

Equal Opportunity for Women in the Workplace

Strategic Plan 2011-2015

PREAMBLE

Equal opportunity for working women is about ensuring that women have equal access to the rewards and opportunities available in the workplace. This means that women must be treated with fairness and respect and are not subject to discrimination or harassment. It is a whole of organisation issue, not a human resources issue. Women must be afforded the same opportunities as men in the organisation, and must be embedded in all processes of the organisation including recruitment, management development, client engagement, talent development, and promotion.

La Trobe University is committed to equality of opportunity for women staff, both academic and professional/administrative.

The La Trobe University Strategic Plan has specific goals relating to staff and aims to:

- Increase the professional development opportunities available to staff, consistent with the core function priorities of the University.
- Improve the recruitment of high quality staff and align recruitment to the core function priorities of the University.
- Develop career and promotion pathways that value academic staff that are teaching-focussed.
- Develop a strong service culture across all levels of the University..
- Improve performance appraisal processes.

The University is committed to the recruitment, retention, development, support and promotion of women in academic, professional and administrative staff roles at the University. There is a strong commitment to identifying key issues for, and supporting women with particular workplace issues for example Indigenous women, women who are carers, and staff from diverse backgrounds.

Review and Evaluation

The Committee for Equality Diversity and Wellbeing (CEDW) has had responsibility for monitoring the plan and reporting to University Council. CEDW will report directly to the Vice-Chancellor and in addition the equal opportunity components will be reported to the Human Resources Planning Committee.

The Equal Opportunity for Women Advisory Group will review and evaluate the plan and the Faculty Equal Opportunity Committees have responsibility for input into the plan, monitoring and raising issues for consideration for the Committee.

The Equality and Diversity Centre (EDC) and the Human Resources Planning Committee are responsible for ensuring that the processes and policies are adhered to. The evaluation process will also be reviewed by the above groups to ensure initiatives are effective and meet objectives.

Priority 1: To consult with women

Objective	Strategy	Measures/Targets	Timeframe	Responsibility
1.1 To provide a forum/network	1.1.1 Ensure regular meetings of the Senior Women's	Senior Women's Network meets a	Ongoing	Equality and Diversity

Objective	Strategy	Measures/Targets	Timeframe	Responsibility
for women in the workplace	Network.	minimum of 4 times per year.		Centre (EDC)
	1.1.2 Conduct consultations with women staff on specific issues regarding work organisation and conditions of employment.	Consultations conducted	Ongoing	EDC
1.2 Survey all staff related to work organisation and conditions of employment	1.2.1 Analyse the biannual staff climate survey conducted by People and Culture regarding issues for women	Report provided on a bi-annual basis	Ongoing	People and Culture EDC

Priority 2: To advance the agenda for women in the organisation

Objective	Strategy	Measures/Targets	Timeframe	Responsibility
2.1 Equal opportunity for women is addressed at senior committees of the University	2.1.1 Ensure equal opportunity for women is a standing agenda on Faculty and non- Faculty Management Committees.	EOWW on standing agenda	Ongoing	Deans Division Heads
	2.1.2 Faculty and Non-faculty Equal Opportunity Committees will report annually on their actions and progress to the Equality, Diversity and Wellbeing Committee.	Report provided annually	Ongoing	Deans/ Chairs of EO Committees Division Heads
	2.1.3 The Vice Chancellor will meet annually with the Equality Diversity and Wellbeing Committee on EOWW.	The Vice Chancellor attends meeting annually	Ongoing	EDWC Chair Vice Chancellor
	2.1.4 Encourage equal representation for women on senior University Committees and encouraging women to nominate for senior appointments on University Committees (i.e. Chair, Deputy Chair).	Action developed to encourage women	Ongoing	EDC Deans Chairs of Committees Division Heads
2.2 Senior staff of the University will champion equal opportunity for women at La Trobe	2.2.1 A message from the Vice Chancellor will be sent annually to all staff members about the University's commitment to equal opportunity for women.	Message sent annually	Ongoing	EDC Vice Chancellor Deans Division Heads
	2.2.2 Deans and Division Heads will work to implement the EOWW strategy by developing a Gender	EOWW strategy developed and	Ongoing	Deans Division Heads

