



# Public Report Form

(Workplace program reports are due between 1 April and 31 July annually)

<p><b>General Information</b></p>	<p><b>EOWA compliance reports document the results of an active workplace program designed to eliminate barriers for women in Australian workplaces.</b></p> <p>The Public Report Form is a suggested format for writing your program report. Program reports can be submitted in a different format so long as the same information is included.</p> <p><b>When writing your EOWA Report:</b></p> <ul style="list-style-type: none"><li>• To be compliant with the Equal Opportunity for Women in the Workplace Act 1999, information needs to be provided under EACH of the six steps listed in the Public Report Form.</li><li>• Hyperlinks to documents/tools that provide further information specific to that particular part of the program/report are included to the right of each Step's header.</li><li>• Summarise your information – bullet points are acceptable.</li><li>• Confirm your details by completing <b>ALL</b> fields of the Organisational Details Cover Sheet included. This will not form part of your public report.</li><li>• For further assistance, refer to <a href="#">The Quick Guide To Reporting</a> or call one of EOWA's Client Consultants on (02) 9448 8500.</li></ul> <p><b>Please keep in mind the following:</b></p> <ul style="list-style-type: none"><li>• It is <b>not</b> necessary to provide us with written organisational policies.</li><li>• In accordance with the Privacy Act 1988, individuals must not be named in your Public Report as it is a public document and will be published on EOWA's website.</li><li>• Reports are accepted by EOWA as a true and accurate record and as <b>HAVING BEEN APPROVED BY THE CEO/MANAGING DIRECTOR</b>. The CEO's electronic signature is NOT required.</li></ul>
<p><b>Submitting Your Report</b></p>	<ul style="list-style-type: none"><li>• Please <b>EMAIL</b> your report in <b>Word</b> or <b>RTF</b> format to <a href="mailto:reportforms@eowa.gov.au">reportforms@eowa.gov.au</a>.</li><li>• Note that reports lodged via email will receive automatic electronic acknowledgement. If you do not receive this automatic reply, contact EOWA on (02) 9448 8500.</li><li>• For those employers <b>without access to email</b>, post your report to: The Equal Opportunity for Women in the Workplace Agency, PO Box 712, NORTH SYDNEY NSW 2059.</li></ul>

# Organisational Details Cover Sheet

To be completed and attached to EACH REPORT and APPLICATION

(This information is confidential and will be removed from any Public Report)

1. ORGANISATION'S DETAILS						
Legal name of your organisation:		The University of Adelaide				
Trading name (if applicable):		The University of Adelaide				
Total No. of employees:		3650	ABN:	61 249 878 937		
ASX Codes for Orgs listed on Aust Stock Exchange		8431 Higher Education				
ANZSIC Code AND Industry Description (refer <a href="http://www.abs.gov.au">www.abs.gov.au</a> ):						
Postal address:	The University of Adelaide North Terrace, Adelaide		State:	SA	Postcode:	5005
	Switchboard No:	08 8303 4455	Facsimile No:	8303 4354		
Physical address:	North Terrace, Adelaide		State:	SA	Postcode:	5005
2. CONFIRM YOUR ORGANISATION'S HIERARCHY DETAILS BY COMPLETING BELOW						
Name of the ultimate AUSTRALIAN Parent Company for your organisation/s?:						
List ALL organisations covered in this Report: (if too many to list here, please attach a separate document):						
Have there been changes to ANY of your organisations since your last report? (If yes, detail below):		YES		NO		
Reason For Change	Previous Org Name	New (Current) Org Name				
a) Change of Name:						
b) Sold:	Org Name	Name & Contact Details of New Owner				
c) Ceased Trading:	Org Name					
3. CONTACT INFORMATION						
	CEO Details		Report Contact Details			
Title (eg Ms, Mr, Dr etc):	Professor		Ms			
Family Name:	McWha		Atkinson-Barrett			
First Name:	James		Leanne			
Job Title:	Vice Chancellor & President		Workforce Strategy Consultant (Equity and Diversity)			
Telephone:	08 8303 5201		08 8303 8150			
Facsimile:	08 8303 4354		08 8303 4353			
E-mail Address (or PA for CEO):	James.mcwha@adelaide.edu.au		Leanne.atkinson-barrett@adelaide.edu.au			
Postal Address (if different to above):						

EOWA may send your company non-reporting related material from other organisations for the sole purpose of notifying you of relevant equal opportunity information such as lectures, events, programs or publications. If you DO NOT want EOWA to send your Report Contact or CEO this information please advise EOWA by email at [eowa@eowa.gov.au](mailto:eowa@eowa.gov.au) or by phone on (02) 9448 8500.

