



University of South Australia

EQUAL OPPORTUNITY FOR WOMEN IN THE WORKPLACE

COMPLIANCE REPORT

2006/2007

Reporting period 1 April 2006 to 31 March 2007

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Organisational details

Name of reporting organisation	University of South Australia		
Organisation's ABN	37 191 313 308		
Total number of employees	2400		
Major business (earning) activity	Higher Education		
Which organisations are you reporting on?	University of South Australia		
Who is the ultimate responsible company (parent) for your organisation?	University of South Australia		
Have any of the companies you reported on last time changed their name or ceased to operate?	No		
CEO's details	Professor		
First name	Peter	Family name	Høj
Job title	Vice Chancellor and President		
Contact person's details	Ms		
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I certify that this report is a true and accurate record of the development and implementation of the equal opportunity for women in the workplace program.

Signature Chief Executive Officer

Insert electronic signature or type name



Print Name

Professor Peter Høj

Company Name

University of South Australia

Date

Internal EOWA use

EOWA internal reference number

ANZIC code

Introduction

The University of South Australia (UniSA) was founded on 1 January 1991. UniSA is the State's largest university with approximately 34,000 students and 2,400 continuing and fixed term contract staff delivering programs over four metropolitan campuses and two regional centres (Whyalla and Mount Gambier). Students can study on campus, offshore or by distance education via an approach to teaching and learning that is student centred and focused on outcomes of higher education. UniSA is a national leader in collaborative industry research, is recognised nationally for the quality of its community engagement and has the State's largest intake of international students.

The University is a foundation member of the Australian Technology Network (ATN). The ATN is an alliance of five leading Australian universities working with industry with a united vision for the future.

UniSA's strong commitment to equity is enshrined in the University's Act of Establishment. Equity considerations are integrated throughout UniSA's planning, quality assurance, reporting and review processes. The 2006-2008 Corporate Plan includes the goal to develop "a workplace that is family friendly, culturally diverse and supportive of the career development needs of staff" and a corporate performance indicator of gender ratios for academic and senior professional staff. Performance management plans for managers include a focus on leadership development of staff and the provision of opportunities for career development for women.

Affirmative action in Australia is the process of eliminating direct and indirect discrimination whilst setting in place positive steps to overcome the current and historical lack of equal employment opportunity for women. To address this, UniSA has instituted support systems to analyse statistics and investigate the issues and has embedded affirmative action into the University's strategic planning process since 1996. In 2006/2007, UniSA moved from having a stand-alone 'Equal Opportunity for Women in the Workplace' plan to embedding these important strategies into the Human Resources plan. This move has reinforced the importance placed on these matters and is strongly supported at the senior management level.

UniSA has been recognised nationally through major awards in the reporting period 2006/2007:

- Equal Opportunity in the Workplace Agency (EOWA) Employer of Choice for Women in the Workplace (annually since 2003)
- Diversity@work Employment and Inclusion Award, for Work/Life Balance (large organisation) – 2006
- Gaining accreditation as a breastfeeding friendly workplace by the Australian Breastfeeding Association in 2006.

The Vice Chancellor (retired May 2007) Professor Denise Bradley AO was:

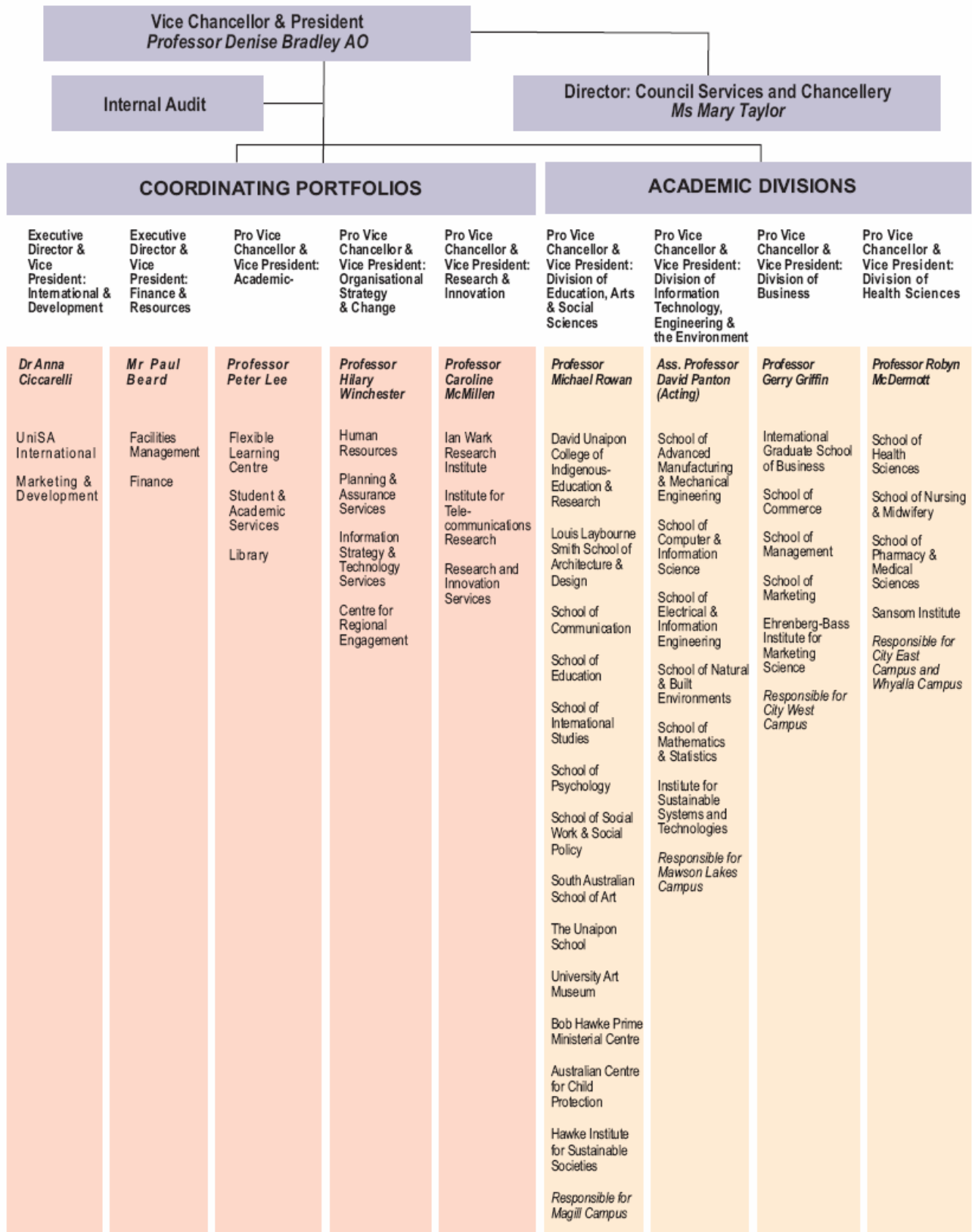
- awarded an Honorary Doctorate of Business Administration from Korea's Pukyong National University
- selected as a judge for the Rolex Awards for Enterprise. She is only the second Australian to have served on this nine-member panel in the 30-year history of the awards
- made a Fellow of the Australian Institute of Company Directors
- named one of the five most powerful people in higher education in Australia in *The Australian Financial Review*.

