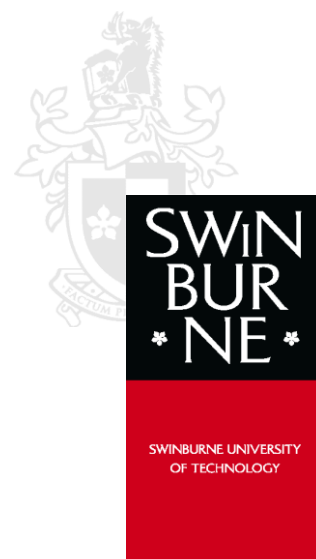


Swinburne University of Technology

Gender Equality Strategic Action Plan 2015 - 2016



1. Introduction

1.1. Context and Swinburne's HR Strategic Planning Framework

Swinburne has established its 2020 vision – to become Australia's leading university in science, technology and innovation. To achieve this, we will:

- embrace a university-wide commitment to growth through excellence
- engage our students through quality, personalised education
- produce outstanding research that is relevant and internationally recognised
- be the partner of choice for the industries and communities we serve

To achieve Swinburne's 2020 vision, within the context of the **University's 2020 Plan**, the **Culture & Capability Strategy** is focused on establishing and nurturing an optimal organisational *culture* characterised by the values identified, and on building our *capability*. The Strategy sets out four key objectives for the years to 2020 which are:

1. An organisational culture that values innovation, integrity, accountability, inclusion and teamwork and that excels in high performance and continuous improvement
2. A socially inclusive and diverse culture that values staff and students and ensures their safety and wellbeing
3. Managed positive social, environmental and sustainable growth
4. Outstanding technology, infrastructure and facilities, and highly efficient business systems

The Culture & Capability Strategy will be operationalized with appropriate accountabilities through business unit plans in accordance with Swinburne's planning framework. One key component of the Culture & Capability Strategy is Swinburne University's People Strategy 2014 to 2020.

The Swinburne University's **People Strategy 2014 to 2020** is intended to assist in enabling the Learning and Teaching, Research and Development and Engagement Strategies in order to deliver on the Swinburne University 2020 Plan. The People Strategy is our formal commitment to a workplace culture that builds respect, fosters inclusiveness, promotes diversity and embraces the unique skills and qualities of all Swinburne employees.

The People Strategy focuses on the major themes of:

- Culture
- Capability
- Employee relations
- **Diversity**
- Well-being and safety

Attracting, engaging, developing and retaining high-performing and high-potential employees are essential sub-themes in the People Strategy.

1.2. Diversity Priorities and Gender Equality

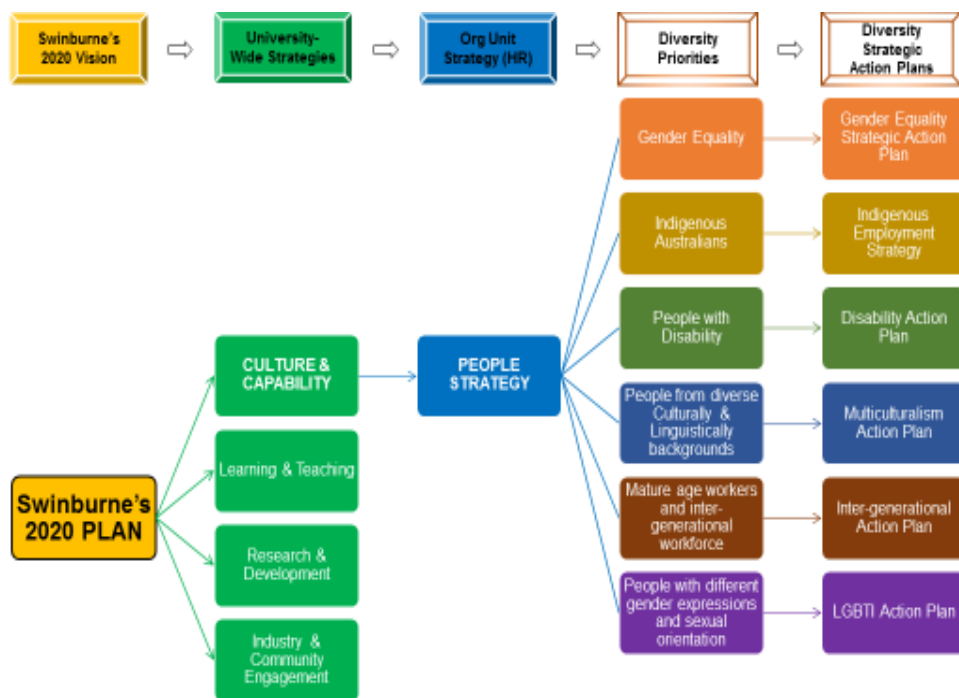
The University celebrates and respects the strength that difference creates. We acknowledge that diversity in the workforce encompasses gender, age, and race, place of birth, gender expression, cultural or religious background, physical ability, sexual orientation, language or experience. Swinburne acknowledges and embraces diversity and has prioritised the following diversity areas:

- Gender equality
- Indigenous Australians
- People with Disability
- People from diverse culturally and linguistically backgrounds
- Mature age workers and inter-generational workforce
- People with different gender expressions and sexual orientation (LGBTI)

Swinburne recognises the value in enabling the development of the skills and talents of all members of our community. We recognise that diversity increases the effectiveness of teams and the capacity for innovation. Diversity is valued and promoted across all university processes and activities, including recruitment, learning and development and talent management.

One of the key components of Swinburne’s People Strategy are the “Diversity Priorities”. Swinburne will deliver on the key diversity priorities through the relevant strategic action plans. The picture below depicts the correlation between Swinburne’s University wide strategies and the HR strategy, diversity priorities and the corresponding strategic action plans. This is referred to as Swinburne University’s Human Resources (HR) strategic planning framework.

Swinburne University’s HR Strategic Planning Framework



Swinburne’s Gender Equality Strategic Action Plan is incorporated into University’s business strategy and planning process. Gender equality and related flexibility mechanisms are critical aspects to any organisation’s success. Swinburne is committed to remain as an advocate and supporter of gender equality, and has identified gender equality as a strategic priority for the organisation. To this end, within the 2020 People Strategy framework, Swinburne is committed to developing and implementing a Gender Equality Strategic Action Plan, to be reviewed on a yearly basis.

The Gender Equality Strategic Action Plan will identify initiatives for implementation that will encourage, recognise and promote achievement of gender equality across Swinburne.

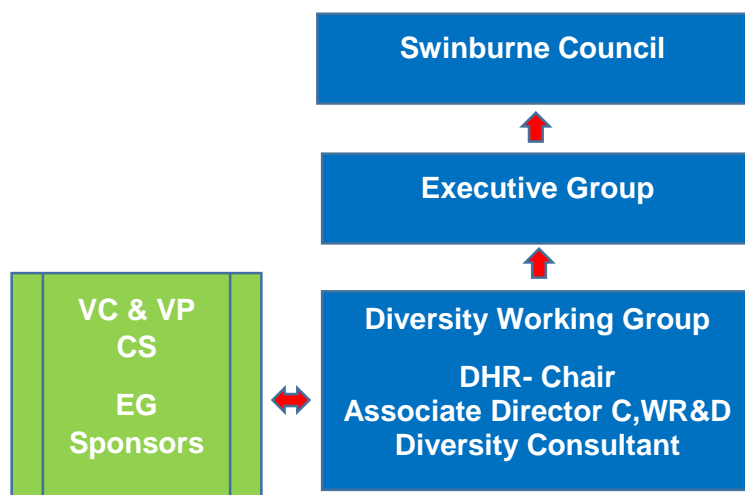
1.3. Diversity Priorities: Governance and Structure

The Vice-Chancellor and President serves as the Chair of Swinburne's Executive Group. The Executive Group is responsible for the successful attainment of Swinburne's 2020 vision and the implementation of University's 2020 Plan through various university wide strategies (e.g. Culture & Capability Strategy), organisational unit strategies (e.g. People Strategy) and strategic action plans (e.g. Gender Equality Strategic Action Plan). The Vice-Chancellor and President reports to the University's Council on progress relative to diversity priorities and goals.

The Vice-President, Corporate Services (Swinburne EG member) oversees implementation of the Culture & Capability Strategy and its outcomes, and the Strategy will be operationalized with appropriate accountabilities through organisational unit plans in accordance with Swinburne's planning framework.