Objective	Strategy	Measures/Targets	Timeframe	Responsibility
	Equity Plan for their area.	implemented in respective areas of authority		EDC
	2.2.3 La Trobe senior staff women profiles developed to encourage women into senior roles.	4 profiles developed, promoted and available online	End 2011	EDC
2.3 Targets established for the advancement of women at senior levels	2.3.1 Through consultations with Faculties and Divisions targets will be set for the representation of women at senior levels based on the representation data for that area.	Targets established	End 2011	EDC Deans Division Heads EDWC

Priority 3: To ensure merit-based recruitment and selection

Objective	Strategy	Measures/Targets	Timeframe	Responsibility
3.1 Improve data collection and analysis in relation to women's employment	3.1.1 Analyse the La Trobe University staff profile and identify areas of under-representation of women.	Data set expanded Extended analysis completed	Ongoing with annual reporting	EDC People and Culture
3.2 Increase the representation of women in senior positions.	3.2.1 Improve data collection in relation to recruitment selection and appointment.	Comprehensive data set developed in relation to recruitment	Mid 2011	EDC People and Culture
	3.2.2 Analyse recruitment data to ascertain whether women at Academic Level C and above are under-represented as applicants, in short listing and offers of employment	Data set completed	Mid 2011	EDC People and Culture
	3.2.3 Analyse recruitment data to ascertain whether women at HEO Level 8 and above are under-represented as applicants, in short listing and offers of employment	Data set completed	Mid 2011	EDC People and Culture

Objective	Strategy	Measures/Targets	Timeframe	Responsibility
	3.2.4 Investigate the number of staff sourced by recruitment agencies by gender and respond to any equity issues	Data set completed	Annual reporting	EDC People and Culture
	3.2.5 Develop response to any under-representation of women in recruitment	Data set completed and response developed	October 2011	EDC People and Culture
	3.2.6 Develop an Action Plan for increasing women in Academic Levels D and E, and professional and administrative roles Level 10 and above	Action plan developed	End 2011	EDC People and Culture Deans Division Heads DVC's
	3.2.7 Continue to utilise supplementary recruitment strategies of advertising more widely, job vacancies for senior positions	Supplementary recruitment strategies utilised	Ongoing	People and Culture Selection Committee Chairs Deans Division Heads
	3.2.8 All job advertisements and relevant University publicity material to include the 'Employer of Choice for Women' logo when awarded	Job advertisement protocols stipulate inclusion of EOWW logo	Mid 2010	People and Culture
3.3 Graduate Recruitment	3.3.1 Develop a mechanism for encouraging and supporting graduate recruitment.	Strategies developed	End 2011	People and Culture Deans Division Heads
	3.3.2 Analyse access to University Teaching Fellowships (open to enrolled students of the University) by gender.	Analysis completed	Mid 2011	EDC
	3.3.3 Investigate PhD completion rates by gender for La Trobe University students and identify any potential graduate recruitment issues	Analysis completed and response developed	Mid 2011	EDC
	3.3.4 Increase Postdoctoral Fellowships for women	Increasing Postdoctoral Fellowships for women	Ongoing	People and Culture Deans

Priority 4: To ensure merit-based promotion, transfer and termination

Objective	Strategy	Measures/Targets	Timeframe	Responsibility
4.1 Monitor the representation of women throughout the organisation	4.1.1 Analyse the La Trobe University staff profile annually and identify issues of under representation of women.	Analysis completed	Annual reporting	EDC People and Culture
4.2 Monitor the success rate of women for academic promotion.	4.2.1 Continue to monitor the application and success rate of academic women for promotion including by age and duration of service.	Analysis completed	Mid 2011	EDC People and Culture Deans
	4.2.2 Analyse access to the Early Career Development Fellowships by gender.	Analysis completed	Early 2011	EDC Deans
	4.2.3 Deliver information packs and sessions on academic promotion to applicants and Heads of School	Information sessions delivered twice annually	Ongoing	People and Culture
4.3 Ensure equitable rates of reclassification and higher duties for women professional and administrative staff.	4.3.1 Monitor rates of reclassification and higher duties for women professional and administrative staff and respond to any issues.	Analysis completed	Mid 2011	EDC People and Culture
4.4 Ensure equitable termination of employment	4.4.1 Analyse recruitment and termination data to ascertain whether women are leaving the organisation at a greater rate than they are entering	Analysis completed	Annual Reporting	EDC People and Culture
	4.4.2 Obtain and analyse exit interview data for possible gender issues and develop responses to any issues identified.	Analysis and response completed	Annual Reporting	EDC People and Culture
	4.4.3 Obtain the response rate for the 'Leaving La Trobe Electronic Exit Survey'	Improved response rate	Ongoing	EDC People and Culture
4.5 Monitor and address potential clustering of employees by age or position.	4.5.1 Examine the workforce profile for age demographic clusters within La Trobe and within particular divisions and Faculties.	Analysis completed	Annual reporting	EDC
	4.5.2 Investigate causes and strategies to address	Response	End 2011	EDC

