Charles Sturt University

Workplace Gender Equity Strategy

2018 - 2022

Introduction

As Vice-Chancellor of Charles Sturt University, it gives me great pleasure to introduce the *Workplace Gender Equity Strategy (2018-2022)* and endorse the strategies and actions contained within this document.

As a Values based organisation, centred on being inclusive, impactful, inspiring and insightful, we are driven to be leaders in gender equity in our sector and the regions in which our campuses are located.

This Strategy is linked to our overall University Strategy through the Internal Capability stream, and will place gender equity at front of mind across the University.

The University Indicators, presented to University Council on an annual basis also include key metrics on diversity and gender equity.

The SAGE Athena SWAN pilot program also forms part of this Strategy. Athena SWAN focuses on the disciplines of Science, Technology, Engineering, Medicine and Mathematics (STEMM), and this Strategy broadens that to address gender equity in more depth across the whole institution.

This Strategy uses communication, education and leadership to address gender discrimination and inequities. Specifically:

- 100% of senior staff trained in unconscious bias and inclusivity by the end of 2020;
- The complete removal of unnecessary gendered terms in policy and procedures by the end of 2022;
- Ongoing communication regarding the rights and responsibilities of our staff, and ensuring our workforce is fully informed in areas such as flexible working conditions and leave entitlements;
- 100% increase in men using primary carers leave by the end of 2021;
- All male members of the Vice-Chancellor's Leadership Team (VCLT) to become Male Champions of Change by the end of 2021;
- Be an accredited White Ribbon Accredited Workplace by the end of 2020; and
- Equal representation of gender at the senior staff level by the end of 2021.

I am committed to leading an institution where all staff have the same access to enable them to achieve. We are committed to making the necessary changes in attitudes and policy to ensure gender equity at the University.

Professor Andrew Vann

Vice-Chancellor

Background

Charles Sturt University (CSU) is a regional University acknowledged for its innovative approach to professional education, online learning and teaching, and flexible program delivery. According to Good Education Group (2018), CSU has one of the highest graduate employment and median salary rates of leading Australian universities. CSU is committed to achieving excellence in education for the professions and maintaining national leadership in flexible online learning, with a particular focus on students from regional, rural and remote locations.

CSU has campuses located at Albury-Wodonga, Bathurst, Canberra, Dubbo, Goulburn, Orange, Port Macquarie, and Wagga Wagga. CSU also has Study Centres in Brisbane, Melbourne, Wangaratta and Sydney, and delivers programs internationally in collaboration with leading partner institutions in Europe and Asia. Approximately 50% of our domestic students come from regional, rural and remote locations, 17.2% come from low socio-economic status backgrounds, 2.6% identify as Aboriginal and/or Torres Strait Islander and 70% are the first in their family to attend University (Office of Strategic Planning and Information, 2017).

During the 2017-2018 Workplace Gender Equality Agency (WGEA) reporting period, our overall staff composition was 66% female; 55% of our managers were female; and of those awarded promotions during this period, 72% were women. Currently, 50% of women are employed on a full time basis, 18% are part time, 18% are casual and 14% are sessional. At CSU, we understand that gender equity is a fundamental goal of our institution. Although work has already begun in this area, further progress, initiatives and reflections are required to ensure further productivity and growth, increased organisational performance, improved ability to attract talent and retain employees, and enhancement of our reputation as a University.

This Strategy reflects that CSU values the diversity of our staff by creating a sense of belonging and engagement as well as extending our ethos of *yindyamarra winhanganha* – the wisdom of respectfully knowing how to live well in a world worth living in.

CSU has a strong track record in valuing and supporting gender equity. Notable achievements to date include:

- Constant review of relevant policies and procedures to eliminate bias and ensure inclusiveness, including a new academic promotion process implemented in 2015;

- CSU's Leadership Development for Women (LDW) Program has been running for more than a decade. Through a range of initiatives, including a bi-annual conference the program has provided many opportunities for women to advance their career through training, networking, mentoring and scholarships;

- Senior Women's Forum (Level 10>/D+E) representatives are active members of the Vice-Chancellor's Forum;