The Director of Human Resources is responsible for the development and implementation of the People Strategy along with the HR Leadership Team. The **Diversity Working Group** is responsible for the achievement of diversity goals and priorities through clearly defined strategic action plans. The Diversity Working Group, with executive sponsorship from the VC and the VP CS, is responsible for the implementation and oversight of individual Diversity Strategic Action Plans (e.g. Gender Equality Strategic Action Plan). The Director of Human Resources is the Chairperson of the Diversity Working Group that includes:

- Three ex officio members (Director of Human Resources, Associate Director of Consulting, Workplace Relations and Diversity, and Diversity Consultant)
- Other "initiative based" members will be invited to play an active role in the development and implementation of relevant diversity strategic action plan as required. The "initiative based members" could include other members of the HR team, Internal Communications team and senior leaders across Swinburne as required



The Diversity Working Group is required to provide regular updates and seek approvals from the VC and the VP CS. Furthermore, the Director of HR is responsible for providing appropriate updates to the Executive Group members.

1.4. Diversity Priorities: Stakeholders and Roles

Executive Group Members and Senior Leadership Group: Every EG member is a key partner in promoting and supporting the Diversity priorities by recognising it is an important component in any workforce and business planning within their organisational unit. The EG member is responsible for actively encouraging the development of an open and collaborative culture that demonstrates Swinburne's commitment to supporting a diverse and inclusive workforce. All members of the EG, as well as senior leaders across Swinburne, are accountable for overseeing implementation of the objectives in the Swinburne Gender Equality Strategic Action Plan.

Diversity Working Group and Human Resources: The Diversity Working Group is responsible for the achievement of diversity goals and priorities through clearly defined strategic action plans. The Diversity Working Group with executive sponsorship from the VC and the VP CS is responsible for the implementation and oversight of individual Diversity Strategic Action Plans (eg. Gender Equality Strategic Action Plan).

The Workplace Relations & Diversity (WRD) team within HR will have an overall responsibility for coordinating the development and implementation of the relevant strategic action plans. The WRD team and the broader HR team will promote and support the strategy across HR. The WRD team and the HR Consulting team will work with relevant EG members and Senior Leaders across Swinburne to implement and support the initiatives relating to the diversity priorities.

Swinburne Managers: All Swinburne Managers are responsible for placing a diversity lens over their role as leaders and ensuring a lack of bias in hiring and talent management decisions. All managers are held accountable for building a culture where all employees feel respected, included, supported and have the opportunity to do their best every day.

Swinburne Staff: All Swinburne employees are responsible for promoting and contributing to our diversity priorities by supporting the strategic action plans.

2. Gender Equality and Gender Equality Strategic Action Plan at Swinburne

Gender equality and related flexibility mechanisms are critical aspects to any organisation's success. Swinburne is committed to remain as an advocate and supporter of gender equality, and has identified gender equality as a strategic priority for the organisation.

To deliver real results and to attain gender equality Swinburne will develop and implement initiatives to achieve the following key objectives:

1. **PROMOTE & EMBED:** Communicate, promote and embed our commitment to gender equality across Swinburne
2. **INTEGRATE:** Integrate gender equality objectives within organisational unit goals, business strategy and workplace planning activities
3. **LEADERSHIP & ACCOUNTABILITY:**
 - a. Develop accountability at the senior leadership level to play a key role in promoting and supporting the gender equality priorities and to take responsibility for the implementation and oversight of gender equality strategic action plan in their organisational units

- b. Establish KPIs & targets for improving gender equality outcomes across all levels of the organisation (EG, SLG and Managers)
- 4. **LEADERSHIP & WORKFORCE COMPOSITION:** Achieve equal representation of women and men in senior leadership positions across Swinburne. Achieve and maintain a balanced workforce composition by promoting gender equality across all levels within Swinburne
- 5. **PAY EQUITY:** Identify, analyse and address gender pay inequity where it exists across Swinburne
- 6. **TALENT DEVELOPMENT & MANAGEMENT:** Improve our ability to attract, develop, advance and retain all staff within Swinburne including implementing training programs across the organisation (for employees and managers)
- 7. **EMPOWER:** Educate, train and empower our employees and managers to attain gender equality in the workplace
- 8. **SUPPORT:** Implement progressive approaches to building a flexible workplace to support employees to balance work and life responsibilities
- 9. **PREVENT HARASSMENT & DISCRIMINATION:** Provide a discrimination and harassment free workplace
- 10. **MONITOR, EVALUATE & REPORT:** Monitor, evaluate and report (internally & externally) success of gender equality objectives and initiatives by collating and analysing:
 - a. key data metrics which will be captured in the HR and Gender Equality scorecard
 - b. Your Voice Survey
 - c. Targeted focus groups results

To this end, within the 2020 People Strategy framework, Swinburne is committed to developing and implementing a Gender Equality Strategic Action Plan, to be reviewed on a yearly basis. The Gender Equality Strategic Action Plan identifies initiatives for implementation that will encourage, recognise and promote achievement of gender equality across Swinburne. Swinburne's Gender equality strategic action plan is embedded into the University's business strategy and planning process

Swinburne's Gender Equality Strategic Action Plan addresses and supports gender equality across all facets of the 'employment life cycle,' including recruitment, retention, performance management processes, promotions, talent identification and identification of high potentials, succession planning, training and development and resignations.

