the drivers behind retention of senior women at Deakin.	Equity and Diversity	January 2018

Recommendations	Established actions	Opportunities for development	Responsible officer	Proposed timeline
		Investigate gender stereotyping at HEW levels 8 and below to inform recruitment and promotion strategies to address the identified barriers.	Athena SWAN SAT	January 2019
		Seek diversity and gender balance (where possible) on all University committees.	Faculty/Portfolios	October 2017
		Review all Deakin University policies to ensure they reflect the guiding principles and where appropriate specifically address gender equity.	Equity and Diversity	July 2018
4. Equal work, equal pay	The Vice-Chancellor established as Pay Equity Ambassador for WGEA in July 2016. Executive members are provided with an analysis of pay gaps within their portfolio/faculty on an annual basis. A full gender pay gap analysis is completed annually for WGEA reporting.	Review all staff (at HEW10 and above) who received bonuses and loadings, with a view to considering applying loadings where appropriate to bring female remuneration up to their male counterparts.	HRD, Equity and Diversity	July 2017
		Investigate the application of the University Procedures for the awarding and maintenance of salary loading.	HRD, Equity and Diversity	October 2019
		Mercer Australia to be engaged to undertake a 'Pay Driver Analysis' on HEW level 9, 10 and 10+ roles and remuneration, to enable better understanding by senior managers of potential or perceived bias in remuneration setting/reviews.	HRD	March 2018
		Undertake analysis to identify issues and develop strategies to support roles at HEW levels 4-10.	Equity and Diversity	September 2017