- An application has been submitted and is currently under consideration for the Athena SWAN Bronze Institutional Award, via involvement in the Australian Science in Australia Gender Equity (SAGE) Pilot, with a focus on enhancing gender equity in the areas of science, technology, engineering, mathematics and medicine (STEMM);

- Programs are created and implemented aimed at reducing discrimination and promoting inclusivity, such as the Ally program, Racism: It Stops with Me, and Courageous Conversations about Race training;

- CSU's Respect. Now. Always. program is designed to prevent sexual assault and sexual harassment as well as actively responding to the recommendations made by the Australian Human Rights Commission in response to 2017 *Change the Course: National report on sexual assault and sexual harassment at Australian Universities*; and

- Generous flexible working arrangements, parental leave, carers leave and domestic violence provisions included within the University's *Enterprise Agreement.*

Guiding Principles

CSU has a proud history of striving for Equity and Diversity. However, we recognise as an institution that we must continue to reflect and act on issues impacting on our students, staff and communities. The guiding principles for this Strategy are CSU's values:

Insightful – In living the value of insightful, we act respectfully and perceptively to seek to understand why people think and behave in the ways that they do. Digging deep to understand the 'why' in addition to the 'what', we shift beyond taking words or actions at face value. Through an open-minded approach we reveal people's underlying attitudes, beliefs and motivations. An insightful approach means we remove ambiguity, we are each clear and agreed about our goals and actions, and we better position ourselves for success.

Inclusive – Involving others – being welcoming and accessible – enables us to be a stronger collective force. As a University, we aim to be easy, warm and welcoming. We want our students and our peers to know they are important to us. Education and research benefits everyone in our community and our University is stronger when we work together. In behaving inclusively, we work collaboratively to develop and deliver solutions – we value new perspectives. An inclusive approach influences the way we all relate to each other and helps us all achieve our full potential collectively.

Impactful – Focusing on outcomes and behaving in a consistent and constructive manner enhances our impact on those around us. As a community of impactful professionals we are each thinking about how to best direct our efforts to secure results for our students and our communities. We have an accurate awareness of our own selves and of the situation around us and we value the individual roles of those around us in supporting our students and communities. We take learnings from each of our experiences and have the gumption and tenacity to find a way past difficulties and obstructions.

Inspiring – Creative in our thinking, yet rigorous in our approach, we drive and lead change and evolution. Through living the value of inspiring, we engage and motivate our students and communities to also proactively build innovation and capacity into their lives, careers and industries. We challenge those around us to leave their comfort zones and support and foster their growth and evolution. We are champions of change with compelling visions and we engage those around us in shaping the journey. Living this important value creates engagement and commitment from those around us.

These values form the core of our *Workplace Gender Equity Strategy (2018 - 2022)*, to ensure we provide a safe and equitable work and learning environment. This Strategy aims to improve areas such as flexible employment, unconscious bias, communication, transparency and advocacy.

The Strategy works in conjunction with the Athena SWAN action plan.

Those responsible for the implementation and success of the Strategy include the Vice-Chancellor's Leadership Team, Division of Human Resources (HR), and Key Management Personnel[1], stakeholders such as Athena SWAN Self-Assessment Team (SAT), Senior Women's Forum and Leadership Development for Women Steering Committee members and Alumni. However, the responsibility for equitable practices falls upon the shoulders of each and every staff member, student, and community member involved with Charles Sturt University.

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[1] *Key Management Personnel refers to those persons who have authority and responsibility for planning, directing and controlling the activities of the INDIVIDUAL ENTITY, directly or indirectly, including any director (whether executive or otherwise) of that entity, in accordance with Australian Accounting Standards Board AASB124. (WGEA, 2018)

Insightful:
Understanding people and the world

The strategies listed within this section recognise that often the barriers relating to gender equity are due to cultural beliefs, values and norms. As an institution, we must challenge the status quo through awareness, training, education, and capacity building. We must identify on all levels the various factors that influence our progress towards full equity, by ensuring an appropriate level of insight by all parties.