Objective	Strategy	Measures/Targets	Timeframe	Responsibility
	clustering by age or position	developed		People and Culture Deans Division Heads

Priority 5: To improve training and development opportunities to women

Objective	Strategy	Measures/Targets	Timeframe	Responsibility
5.1 Ensure equitable access to professional development for women	5.1.1 Establish a data collection strategy for staff professional development activities	Strategy developed	End 2011	People and Culture
	5.1.2 Review and monitor policies and practices for impacts on professional development opportunities for women	Monitoring completed	Annual Reporting	Faculty and Division Heads EDC
	5.1.3 Review human resources policies to ensure gender equity issues are addressed	Review completed	Annual Reporting	People and Culture EDC
5.2 Provide women with training and development opportunities	5.2.1 Develop and resource a University-wide mentoring program for staff	Program implemented	End 2012	EDC People and Culture Faculty and Division Heads Curriculum Teaching and Learning Centre
	5.2.2 Develop and resource a University-wide leadership development program for a wider number of staff	Program implemented	End 2012	EDC People and Culture
	5.2.3 Develop a training program for women entering the professoriate.	Program implemented	End 2012	People and Culture Faculty and Division Heads
	5.2.4 Continue to monitor and report on the gender representation of University committees	Report completed	Annually	EDC
	5.2.5 Develop an executive support program including coaching, mentoring and leadership development	Programs develop an impact	Mid 2011	People and Culture

Objective	Strategy	Measures/Targets	Timeframe	Responsibility
		evaluated		
	5.2.6 Develop and conduct a Heads of School Leadership program across the University	Programs delivered annually	Ongoing	People and Culture
5.3 Improve career development opportunities through performance appraisal processes	5.3.1 Ensure performance appraisal assists with career planning, effective leadership development and capacity building	Improved performance appraisal processes	Mid 2011	People and Culture Performance Management Review Project Steering Committee
	5.3.2 Establish a University wide capability framework for academic and administrative staff to identify capabilities and behaviours predictive of success for use as an objective, evidence-based framework for recruitment, development and succession planning	Capability framework developed	End 2011	People and Culture
	5.3.3 Investigate the criteria and implementation of the Outside Studies Program and potential effects on academic women staff	Investigation completed	Mid 2011	EDC
5.4 Maintain and/or develop La Trobe University women's networks	5.4.1 Maintain and/or develop regular women's network meetings on each campus	Networks meet regularly	Ongoing	EDC
	5.4.2 Maintain and develop the Senior Women's Network	Network meetings occur at least 4 times annually	Ongoing	EDC
	5.4.3 Consult with staff and investigate the possibility of other women's networks to assist in the support and advancement of women	Consultation completed	Annually	EDC Deans Division Heads
	5.4.4 Support the establishment and development of women's research networks	Networks established	Ongoing	EDC Deans

Priority 6: To maintain and improve access to flexible and equitable organisation of work