Professor Peter Høj, the new Vice Chancellor and President, has already signalled his significant commitment to UniSA's mission of fostering excellence and equity and his strong desire to build on the substantial achievements in promotion of women's progress in learning and leadership fostered by his predecessor, Professor Denise Bradley, AO.

UniSA Senior Academic and Administrative Structure



Senior academic and administrative structure



March 2007

Vice Chancellor and President, Professor Denise Bradley AO retired in 2007, vacating office on 25 May 2007. Professor Peter Høj commenced as Vice Chancellor and President on 1 June 2007.

Workforce Profile 31 March 2006

Occupational Classifications	Continuing staff				Fixed-Term staff				Totals		
	Full-time		Part-time		Full-time		Part-time		Total		Grand Total
	F	M	F	M	F	M	F	M	F	M	
Vice Chancellor					1				1		1
Pro Vice Chancellors*		2			3	1			3	3	6
Executive Directors					1	1			1	1	2
Professional Senior Executive (Level 10 and above)	9	5	1		5	16			15	21	36
Academic Staff (T&R) ## Level E	22	50		3	1	12		3	23	68	91
Academic Staff (T&R) Level D	22	44	1	1		3	1	1	24	49	73
Academic Staff (T&R) Level C	115	143	6	2	7	11	2		130	156	286
Academic Staff (T&R) Level B	96	84	27	9	16	18	11	3	150	114	264
Academic Staff (T&R) Level A	30	15	7	2	20	9	7	4	64	30	94
Academic staff (Research) Level E		2				2		1		5	5
Academic staff (Research) Level D	1	4	1			5			2	9	11
Academic staff (Research) Level C	2	4	1	1	7	18	1	1	11	24	35
Academic staff (Research) Level B	1	1			14	29	3	6	18	36	54
Academic staff (Research) Level A		1	1		25	34	20	10	46	45	91
Professional Staff HEO9	19	24	3	1	1	3		1	23	29	52
Professional Staff HEO8	42	50	3		6	8	4		55	58	113
Professional Staff HEO7	71	52	16		12	8	4	1	103	61	164
Professional Staff HEO6	76	71	15	1	16	11	5		112	83	195
Professional Staff HEO5	130	42	17	3	16	10	10		173	55	228
Professional Staff HEO4	142	51	51	1	36	9	14	2	243	63	306
Professional Staff HEO3	54	43	35	1	10	8	7	1	106	53	159
Professional Staff HEO2	1	1	6		2	1			9	2	11
Professional Staff HEO1					1				1		1
Professional staff trainees					8	1			8	1	9
GRAND TOTAL	833	689	191	25	208	218	89	34	1321	966	2287

* Please note that one Pro Vice Chancellor position was vacant as at 31 March 2006

T&R denotes Teaching and Research

Analysis

Seven employment matters

1. Recruitment & selection
2. Promotion, transfer & termination
3. Training & development
4. Work organisation
5. Conditions of service
6. Sex-based harassment
7. Pregnancy, potential pregnancy and breastfeeding

How you CONSULTED with your staff to identify issues for women in your workplace when considering the seven employment matters listed above (e.g. surveys, focus groups; EO committee etc)

What other METHODS OF ANALYSIS (eg HR statistics re turnover trends, workplace profile etc) you used to identify the issues for women in your workplace;

The issues for women under the seven employment matters are identified through a range of consultation processes and other methods of analysis, including:

- Staff Attitude Surveys are conducted on a three-year cycle to identify work-life issues related to workplace culture and arrangements. The results are analysed by an external behavioural research group. These surveys have been conducted in 1999, 2002 and 2005.
- In line with the Higher Education Workplace Relations Requirements, UniSA has a Staff Consultative Group comprised of academic and professional staff members, representing different cohorts of staff.
- The University has established consultation committees under each of the collective agreements comprised of representatives from university staff, management and the unions.
- The 2006-2008 Corporate Plan incorporates a key performance indicator and targets on staff gender ratios for academic and senior professional women staff.
- Feedback from the Senior Management Group as they monitor University initiatives.
- Information collected through the complaint handling process identified by HR Consultants, HR Coordinators and Equity Contacts.
- Information collected by HR professionals through committee work, staff development activities and regular meetings across the University.
- Information gained through exit interviews of UniSA employees. These interviews take place at the request of the staff member exiting the organisation; however, key staff and areas may also be targeted. The interviews are conducted by HR Consultants or the Director: Human Resources.
- Evaluations of the University's 'Women and Leadership' and other staff development programs.
- The annual review of the Employee Assistance Program.
- Consideration of the priorities in relation to women identified by the Australian Vice-Chancellors' Committee.
- National and international trends identified by the Equal Opportunity Practitioners in Higher Education Australia (EOPHEA), Staff Development for Women (SDFW), equity, and human resource networks to which the University belongs.
- The performance management process, which allows issues to be raised and addressed. Issues of concern are provided to the Director: Human Resources to enable a strategic approach.
- The Director: Human Resources meeting regularly with Heads of Schools, Directors of Units, Divisional Managers and HR Managers on an individual or group basis.
- A weekly all staff email provides an opportunity for informing and consulting staff on HR policies and procedures and other relevant University information.

Issues for Women under the Seven Employment Matters

Through your analysis above, what were the ISSUES YOU IDENTIFIED FOR WOMEN in your workplace when considering each of the seven Employment Matters.

1. RECRUITMENT AND SELECTION: ISSUES FOR WOMEN

The University has made significant progress in the overall gender balance across the organisation with staff numbers remaining relatively stable over the last 12-month reporting period.

Recruitment of women into non-traditional disciplines

UniSA, like other universities and organisations, is finding it challenging to attract female staff into the traditionally male dominated areas of engineering and information technology.

The academic divisions that contain these male dominated disciplines provide strategies in their workforce planning to address these issues. The action plans must take into account that in these disciplines the potential pool of applicants in the labour market (including internationally), and particularly at the senior levels, is limited and that a war for talent is occurring.

Recruitment of senior women

External recruitment and internal merit-based appointment of women to senior positions has been successful at senior levels with women now representing 50 percent of the Senior Management Group and 41 percent of senior professional staff (Level 10 and above).

The most significant challenge for the University is recruiting women to senior academic positions such as Head of School and research leadership positions for example Directors of Research Centres. The other area identified as an issue in recruitment and succession planning is the number of women in 'research only' positions across the levels A to E. In 2006, UniSA recruited its first female Pro Vice Chancellor: Research and Innovation. The appointment of a senior woman to this key role will assist the organisation in making progress in this arena.

At 31 March 2006 women comprised:

- 58 percent of UniSA staff
- 53 percent of all full-time staff
- 47 percent of academic staff
- 66 percent of professional staff
- 28 percent of academic staff at Level D+
- 42 percent of professional staff at Level 10+

By 31 March 2007 women comprised:

- 58 percent of UniSA staff
 - 54 percent of all full-time staff
 - 48 percent of academic staff
 - 67 percent of professional staff
 - 27 percent of academic staff at Level D+
 - 41 percent of professional staff at Level 10+
-

2. PROMOTION, TRANSFER AND TERMINATION OF EMPLOYMENT: ISSUES FOR WOMEN

Promotion of professional staff

For professional staff, advancement at UniSA occurs by reclassification of their position or by applying for and winning an advertised position. In 2006, the University trialled and confirmed the classification linking process. This development allows a professional staff member to progress to a higher level over a defined period and complements the existing systems.

Promotion of academic staff

At UniSA, academic staff gain promotion following a rigorous academic promotion process. The University has been successful in achieving a balance in the numbers of female and male academics applying for promotion at levels B and C. However, in line with the findings of the 2005 Australian Vice-Chancellors' Committee (AVCC) funded research into the promotion of academic women and the barriers to women gaining promotion titled, *The Great Barrier Myth: An investigation of promotions policy and practice in Australian universities*, the number of female academics applying for levels D and E still lags significantly behind male academics. That said, in 2006, 43 percent of applicants at Level D were women, which is pleasing. For further information, refer to Appendix 1 - Successful applications for academic promotion 1998 – 2006.

Retention and attrition of staff

More academic female staff than academic male staff continue to leave the University. This is concerning because women academics make up 48 percent of the total academic workforce and yet are leaving at a rate of 54 percent of total academic departures.

During the reporting period, 68 percent of the total professional staff leaving the organisation were female which is very close to their total percentage of the professional staff workforce which is 67 percent.

The turnover rate at UniSA for female staff is 13 percent and for male staff is 11 percent.