Strategies	Actions	Measures of success	Timeframe
Improving behaviour and attitudes by challenging beliefs (both conscious and unconscious) on gender, cultural and informal practices in relation to gender	Conduct unconscious bias and inclusivity training with key management personnel and senior management *Athena SWAN Action Plan 6.4*	Training and resources developed	End of 2018
		100% of senior staff trained	End of 2020
		Evaluation of outcomes including follow up with participants	
		Training delivered bi-annually	Ongoing, beginning 2020
	100% completion of *Equal Opportunity Training* and *Respect. Now. Always. – Responding to Disclosures of Sexual Violence* by new and existing staff	100% of staff completed training	End of 2019
		Evaluation of training	
		Mandatory refresher training to be completed bi-annually	
		Increase response to 2019 Your Voice survey question '*sexual harassment is not tolerated at CSU'* from 88% to 90% (>2%)	
To assess the University's structures, policies and practices to identify gender inequity, relating, but not limited to, recruitment, probation, promotion and succession planning	Conduct a review of policies and procedures to ensure gender neutrality within content	Removal of all unnecessary gendered terms within policies and procedures	End of 2022
	Exploration of pilot program in recruitment with de-identified, gender neutral applications (Person A, Person B, etc.)	Meetings regarding implications, challenges and useability of implementing pilot program with key stakeholders (Senior Managers, HR etc.)	End of 2019
	Development of guidelines and examples for applicants and panel members to understand "merit relative to opportunity" principles *Athena SWAN Action Plan 2.4*	Guidelines developed	Mid-2019
		Sessions conducted half-yearly to all interested staff	Half-yearly from mid-2019
		De-identified session attendance records and evaluation report provided to Equity & Diversity Committee	Ongoing

	Conduct information sessions/webinars' relating to promotion applications and career planning/development *Athena SWAN Action Plan 2.4*	Increase of part-time academic staff applying for promotion by 10%	End of 2018
Ensuring our workforce is fully informed regarding their anti-discrimination rights and responsibilities at work	Redesign CSU's Human Resources website to ensure information is easily accessible, concise and consistent	Yearly statistics of visitors to the HR, Equity & Diversity pages recorded and reported	By the end of 2019
		Ensure information on the Equity & Diversity pages is current and relevant	Ongoing, quarterly review
	Offer regular webinars' relating to rights of staff and responsibilities of managers *Athena SWAN Action Plan 6.1*	Number of staff in attendance to webinars' recorded and reported to Equity & Diversity Committee	Ongoing from start of 2018
	Record webinars' provided to increase accessibility	Webinars' uploaded to Equity & Diversity webpages	
	Communicate employee rights and responsibilities to all employees on a regular basis	Minimum of 4 newsletter releases per year via intranet from HR with a '*hot topic*' *Athena SWAN Action Plan 6.5/7.3*	Ongoing from end of 2018

Inclusive: Stronger together

The strategies within this section relate to the current gender pay gap, and the emphasis placed on flexibility. There are a range of complex causes for the current pay gap of 14.21%. The actions are to build upon the existing reporting mechanisms in order to identify the factors contributing to this, and to be more transparent about the University's status in relation to the gender pay gap. According to WGEA, *"work and career flexibility are drivers and enablers of equality, diversity and inclusion",* and we need to ensure that flexibility is promoted, utilised and tailored to individual circumstances, regardless of gender or lifestyle stage.

Strategies	Actions	Measures of success	Timeframe
To reduce the current gender pay gap	Conduct a current gender pay gap analysis, with inclusion of the following: • Commencement salaries by gender • Performance pay • Promotions data by gender • Remuneration comparison by gender, organisational unit/department level *Athena SWAN Action Plan 3.1*	Analysis completed with recommendations endorsed by Vice-Chancellor's Leadership Team	End of 2019
		Equity & Diversity representative to seek right of audience and debate during promotion deliberations to ensure accountability and transparency	Ongoing
	Incorporation of gender pay gap strategies into the Strategy	Update of Strategy once recommendations have been endorsed	Mid-2019
Be open and transparent with current conditions relating to pay equity metrics	Distribute WGEA Public Report to all relevant stakeholders	Final report distributed to all staff	Annually
		Final report uploaded to website	
	Report pay equity metrics to the Vice-Chancellor's Leadership Team, staff and external stakeholders	Annual report made to the Vice-Chancellor's Leadership Team	
		Inclusion of pay equity metrics in the public Annual Report	
To be a fully inclusive, flexible working environment	Where practical, ensure all managers entrench flexible working for their employees	Creation and distribution of fact sheets outlining conditions and benefits to all managers	End of 2019
	Encourage men to utilise primary carers leave	Regular reminders to staff about primary carers leave using institutional tools such	Ongoing