While the initiatives implemented across Swinburne are aimed at promoting and improving gender equality for both women and men, Swinburne recognises the historically disadvantaged position of women in the workplace.

3. Swinburne's Gender Equality Strategic Action Plan 2015-2016

Category	Initiative/ Deliverable	Accountability	Timeline	Performance Indicator
Objective 1: Communicate, promote and embed our commitment to gender equality across Swinburne				
Communicate	1. VC to formally communicate and promote Swinburne's commitment to gender equality (and gender pay equity) and its key priorities to all Swinburne employees and to persons external to Swinburne	<ul style="list-style-type: none"> Diversity working group/ HR in partnership with Internal communications team 	Annually	Evidence of communication
Promote	2. VC's Inclusion and Diversity award to recognise inspirational achievements relating to gender equality and other diversity priorities	<ul style="list-style-type: none"> HR 	Annually	Award granted
	3. Continue to review and update Swinburne's equity and diversity webpage providing further information for each diversity priority including gender equality to improve access and awareness to all Swinburne employees	<ul style="list-style-type: none"> HR 	Ongoing	Website kept current
Embed	4. Continue to celebrate and acknowledge the benefits of gender equality and other diversity priorities	<ul style="list-style-type: none"> Diversity working group/ HR in partnership with Internal communications team 	Ongoing	Various
Objective 2: Integrate gender equality objectives within organisational unit goals, business strategy and workplace planning activities				
Integrate	5. Gender equality priorities and objectives are incorporated into Swinburne's business planning and workforce planning processes at the: <ul style="list-style-type: none"> University wide level and organisational unit and departmental level 	<ul style="list-style-type: none"> EG members and SLG with support from HR 	Annually	Integration of gender equality priorities and objectives incorporated into University-wide strategies and Org unit/departmental plans
	6. Swinburne evaluates its progress against gender equality priorities and reports internally	<ul style="list-style-type: none"> Diversity working group/HR 	Annually	Progress reported to EG
	7. Implement a gender equality scorecard at the organisational unit and departmental level that includes metrics for various gender equality elements. <i>The intent of this scorecard is to provide a formal mechanism for Organisational units to identify and analyse where gaps exist across all dimensions of gender equality and to create an action plan to help address and eliminate the gaps</i>	<ul style="list-style-type: none"> Produce scorecard - HR reporting team Implementation- HR Consulting team with relevant EG members and Directors 	Quarterly 2015-2016	Rolled out to Corporate Services; FSET and International & Students by September 2015. Roll out to whole university in 2016.
Objective 3: Senior leaders to be accountable and to play a key role in promoting and supporting the gender equality priorities				
Leadership & Accountability	8. EG members and SLG take responsibility for implementing and supporting gender equality programs in their organisational unit	<ul style="list-style-type: none"> EG members with support from HR 	Ongoing	Relevant initiatives supported by organisational unit; participation rate in relevant programs.
	9. Establish organisational level targets for improving gender equality outcomes across all levels of the organisation	<ul style="list-style-type: none"> EG members and Directors with support from HR 	2016	Targets captured in organisational unit/ departmental plans.
	10. Gender equality objectives are integrated into every EG member's individual performance plans and are responsible for meeting or exceeding diversity related Key Performance Indicators in their individual performance plans	<ul style="list-style-type: none"> EG members with support from HR 	By February 2016	EG YPD include gender equality objectives and targets; actions put in place to meet gender equality KPIs
Objective 4: Achieve equal representation of women and men in senior leadership positions and maintain a balanced workforce composition across Swinburne				
Leadership & Workforce Composition	11. To achieve equal number of men and women at the Executive Group and Director level by 2020 (including by developing targets by organisational unit to help close the gap)	<ul style="list-style-type: none"> VC and EG members 	2020	Demonstrated improvement in 2016.
	12. Achieve equal number of women and men in senior leadership positions by 2020. The definition of senior leadership positions includes employees classified as: HEW 10+; PBC; ACD+ and TAFEX.	<ul style="list-style-type: none"> EG members and SLG with support from HR 	2020	Demonstrated improvement in 2016.
	13. Achieve and maintain a balanced workforce composition by promoting gender equality across all levels within Swinburne	<ul style="list-style-type: none"> All managers with support from HR 	2020	Gender ratio for all staff is to remain at approximately 50/50 in 2020
	14. Achieve equal number of women and men in board positions by 2020 (Swinburne; SSAA and NICA)	<ul style="list-style-type: none"> Board 	2020	Gender balance at the board level achieved
Objective 5: Identify, analyse and address gender pay inequity where it exists across Swinburne				
Pay Equity	15. Undertake gender remuneration analysis of the workforce (Swinburne wide) by classification level to identify gaps where they exist and to identify the reasons for the gap	<ul style="list-style-type: none"> HR 	Annually	Gender remuneration analysis completed
	16. Undertake gender remuneration analysis for senior leadership roles with the aim to	<ul style="list-style-type: none"> HR 	Annually	Action plans put in place at the