Objective	Strategy	Measures/Targets	Timeframe	Responsibility
6.1 Ensure equitable workloads for academic women staff	6.1.1 Analyse the Workload Management System for potential issues relating to women.	Analysis completed	End 2011	Workload Management System Steering Committee
6.2 Improve managers and staff awareness of rights and obligations to effectively manage and support flexible working arrangements	6.2.1 Publish and promote the Flexible Work Options Toolkits to staff.	3 Toolkits published	February 2011	EDC People and Culture Deans Division Heads Staff Supervisors
	6.2.2 Include information in recruitment advertising regarding the availability of flexible work arrangements	Procedures implemented	Mid 2010	People and Culture
	6.2.3 Develop a flexible work options/worklife balance website including information for managers and staff	Website completed	Early 2011	EDC
	6.2.4 Conduct information sessions for staff on the implementation of flexible employment practices including how to develop a business case to apply to change their conditions of service for example part-time work, move to a 48/52 arrangement, job-share, commence phased retirement	Two information sessions held annually	Ongoing	EDC
	6.2.5 Monitor the usage of flexible work arrangements	Flexible arrangements utilised across the workforce	Annually	EDC People and Culture

Priority 7: To ensure equitable conditions of service for staff

Objective	Strategy	Measures/Targets	Timeframe	Responsibility
7.1 To analyse and address the gender pay equity issues	7.1.1 Analyse the Gender Pay Equity Audit and investigate possible actions to address inequities across all areas of the University.	Gender Equity Plans to be developed by each area.	Annually mid year	Deans Heads of Areas EDC People and Culture
	7.1.2 Investigate and address gender differences in the	As above	Annually mid	Deans

Objective	Strategy	Measures/Targets	Timeframe	Responsibility
	payment of performance pay and other benefits		year	Heads of Areas EDC People and Culture
	7.1.3 Develop senior leadership staff remuneration framework	Framework implemented and in place	January 2011	People and Culture
7.2 Maintain La Trobe University conditions of service for staff	7.2.1 Maintain high quality paid parental leave entitlements	Maintain parental leave entitlements	Ongoing	People and Culture
	7.2.2 Reduce the total number of casual staff as a proportion of total staff employed by the University	Casual staff recruitment reduced by 5%	Ongoing	People and Culture Deans
	7.2.3 Ensure the implementation of recommendations of the Working Party on Academic Casual Employment with a view to improving career paths and working environment of casual academic staff	Working party recommendations implemented	Ongoing	People and Culture Deans Division Heads

Priority 8: To ensure adequate measures for dealing with sex-based Harassment

Objective	Strategy	Measures/Targets	Timeframe	Responsibility
8.1 The workplace is safe from sex-based harassment and discrimination	8.1.1 Analyse staff climate survey results regarding experiences of harassment and/or discrimination	Climate survey outcomes reported to Faculties and Divisions for action	Bi-annually	EDC People and Culture Deans Division Heads
	8.1.2 Maintain requirement that staff undertake the Equality and Diversity Awareness Program before applying for promotion	Promotion campaign maintained	Ongoing	EDC Deans Division Heads
	8.1.3 Increased participation in the Equality and Diversity Awareness Training Program	Participation rate increased	Ongoing	EDC Deans and Division Heads
	8.1.4 Monitor and report complaints brought to the EDC.	Complaints monitored	Ongoing	EDC

Objective	Strategy	Measures/Targets	Timeframe	Responsibility
	8.1.5 Maintain Harassment and Discrimination Contact Officer network	Network trained with officers on each campus	Ongoing	EDC
	8.1.6 Implement and develop the ALLY network for gay, lesbian, bisexual, transgender and intersex staff and students.	ALLY Network established and activities maintained	Ongoing	EDC

Priority 9: To ensure adequate arrangements for dealing with pregnant, potentially pregnant and breastfeeding employees

Objective	Actions	Measures/Targets	Timeframe	Responsibility
9.1 Staff who are pregnant and who take maternity are provided with adequate information and support	9.1.1 Continue to insure the maintenance of the Breastfeeding Friendly Workplace Accreditation.	Accreditation maintained	Ongoing	EDC
	9.1.2 Publish and disseminate the Maternity Leave Return to Work Booklet as well as making available online	Booklet published	End 2010	EDC
	9.1.3 Publicise and disseminate information on flexible work practices and rights at work as well as making available online	Booklet published	End 2010	EDC
	9.1.4 Survey staff who have taken maternity leave about their experience and use of flexible work arrangements	Survey completed	Mid 2011	EDC