At 31 March 2006:

- 40 female academic staff left the university (39 percent of total academic departures)
- 112 female professional staff left the university (60 percent of total professional staff departures)
- 21 female academics applied for promotion of whom 13 were promoted (62 percent success rate compared to 67 percent for male academics)

By 31 March 2007:

- 62 female academic staff left the university (54 percent of total academic departures)
 - 124 female professional staff left the university (68 percent of total professional staff departures)
 - 27 female academics applied for promotion of whom 16 were promoted (59 percent success rate compared to 54 percent for male academics)
-

3. TRAINING AND DEVELOPMENT: ISSUES FOR WOMEN

During the reporting period, the University continued to develop an all-encompassing framework for learning and development that connects an extensive array of induction activities with a wide range of continuing development initiatives in such areas as leadership and management, research leadership, integrative work skills and building contextual awareness.

The exceptional work in this area was formally recognised when the Human Resources Unit's Organisational Learning and Development team won the Vice Chancellor's Award for Professional Staff Excellence in 2006.

Development for female academic staff remains a key priority for the University both early in their career and in higher positions. In recognition of this UniSA is piloting a major career development program for academic women to promote their transition to senior roles.

Ensuring that senior level professional staff receive timely and appropriate development has also been identified as a key factor in attracting, developing and retaining talented staff.

The growth in the participation of women across all leadership and development activities has been considerable, including the significant increase of female staff who attended women and leadership activities during the reporting period.

Secondment and higher duties opportunities

The University recognises the value of secondment and higher duties opportunities to the staff member and to the business. Research indicates that, unlike men, women are often reluctant to apply for a new position unless they believe they can do the entire role. Secondments and higher duties can provide women with a pathway to test their abilities and to learn new skills.

During the reporting period 60 women compared to 20 men took advantage of secondment opportunities and 260 women compared to 112 men undertook higher duties, building on what has been a larger trend at UniSA.

At 31 March 2006:

- 46 female staff applied for staff study support (77 percent of the total number of applications)
- 154 female staff attended Women and Leadership program activities

By 31 March 2007:

- 40 female staff applied for staff study support (77 percent of the total number of applications)
 - 367 female staff attended Women and Leadership program activities
-

4. WORK ORGANISATION: ISSUES FOR WOMEN

The University's workforce, like that of many other institutions in the higher education sector, is characterised by both vertical and horizontal segregation by gender. Other than the Senior Management Group, women staff are not proportionally represented at senior levels. For example, in the Division of Health Sciences 62 percent of the academics are women whereas 47 percent of academics at level D are women. Despite this continuing discrepancy, the numbers in this Division are a considerable improvement from the figure of 28 percent of women at level D in 2005.

Women in non-traditional areas

There remains the ongoing issue of low numbers of women in non-traditional areas such as the Division of Information Technology, Engineering and the Environment, the Portfolio: Research and Innovation, and the Portfolio: Finance and Resources. The recruitment of a female Pro Vice Chancellor: Research and Innovation is pleasing and the significant increase in the numbers of female staff in this portfolio from 19 percent in 2005 to 30 percent by 31 March 2007 is an indication of the work that has gone into this area. Finance and Resources has also had noteworthy gains with an increase in female staff from 37 percent in 2005 up to 43 percent by 31 March 2007.

Female academics who hold doctoral degrees

A central issue for the University has been the number of female academics who hold doctoral degrees and it is pleasing to note that there have been vital gains in this area. The numbers of female academic staff members in the University with doctoral degrees, by 31 March 2007, has increased to 43 percent. This is an increase of 7 percent from the previous report.

<i>At 31 March 2006 the percentage of women across the Divisions and Portfolios were:</i>	<i>By 31 March 2007 the percentage of women across the Divisions and Portfolios were:</i>
Division of Health Sciences <ul style="list-style-type: none">• 63 percent of academic staff• 72 percent of professional staff	Division of Health Sciences <ul style="list-style-type: none">• 62 percent of academic staff• 72 percent of professional staff
Division of Education, Arts and Social Sciences <ul style="list-style-type: none">• 58 percent of academic staff• 77 percent of professional staff	Division of Education, Arts and Social Sciences <ul style="list-style-type: none">• 59 percent of academic staff• 75 percent of professional staff
Division of Business <ul style="list-style-type: none">• 35 percent of academic staff• 83 percent of professional staff	Division of Business <ul style="list-style-type: none">• 38 percent of academic staff• 85 percent of professional staff
Division of Information Technology, Engineering and the Environment <ul style="list-style-type: none">• 22 percent of academic staff• 62 percent of professional staff	Division of Information Technology, Engineering and the Environment <ul style="list-style-type: none">• 21 percent of academic staff• 59 percent of professional staff
Portfolio: Academic <ul style="list-style-type: none">• 75 percent of academic staff• 73 percent of professional staff	Portfolio: Academic <ul style="list-style-type: none">• 69 percent of academic staff• 74 percent of professional staff
Portfolio: Research and Innovation <ul style="list-style-type: none">• 26 percent of academic staff• 55 percent of professional staff	Portfolio: Research and Innovation <ul style="list-style-type: none">• 30 percent of academic staff• 55 percent of professional staff
Portfolio: Organisational Strategy and Change <ul style="list-style-type: none">• 68 percent of academic staff• 53 percent of professional staff	Portfolio: Organisational Strategy and Change <ul style="list-style-type: none">• 77 percent of academic staff• 50 percent of professional staff
Portfolio: Finance and Resources <ul style="list-style-type: none">• 41 percent of staff	Portfolio: Finance and Resources <ul style="list-style-type: none">• 43 percent of staff
Portfolio: International and Development <ul style="list-style-type: none">• 79 percent of staff	Portfolio: International and Development <ul style="list-style-type: none">• 80 percent of staff

5. CONDITIONS OF SERVICE: ISSUES FOR WOMEN

The University of South Australia's commitment to work/life balance is supported by provisions in the collective agreements and associated policies. This commitment was recognised when the University won the Diversity@work Employment and Inclusion Award, for Work/Life Balance (large organisation) in 2006, and the 2005 Inaugural Gold Award as public sector Employer of the Year at the Australian Chamber of Commerce and Industry and Business Council of Australia National Work and Family Awards.