## Step 1: WORKPLACE PROFILE: University of Adelaide @ 31 March 2010

Salary Data as at 31 March 2010																
	Regular				Contract				TOTAL			Gender %		Average Salary		
	Full time		Part time		Full time		Part time		F	M	Total	F	M	Female Annualised	Male Annualised	
	F	M	F	M	F	M	F	M								
Senior Management	0	0	0	0	8	26	0	0	8	26	34	24%	76%	\$160,065	\$185,885	
<b>Academic Staff</b>																
Level E	18	90	2	7	4	46	5	15	29	158	187	16%	84%	\$150,944	\$150,542	
Level D	25	91	0	3	15	34	0	8	40	136	176	23%	77%	\$110,634	\$122,894	
Level C	60	124	14	7	25	49	20	26	119	206	325	37%	63%	\$107,160	\$103,272	
Level B	60	73	15	7	53	101	53	40	181	221	402	45%	55%	\$80,837	\$81,645	
Level A	7	14	3	1	79	104	60	36	149	155	304	49%	51%	\$65,135	\$64,036	
<b>Academic Casual</b>	<b>Session Rate</b>		<b>Weekly Rate*</b>													
<b>Gender</b>	<b>F</b>	<b>M</b>	<b>F</b>	<b>M</b>												
Mean	\$60	\$59	\$605	\$594						93	125	218	43%	57%	\$31,444	\$30,893
Median	\$68	\$68	\$684	\$684						93	125	218	43%	57%	\$35,547	\$35,547
Mode	\$98	\$34	\$981	\$342						93	125	218	43%	57%	\$51,028	\$17,774
<b>Professional Staff</b>																
Level 10+	15	19	0	0	9	25	0	2	24	46	70	34%	66%	\$112,456	\$125,988	
Level 9	27	31	2	1	8	13	2	3	39	48	87	45%	55%	\$87,384	\$89,112	
Level 8	36	53	14	4	16	38	12	3	78	98	176	44%	56%	\$74,624	\$76,643	
Level 7	74	58	14	1	42	36	33	7	163	102	265	62%	38%	\$65,690	\$66,735	
Level 6	72	45	21	3	95	45	56	18	244	111	355	69%	31%	\$57,878	\$58,690	
Level 5	96	47	38	3	58	46	44	7	236	103	339	70%	30%	\$52,271	\$53,692	
Level 4	95	17	47	1	74	26	47	6	263	50	313	84%	16%	\$46,944	\$49,552	
Level 2/3 security	2	9	0	0	0	0	0	0	2	9	11	18%	82%	\$55,726	\$56,906	
Level 2/3	48	10	32	2	40	10	29	9	149	31	180	83%	17%	\$41,073	\$44,070	

Professional Casual	Hourly rate		Weekly Rate"									
	F	M	F	M								
Mean	\$33	\$34	\$1,227	\$1,241	132	76	208	63%	37%	\$63,827	\$64,515	
Median	\$30	\$30	\$1,099	\$1,090	132	76	208	63%	37%	\$57,158	\$56,661	
Mode	\$26	\$26	\$956	\$956	132	76	208	63%	37%	\$49,705	\$49,705	
<b>TOTAL</b>					<b>1949</b>	<b>1700</b>	<b>3650</b>	<b>53%</b>	<b>47%</b>			

\* Based on the delivery of 10 sessions per week on average

" Based on a 36.75hr week

#### Casual staff calculations

The rates paid to casual staff in the University of Adelaide varies significantly, for this reason and to provide meaningful data in relation to the payment of salaries, the annualised salary for Academic and Professional casuals staff has been broken up by gender and calculated based on the mean, median and mode session/hourly rate. The mean, median and modal session/hourly rate has been calculated based on the total number of payments used to inform the QUT Benchmarking and Reporting cycle.

The weekly rate for academic staff has been calculated based on the assumption that 10 sessions is the equivalent full time academic load incorporating; research, teaching, preparation, administration, supervision etc. The weekly rate for professional casual staff has been calculated by multiplying the relevant hourly rate by 36.75hrs, the equivalent number of hours worked by a full time employee. The annualised weekly rate for academic and professional casuals has then been multiplied by 52 weeks to obtain the academic/professional casual staff annualised yearly income.

The session payment range for calculating casual staff x gender is as follows:

- Academic casuals (per session)
  - Female = \$22.37 to \$248.33
  - N = 13646
  - Male = \$22.37 to \$1000.00
  - N = 15813
- Professional casuals (per hour)
  - Female = \$15.00 to \$523.60
  - N = 11730
  - Male = \$15.00 to \$1500.00
  - N = 6849

Analysis of the casual data for both academic and professional staff indicates that there is little difference in the pay equity statistics for each gender. The only exception to this being payment to academic casual staff where the modal session rate is used to calculate the average salary. In this particular instance issue of pay equity relates to casual male academics.

## STEP 2: ANALYSIS

Using as much space as required, describe the analysis you undertook during the reporting year to identify equal opportunity issues for women. **You MUST provide information on the following areas:**

- a. How did you **CONSULT** with staff to identify issues for women in your workplace across the seven employment matters listed below (eg conducted surveys, focus groups, EO committee etc)?