Category	Initiative/ Deliverable	Accountability	Timeline	Performance Indicator
	close the gap between pay rates for woman in leadership positions compared to the pay rates of men in leadership positions			departmental, organisational unit and Swinburne wide-level.
	17. Undertake gender remuneration analysis at the organisational unit departmental level to identify the gaps where they exist and to understand the reasons for the gap	▪ HR	Quarterly	Before 2020 the average Total Remuneration Package (TRP) will be equivalent for women and men in senior leadership positions
	18. Review action plans (including the targets) at the departmental, organisational unit level and across the organisation to address the core issues and to close the gap	▪ HR	2015	
Objective 6: Improve our ability to attract, develop, advance and retain all staff within Swinburne				
Talent Development & Management	19. Implement Swinburne's mentoring program for men and women	▪ HR	2015	Successful roll out of relevant initiatives; improvement in metrics across Swinburne
	20. Ensure there is 50:50 gender representation on the short-list for jobs	▪ Hiring managers	Ongoing	
	21. Establish Swinburne's Peer Mentoring Program for female academics	▪ HR	2015	
	22. Continue to develop succession plans for key roles	▪ HR	Annually	
	23. Continue to provide leadership and career development training via Your Development suite of programs	▪ HR	Ongoing	
Objective 7: Educate, train and empower our employees and managers to attain gender equality in the workplace				
Empower	24. Deliver 'unconscious bias training' for all senior leaders and managers across Swinburne with the view to help senior leaders understand and address "unconscious bias" where it exists in decision making in relation to key HR processes - recruitment, training & development, promotions, talent identification, succession planning	▪ HR	2015	Successful roll out of training program
Objective 8: Implement progressive approaches to building a flexible workplace to support employees to balance work and life responsibilities				
Support	25. Continue to promote flexible working arrangements across the university	▪ HR in partnership with Internal Communications	Ongoing	Successful roll out of relevant initiatives
	26. Actively review annual leave taken by employees and advise line managers as appropriate to support a safe and healthy workplace	▪ HR	Quarterly	
	27. Actively review long service entitlements and advise line managers as appropriate to support a safe and healthy workplace	▪ HR	Annually	
	28. Actively review parental leave uptake	▪ HR	Annually	
	29. Continue Swinburne Connection program to support expecting, new and current parents working in Swinburne	▪ HR	2014	
	30. Review and update tools, checklists and resources to educate and support managers and employees	▪ HR	2014	
Objective 9: Provide a discrimination and harassment free workplace				
Prevent harassment & discrimination in the workplace	31. Continue to provide the mandatory online 'Working Together - Equal Employment Opportunity' training to all employees of Swinburne	▪ HR	Ongoing	100% completion/attendance
	32. Continue to provide the mandatory 'Workplace Behaviour' workshop for all managers of Swinburne	▪ HR	Ongoing	
Objective 10: Monitor, evaluate and report (internally & externally) success of gender equality objectives and initiatives				
Evaluate & Report	33. Monitor, evaluate and report on a regular basis the success of gender equality objectives and initiatives by collating and analysing: <ul style="list-style-type: none"> ▪ key data metrics ▪ Your Voice Survey results 	▪ HR	Ongoing	