Work/life balance

The University is committed to ensuring that staff, regardless of their gender, feel comfortable in accessing the range of family friendly provisions offered by UniSA to improve their work/life balance. Of particular importance is support for senior staff in recognition of the expectations placed on them.

The success of this commitment is reflected by the Head of School for International Studies promoting her own work/life initiatives to ensure she spends time with her family and by the Executive Director: Finance and Resources talking about his parental leave at the launch of the 2007 ACCI/BCA National Work and Family Awards. Other examples are managers taking leave to care for grandchildren during school holiday periods.

Family friendly provisions

The agreements and policies demonstrate outstanding family friendly provisions in the following:

- Flexible work arrangements – compressed hours, time off in lieu, fractional appointments
- Extra Recreation Leave – option for an extra 4 days paid leave in lieu of leave loading
- Family responsibility leave – carer, bereavement, special circumstances
- Access to sick leave for family responsibilities
- Paid maternity/adoption leave
- Unpaid maternity/adoption leave
- Pre natal Leave
- Post natal arrangements – purpose built facility and paid leave breaks for lactation purposes
- Phased In Return to Work from maternity, adoption or child rearing leave on a full time salary
- Partner leave
- Foster parent leave
- Child rearing leave
- Special leave with pay – i.e. urgent pressing necessity, moving house
- Cultural leave
- Salary sacrifice provisions
- Employee Assistance Program
- Equal opportunity policies.

At 31 March 2006:

- 29 women accessed formal flexible work arrangements (88 percent of total staff who accessed a formal arrangement)

By 31 March 2007:

- 35 women accessed formal flexible work arrangements (92 percent of total staff who accessed a formal arrangement)
-

6. ARRANGEMENTS FOR DEALING WITH SEX-BASED HARASSMENT: ISSUES FOR WOMEN

The University has in place comprehensive equal opportunity and sexual harassment policies and grievance procedures. These policies and procedures apply to all staff, students and contractors and can be viewed at http://www.unisa.edu.au/hrm/policies/pol_alpha.htm .

The results of the 2005 Staff Attitude Survey indicate that staff consider that the University is performing well in the provision of a safe and harassment-free working environment. This has been a consistent response across the last three surveys.

To maintain the strong cultural acceptance and adherence to policies in this area the University continues to focus on this matter to sustain best practice and to ensure that if complaints are made they are dealt with in a timely, effective and appropriate manner.

The University ensures that staff across the organisation are educated in their rights and responsibilities and that they recognise the importance placed by senior management on this area.

Staff are educated in a range of ways including:

- an annual all-staff email
- information being incorporated in induction
- information being clearly and easily available on the UniSA web
- an equity and diversity road show being presented across the organisation in 2006 reaching over 500 UniSA staff.

At 31 March 2006:

- *There were no cases or pending cases in external courts or tribunals in relation to sex-based harassment*

By 31 March 2007:

- *There were no cases or pending cases in external courts or tribunals in relation to sex-based harassment*
-

7. ARRANGEMENTS FOR DEALING WITH PREGNANCY, POTENTIALLY PREGNANT EMPLOYEES AND EMPLOYEES WHO ARE BREASTFEEDING: ISSUES FOR WOMEN

The University of South Australia's industrial instruments and policies describe the various options to assist employees with family responsibilities to meet their needs and participate in the University workforce.

The University also provides comprehensive parental leave conditions, including:

- paid pre-natal leave to enable pregnant women to attend medical appointments
- up to 28 weeks paid maternity leave
- generous phased in return to work provisions whereby women returning from maternity/adoption/child rearing leave can work part-time (0.6) and be paid a full time salary for an eight week period
- paid lactation breaks for staff who are breastfeeding.

These provisions support pregnant women's choices to remain at work until a date of their choosing prior to commencing maternity leave and assure them that they will not be treated less favourably as a result of being pregnant or breastfeeding. The success of the University as a family friendly and supportive organisation can be seen in the recent increase in the numbers of staff taking maternity leave from 39 women in 2005 to 74 women in 2007.

In 2006 the University received accreditation as a breastfeeding friendly workplace from the Australian Breastfeeding Association in recognition of the significant support available to staff.

The University has multi access suites available to female and male members of the University community. These suites provide a dignified, private and appropriate space that supports the needs of parents and breastfeeding mothers.

The University's Equal Opportunity Policy reflects state and federal legislation by prohibiting discrimination on the basis of pregnancy or potential pregnancy.

Generous provisions mean that no significant issues have been identified. However, the University is aware of the importance of ensuring that female staff are kept informed and in contact with their work area while they are away on extended maternity leave.