	Athena SWAN Action Plan 5.1	as staff intranet and HR newsletter	
		100% increase of men utilising primary carers leave	End of 2021
	Communicate flexible working conditions to all staff on a regular basis	Inclusion of flexible working conditions in the newsletter from HR with a '*hot topic*'	Ongoing from end of 2018
	Athena SWAN Action Plan 5.1	Increase response to Your Voice survey question '*CSU has enough flexible working arrangements to meet my needs'* from 78% to 80% (>2%)	End of 2019
	Analyse current number of staff undertaking formal flexible working arrangements (Levels 1-8/gender) in the following areas: • Flexible working hour's scheme • Purchased leave • Personal leave • Change of work fraction	Analysis completed and report submitted to the Equity and Diversity Committee	End of 2020
	Conduct focus groups with staff regarding the personal value placed on flexible work arrangements	Focus group held for each level of the University	End of 2021
	Athena SWAN Action Plan 3.1	Qualitative data and findings report to be presented to Equity & Diversity Committee	End of 2021
Implement a formal strategy to support workers with carers responsibilities	Review current policy '*Balancing Work and Study with Family and Caring Responsibilities Policy'* to ensure relevance	Review undertaken, and changes adapted as required	Annually, from end of 2018
	Investigate institutional processes on timing of meetings and social gatherings	Outcomes of review to be presented to Equity and Diversity Committee	End of 2019
	Athena SWAN Action Plan 6.2	Development of institutional policy on timing of meetings and social gatherings	
	'Keep in touch' programs for staff on parental leave *Athena SWAN Action Plan 5.3*	Information distributed to all managers relating to a successful *'keep in touch'* process	End of 2018
	Design and implement appropriate reintroduction process for staff returning from primary carers leave	Appropriate reintroduction process designed and implemented University wide	End of 2021

Impactful: Outcome driven

The strategies within this section aim to understand the unique position CSU is in as an influential presence within regional and rural communities. Changes within the institution impacts the outside environment and the communities in which we study, work, and live. Commitment and buy in from the senior level is imperative, as role models whose actions and decisions shape the internal and external impact that the University has in the promotion of equity and diversity.

Strategies	Actions	Measures of success	Timeframe
Internal and external advocacy around equity issues and significant days of importance relating to gender equity, recognising the intersectionality that exists within, and for, other population groups	In conjunction with the Equity & Diversity Committee, acknowledge days in various ways (i.e. events, social media, internally) including: • International Women's Day (8th of March) • International Day of Transgender Visibility (31st March) • International Day against Homophobia, Transphobia and Biphobia (17th May) • National Reconciliation Week (27th May – 3rd June) • NAIDOC Week (July) • Blue Stocking Week (August) • Wear It Purple (August) • Equal Pay Day (4th September) • International Day for the Elimination of Violence against Women (25th November) • International Day of People with Disability (3rd December) • International Human Rights Day (10th December)	Number of events (relating to significant days): • Facilitated by CSU • Attended by CSU • Partnered by CSU • Allocation of resources (staffing, position description, budget) specific to these events	Annually
Proactive engagement by senior	Vice-Chancellor to be registered as a Workplace Gender Equality Agency (WGEA) Pay Equity Ambassador	Registration completed, and communicated to staff,	Mid 2018

		students and external stakeholders	
leadership on various equitable issues, including, pay equity and domestic violence	All male members of the VCLT team to become involved in the Male Champions of Change campaign *Athena SWAN Action Plan 6.5/7.7*	All male members of the VCLT to be actively engaged in Male Champions of Change	End of 2021
	CSU registered and recognised as a White Ribbon Accredited Workplace	All requirements for White Ribbon Workplace Accreditation met by CSU	End of 2020
		Minimum of one VCLT member registered as a White Ribbon Ambassador and one VCLT member registered as a White Ribbon Advocate	
Ongoing communication about the benefits of equity and diversity practices	Regular newsletters from HR, containing case studies, research findings and updates on the progress of various initiatives relating to gender equity (i.e. Athena Swan, progress of Strategy) *Athena SWAN Action Plan 6.5/7.3/7.5*	Minimum of 4 newsletter per year via intranet	Ongoing, from end of 2018
Ensure all external contracts are WGEA compliant	Update of '*Procurement Policy*' to ensure external contractors supply WGEA compliant documentation	Processes in place and communicated to ensure documentation received	End of 2022