At 31 March 2006:

- *68 women took maternity leave*
- *63 of the women remain employed by the University*
- *Retention rate of 93%*

By 31 March 2007:

- *74 women took maternity leave*
 - *69 of the women remain employed by the University*
 - *Retention rate of 93%*
-

Prioritising the Issues

*From your analysis in Step 2 above, list your **PRIORITY ISSUES** to be actioned during the reporting period.*

The following four areas have been identified as priorities.

Priorities one and two were reported upon in last year's report and are acknowledged as still being important for UniSA.

Priorities three and four are new issues for 2006/2007.

1. Number of women in senior academic roles

It has been a significant achievement for the University to maintain a 50 percent composition of women on the Senior Management Group. A challenge remains in supporting women to apply for academic promotion and in attracting and retaining women to senior academic positions at Level D and E and in the role of Head of School and research leadership positions. A further challenge for the University is the number of women in non-traditional discipline areas. The development of leadership capabilities in female staff aspiring to become leaders is an important consideration as the University enters a period of increased retirements from the academic workforce. Among key actions to support this are major programs focussing on assisting women with promotion and career and leadership development more broadly.

2. Numbers of women with doctoral degrees

Of those academic staff with a doctoral qualification at UniSA, 43 percent are women, which is an increase of 7 percent from the previous year. As a doctoral degree is normally required for academic promotion beyond Level B, the number of women with doctoral degrees continues to be an important consideration for the University. The University is pleased with the progress that has been made in this area; however, it will remain as a key issue for the next twelve to twenty-four months to ensure that the achievement is sustained.

3. Negotiation skills

Twelve months on from the implementation of the Higher Education Workplace Reforms and WorkChoices it has been identified that, when compared with their male counterparts, women do not negotiate as strongly when bargaining for employment conditions, including salary. This has the potential to widen the salary gap between women and men, particularly at the senior levels. To address this in a proactive manner, development opportunities in the area of developing negotiation skills will be offered for female staff.

4. Change of Vice Chancellor

In May 2007, the University experienced a change of leadership from Professor Denise Bradley AO to Professor Peter Høj. As this report has noted, Professor Denise Bradley AO provided strong leadership and a role model for women. Professor Høj has already signalled his substantial commitment to fostering the University's mission of promoting excellence and equity. A priority will be for the Human Resources Unit to work closely with the new Vice Chancellor and Senior Management Group to build on the organisation's success in fostering gender equity and to develop new initiatives that continue to position UniSA as an employer of choice for women.

Actions Taken

List the **ACTIONS TAKEN** during the reporting period to address the priority issues identified in Step 3 above.

UniSA is strongly committed to strengthening the numbers and roles of women in senior academic and management positions within the University. The institution tracks this through the use of two institutional corporate performance indicators that are reported annually to the governing Council.

In order to continue to improve performance, an integrated HR strategy was developed with a number of elements including:

- Moving from having a stand-alone 'Equal Opportunity for Women in the Workplace' plan to embedding these important strategies into the Human Resources plan.
- A focus on training and support for senior academic women who are seeking promotions, in particular from Level C to D.
- Scholarships for women staff in non-traditional areas of employment to assist with PhD completion.
- A refocused Women and Leadership development program which is becoming more strongly aligned to intervention strategies to develop new academic women leaders.
- A people management strategy, outlined in the institution's Strategic Plan, aimed at providing a more flexible, family friendly working environment.
- The instigation of a more targeted performance management system incorporating the professional needs of academics in line with the University's priorities.

By aligning UniSA's human resource and business strategies, equal employment opportunity for women remains an essential part of Human Resource and business strategies.

- Performance management implementation
Performance management continues to be effectively implemented across the organisation with a specific focus on the beneficial nature of the staff development component of the process and ensuring that it is effectively tailored to the needs of academic women.
- Academic promotions workshop
A workshop on academic promotion was specifically conducted for women on applying for promotion. Senior women who have been successful in the promotion process acted as role models and coaches by presenting part of the session.
- Women and Leadership Academic Career Progression Program
In response to the continued under representation of women at senior levels within the higher education sector an academic career progression program is being piloted from the beginning of 2007 for women at Level C to increase their readiness to apply for promotion to Level D.
- Women and Leadership Program (WAL)
The WAL program is offered to all academic and professional women staff and continues to be well subscribed. It comprises workshops and seminars of relevance to women.
 - In 2004, the program commenced the Certificate IV in Business (Frontline Management), delivered by the Australian Institute of Management. The cohort graduated in 2006.
 - A Leading Ideas seminar *Why don't nice girls get the corner office?* was attended by 280 female staff. The speakers included the Vice Chancellor, Pro Vice Chancellor: Organisational Strategy and Change, Executive Director: International and Development and the Director: Human Resources, all women.
 - 60 UniSA women celebrated International Women's Day at a major event hosted by UniFEM.

- Australian Technology Network Women's Executive Development Program (ATN WEXDEV)
The University continues to implement and support ATN WEXDEV events including:
 - A major international conference “Change in Climate? Prospects for gender equity in universities” was co-sponsored by the ATN WEXDEV and UniSA. The conference took place in Adelaide in April 2006 and was attended by 140 delegates from 18 countries.
 - 100 people attended the annual Clare Burton Memorial Lecture, hosted by UniSA in November 2006. Professor Barbara Pocock, Director of the UniSA Centre for Work and Life delivered the lecture.
 - A leadership capabilities workshop is held annually with two women from each ATN University nominated to attend.
 - The Vice Chancellor, Professor Denise Bradley AO was chair of the ATN.
 - Professor Hilary Winchester, Pro Vice Chancellor: Organisational Strategy and Change was a Co-Convenor of the AVCC Colloquium of Senior Women and Chair of the WEXDEV Committee in 2006.

- The Vice Chancellor's leadership
The Vice Chancellor, Professor Denise Bradley AO, was a highly visible champion of women's issues both internally and externally and provided an excellent role model for the staff of the University. During the reporting period, some of the leadership she provided included:
 - ATN WEXDEV Leadership Capability Workshop, talk: 'Personal Reflections on Leadership'
 - The Governor's Leadership Foundation Lunch, keynote speech: 'Advancing South Australia: Leadership and Citizenship'
 - Australian Financial Review Higher Education Summit: Key Round Table Discussion on the future of the Australian Vice-Chancellors' Committee
 - Economic Development Board presentation
 - International Presidents Alumni Dinner
 - UNSW Women in Leadership Dinner, after dinner speech: 'Personal Journey to Leadership'
 - South Korean Universities, ICU Conference, Key Note Speaker
 - VC World Conference in Malaysia, Keynote speech: 'Internationalisation'
 - Member, Board of Directors, Australian-American Fulbright Commission (2004-present)
 - President and Chair, IDP Education Pty Ltd (2005-present)
 - Director, Open Universities Australia (1997-2007)
 - Executive Member, International Association of University Presidents (2005-2007)
 - Member, State Council of CEDA (2005-2007)
 - Business Ambassador for South Australia (1999-2007)
 - Corporate planning group, heads of schools, and the managers and directors of units retreats
 - Corporate inductions
 - Staff development, and women and leadership program seminars
 - Indigenous Alumni welcome
 - 10 and 25 year staff service awards
 - Vice Chancellor's Awards for Professional Staff Excellence
 - Vice Chancellor's Awards for Innovation
 - Celebrating as a major achievement UniSA being named 'employer of choice for women' since 2003 in the Annual Report.

- Higher degrees for women
Hheads of School are encouraged to support women aiming to undertake study for a higher degree to take part in the professional experience program.
 - Professional Experience Leave provides for a period of professional development to the mutual benefit of an academic staff member and the University.
 - In 2000 the Division of Information Technology, Engineering and the Environment began providing an annual scholarship to allow a female academic to complete her doctoral studies. This Division is still considered to be a non-traditional employment area for women and the scholarship provides funding to enable women to 'buy out' their teaching time for a period of six months as a way of encouraging women to advance their academic qualifications and careers. Seven scholarships have been awarded to date.
- Training for selection committees
The training offered to chairs and members of selection committees includes information on the *Recruitment and Selection Policy* and on issues related to equity.
- Employee Assistance Program review
The program is reviewed annually to ensure that it still provides an effective mechanism to support staff. This is of particular importance for female staff as statistics demonstrate that in the 2006/2007 reporting period 75 percent of the main users of this vital service were women.
- Multi-access suites
The suites ensure that staff and students with specific needs, such as mothers who need to breastfeed or express milk or people with disabilities who need to conduct disability-related activities, have a dignified, appropriate, and private environment in which to do so. The rooms were opened in mid-2006 with 85 registered patrons utilising the service.
- Work-Life Balance
In 2006, the University won the Diversity@work Employment and Inclusion Award, for Work/Life Balance (large organisation).
- Breastfeeding Accreditation
In 2006, the University was awarded accreditation as a breastfeeding friendly workplace by the Australian Breastfeeding Association in recognition of the significant support provided to staff.
- Equity and Diversity Road shows
An equity and diversity road show was presented across the organisation in 2006 reaching over 500 UniSA staff.

Evaluation of Actions Taken

If you want your evaluation to remain confidential, place an 'X' in the box to the right otherwise this section will be published on the website with the rest of your report.

*During the reporting period, **HOW EFFECTIVE WERE THE ACTIONS TAKEN** to address issues for women in your workplace? That is, what worked, and what didn't?*

Breaking down the long-term barriers to women's full participation in university life is ongoing. However, it is clear that there have been significant achievements for women at UniSA since the University's inception. Strong policies, the full commitment of senior staff and effective professional development are the pivotal areas. As a consequence the University was the inaugural Gold Award winner as Employer of the Year at the Australian Chamber of Commerce and Industry and Business Council of Australia National Work and Family Awards in 2005 and the winner of the Diversity@work Employment and Inclusion Award, for Work/Life Balance (large organisation) in 2006.

Since 1992, the percentage of women at UniSA has increased from 48 percent to 58 percent in 2007. The percentage of women at senior levels (Levels D and E and Level 10 and above) has increased significantly during this time from 17 percent in 1992 to 29 percent in 2007.

The workforce profile demonstrates an important increase in the number of women at the most senior levels (Vice Chancellor, Pro Vice Chancellor, and Executive Director). In 2003, only two out of a possible ten senior positions were filled by women. At the conclusion of the reporting period, five women were at the most senior executive level within the University. This figure has remained constant for the past two years.

Across the University, the numbers of women as a percentage of all staff have remained stable over the past few years at 58 percent. The percentage of academic women staff at Level D and above has remained relatively stable at around 27 percent. The percentage of female professional staff at Level 10 and above is also reasonably stable at 41 percent. The University, like other organisations, is involved in a 'war for talent' and the retention of staff is a gauge of how well UniSA is doing.