Inspiring:
Leading for the future

At CSU, we aim to ensure visible representation of gender diversity in all areas of the University, to inspire those around us. In order to achieve this, appropriate tools, resources and opportunities are required, as set out in this Strategy. Inspiration comes in many forms, and we seek to highlight the many examples within our University that transcend ordinary experiences and limitations so others can understand and celebrate what is possible.

Strategies	Actions	Measures of success	Timeframe
Ensure gender representation for CSU Management, Academic, Governance and other University Committees	Explore updating relevant policies and procedures to ensure gender representation across the University	Gender composition for University committees to be balanced with a 20% variance	Review annually
		Report provided to VCLT regarding current statistics of gender equity provided on an annual basis	Annually
		Ensure gender equity is a key consideration in the succession planning process	End of 2018
Achieve parity in CSU senior staff	Consider various recommendations and scenarios to achieve gender equality in senior positions	50% proportion of senior staff to identify as female	End of 2020
Improved representation of gender diversity in male dominated areas	Targeting women for positions in Science, Technology, Engineering, Medicine and Mathematics (STEMM) disciplines.	Policy developed to ensure gender balance is considered when shortlisting for each academic role advertised	End of 2022
		5% increase of females within STEMM disciplines	
Profile key leaders in a variety of settings	Profile senior women in STEMM disciplines *Athena SWAN Action Plan 7.3*	At least one profile communicated to staff (via intranet or website) quarterly	Quarterly – first profile by end of 2018
	Profile senior leaders undertaking formal flexible working arrangements to inspire others		
To ensure appropriate guidance, shadowing, mentoring (formal and informal), and assistance for staff	Increase participation, visibility and profile of Leadership Development for Women (LDW) and Senior Women's Forum (SWF)	Increase in the awareness of gender equity programs such as the LDW program and SWF	End of 2019
		At least one event per calendar year conducted by the SWF	Annually
		Compile list of mentors available in the University	End of 2018
		Ensure list of mentors is easily accessible to staff to	End of 2018

		access informal and formal mentoring	
	Continuation of the 'return to research' pilot scheme in the Faculty of Science	Yearly grant rounds offered to support research activities after a period of leave	Annually, beginning 2018
	Athena SWAN Action Plan 4.4	Review of scheme conducted to ensure effectiveness	
To reward and celebrate excellence in inclusiveness relating to gender equity	Incorporate gender equity achievements within the CSU Reward and Recognition program	Award recognising 'champions' of Gender Equity within the University presented to a nominated staff member	Mid 2019

Progress

Over the course of the next four years, between implementation and review, through this Strategy Charles Sturt University commits to:

- Embodying the University Values;

- Ensuring the University is equitable and accessible for staff and students;

- Improving communication between all areas of the University;

- Fostering a harmonious, flexible, empowering and supportive work environment;

- Observing an improvement in staff attitudes towards organisational practices. This will include, where required, collating and analysing data, in collaboration with the Athena SWAN SAT;

- Engaging, mobilising and retaining best available talent;

- Meeting reporting obligations of relevant laws relating to diversity;

- Constantly reviewing and updating policies and procedures relating to equity and diversity;

- Reducing the current gender pay gap;

- Achieve University Key Performance Indicator of 50% females in senior positions by 2021;

- Addressing continuity of employment issues for fixed-term and sessional staff *(Athena SWAN Action Plan 1.6);* and

- Ensuring the measures of success within this Strategy are achieved.

Regular updates on the progress of this Strategy will be provided to the CSU Equity and Diversity Committee relating to key milestones, outcomes and further measures of success. These updates will also be provided to the University community via the HR newsletter outlined within the Strategy.

During 2021, an evaluation will be undertaken on the success and effectiveness of the Strategy. This evaluation report will be made available to various stakeholders, and will form the basis of the next *Workplace Gender Equity Strategy (2023-2027)* and the identified areas that require further refinement, attention and focus.