At the Division and Portfolio level, female staff numbers have remained relatively consistent since 2004. In the Division of Information Technology, Engineering, and the Environment, which has a history of significant under-representation of women, the percentage of women has remained the same since 2005 at 34 percent. UniSA recognises that more needs to be done in these non-traditional disciplines to attract women but is mindful of the current labour shortage, particularly in the specialty areas included in this Division.

The academic promotion statistics show that the percentage of women achieving promotion by the end of 2006 was 52 percent, which slightly outweighed that of men and was a significant improvement on the 2005 figure of 35 percent of total academic promotions. In its 2004 report, AUQA commended UniSA for the training of promotion committee members.

There has been a significant increase for the third year in a row of academic women staff with doctoral degrees, from 166 in 2005 to 245 in 2007. As at 31 March 2007, 43 percent of staff with doctorates are women. The increase in women academics holding doctoral degrees should continue to influence the numbers of women gaining promotion beyond Levels A and B.

The improvements in the 2006/2007 reporting period in the numbers of female academics gaining academic promotion and numbers of female academics with doctoral degrees demonstrates the significant work that has gone into these two key areas.

Future Actions

To further achieve equal opportunity for women in your workplace, describe the actions you are planning for the next reporting period.

- Human Resources will work closely with the new Vice Chancellor and Senior Management Group to build on the organisation's success in fostering gender equity and to develop new initiatives that continue to position UniSA as an employer of choice for women.
- Continue to implement strategies taken from the analysis of the 2005 Staff Attitude Survey and prepare for the 2008 survey.
- Consider *The Second AVCC Action Plan for Women Employed in Australian Universities 2006 – 2010* and implement appropriate strategies.
- Target women for recruitment into senior roles with a particular emphasis on research and non-traditional areas for women.
- Review staff development and recruitment and selection policies and guidelines.
- The Director: Human Resources will chair a national two day conference: '2nd Annual Flexible Workforce Management Conference'. This will provide UniSA with the opportunity to highlight its working conditions for female staff and to gather information for further strategic consideration.
- Support the Division of Information Technology, Engineering and the Environment to continue to offer scholarships to assist women in professional isolation to complete their doctoral degree.
- Ensure that consideration of issues with specific relevance for women are included in the development of the employment value proposition resource.
- Promote the multi-access suites. These rooms provide a dedicated space for staff and students with specific needs, for example mothers who are breastfeeding.
- Offer development workshops for female staff to enhance their negotiation skills.
- Develop a quick guide resource for staff and managers on matters pertaining to the life cycle of maternity and adoption leave.
- Ensure that all equity contacts are retrained in 2007 to maintain the quality of their advice.
- The Women and Leadership Program will focus on academic and professional women at middle management levels, including an academic career progression program for academic women at Level C and career planning for professional women staff at Level 8 and above.
- The Women and Leadership Program Steering Group will be refocussed and expanded to address gender equity for staff more broadly within the University to increase the retention and participation rate of women at higher levels within the organisation.
- Maintain support of the ATN Women's Executive Development (ATN WEXDEV) activities.
- Continue to offer academic promotion workshops for women targeted at specific academic levels with academic women presenters as role models for those applying for promotion.
- Facilitate ongoing equity training for panels and chairs of selection committees and academic promotion panels.
- Implement strategies to address findings taken from exit interviews.

Workforce Profile 31 March 2007

Occupational Classification	Continuing				Fixed-term				Totals		
	Fulltime		Fractional		Fulltime		Fractional		Total		Grand Total
	F	M	F	M	F	M	F	M	F	M	
Vice Chancellor					1				1		1
Pro Vice Chancellor		2			3	2			3	4	7
Executive Directors					1	1			1	1	2
Academic Staff (T&R) Level E	20	49	2	4	3	21		4	25	78	103
Academic Staff (T&R) Level D	22	50	1	2		5	2	3	25	60	85
Academic Staff (T&R) Level C	110	138	8	4	6	9			124	151	275
Academic Staff (T&R) Level B	108	78	25	11	17	21	8	3	158	113	271
Academic Staff (T&R) Level A	34	18	8	2	20	13	8	2	70	35	105
Academic Staff (Research) Level E	1	3				3		1	1	7	8
Academic Staff (Research) Level D	2	6	1		1	4			4	10	14
Academic Staff (Research) Level C	5	2	1		3	16	2	3	11	21	32
Academic Staff (Research) Level B	1	1			18	33	6	6	25	40	65
Academic Staff (Research) Level A	1	1	1		36	34	27	10	65	45	110
Professional Senior Executives (Level 10 and above)	8	6	1		5	16	1		15	22	37
Professional Staff HE09	22	24	2	1	1	7		1	25	33	58
Professional Staff HE08	43	50	8		6	5	5	1	62	56	118
Professional Staff HE07	77	56	19		11	16	7	2	114	74	188
Professional Staff HE06	90	66	19	2	17	11	7	2	133	81	214
Professional Staff HE05	126	42	18	4	17	13	8	1	169	60	229
Professional Staff HE04	134	44	62	3	41	18	19	2	256	67	323
Professional Staff HE03	56	41	35	1	12	4	7	2	110	48	158
Professional Staff HE02	1		5		3				9		9
Trainee					4	3			4	3	7
Grand Total	861	677	216	34	226	255	107	43	1410	1009	2419

T&R denotes Teaching and Research