The following consultation processes were conducted:-

- Review of the University of Adelaide 2010 Voice Staff Climate Survey (Voice Survey) results.
- Review of issues identified through the Gender, Equity and Diversity (GED) Committee. This is an advisory committee to the Vice-Chancellor's Committee (VCC), and is chaired by the Pro-Vice Chancellor (Learning and Quality).
- Consultation with various stakeholders including:
  - Executive Deans;
  - Divisional Heads;
  - The Women's Professional Development Network (WPDN); and
  - Faculty and Divisional representatives.

- b. What other **means of analysis** did you use to identify issues for women (eg workplace profile, HR statistics re turnover trends, etc)?

This section of the report requires the University to detail the methods of analysis used to inform the issues against the seven employment matters:

- A systematic review of data and information related to: (1) 2010 Voice Staff Climate Survey (2) consultations (3) workplace profile reports; and (4) benchmarking against other Group of Eight Universities (GO8) through the Universities' HR Benchmarking Program 2010.
- A comparison of workplace profile trend data as at 30 September 2008 and 31 March 2010.

- c. Under the seven Employment matters below:
- i) From the analysis and consultation outlined above, summarise the policies and business practices your organisation has in place for all staff and for women that are either aimed at or have resulted in contributing to equal opportunity
- and
- ii) Document what were the **ISSUES YOU IDENTIFIED FOR WOMEN** in your workplace during the reporting period (if no issues were identified, you will need to demonstrate through your analysis how you arrived at that conclusion)

## Employment Matter 1: Recruitment & Selection

The University of Adelaide Strategic Plan 2008-2012 demonstrates the University's commitment to ensuring equitable recruitment and selection processes are in place through the Recruitment Excellence Strategy (RES). The goal of the RES is to streamline and ensure a robust recruitment and selection process resulting in the recruitment of staff with the core capabilities and expertise required to meet its strategic objectives.

The University of Adelaide has in place a number of policies and procedures to support the recruitment and selection of staff across all areas of the University. All University policies and procedures are available through the University of Adelaide Internet site.

The recruitment and selection suite of policies are currently under review as part of an overall policy review framework due for completion in late 2010. Central to this review process are the principles of equity, diversity and social justice.

A formal induction session has been earmarked to commence in 2010/2011 to complement the existing online and workplace induction processes, providing new starters with the opportunity to meet and greet Senior Management. The sessions will also provide an opportunity for staff to hear from Senior Management in person the University's position on matters such as discrimination and harassment.

A number of issues relating to recruitment and selection were identified following an analysis of the data:

1. The University of Adelaide continues to generate the highest amount of female and male applicant interest in overall vacant positions across the Go8. This is particularly the case in relation to female interest in professional staff positions. However whilst applicant interest in academic positions is highest across the Go8 for males, female applicant interest is at the 50<sup>th</sup> percentile. Applicant interest and female participation at Academic Level D are the lowest across the Go8 Universities requiring monitoring and further investigation as to possible causes
2. The University is the leading employer in the GO8 of professional women at Higher Education Officer (HEO) levels 1-5. In profiling the employment classifications it is apparent that women dominate lower paid positions rather than being evenly distributed across all classification levels.
3. According to the GO8 benchmarking data, the University has the lowest turnover rate of positions within the GO8; when vacancies arise they are more likely to be filled externally rather than internally and the more senior positions tend to be filled by males. Although there has been a slight improvement in the percentage of internal applicants appointed to professional positions the percentage of female academics appointed internally is the lowest in the Go8, suggesting that there continues to be less opportunity for existing women to progress within the University.

## **Employment Matter 2: Promotion, Transfer & Termination**

The University of Adelaide is currently reviewing all of its HR policies and procedures to consolidate and reduce the number of reference points for staff. The University's promotion, and transfer policies and procedures are currently under review.

### ***Promotion***

The University conducts a formal academic promotions process annually. All academic staff and title holders are welcome to apply for promotion and participate in the process. The University does not have quotas relating to the number of promotion applications approved and conversely does not cap the number of promotion applications that can be approved. The University of Adelaide is committed to the integrity of the academic promotions process promoting staff with consistent performance at the applicable academic classification level. Training for promotions committee members is also conducted annually with a heavy focus on consideration and issues relating to equity and diversity in the academic promotions process.

To inform and support academic staff in preparation for the annual promotions process promotions seminars for both female and male academic staff are also held annually. Two separate seminars are conducted, the first for those seeking promotion to academic levels B and C and the other for those seeking promotion to academic levels D and E.

In 2009, the number of applications for promotions received from women increased by almost 50% from 14 to 25. The success rate for promotion of female and male academics in 2009 was 64% and 63% respectively. However, in 2009 female academics accounted for only 30% of the overall successful applications for academic promotion due to the lower overall application rate of female academics (n= 25 female and n= 57 male).

As has been highlighted previously this is part of a greater phenomena which sees female staff as generally less likely than their male colleagues to apply for promotion.

### ***Transfer***

The *Staff Development, Secondment and Exchange Policy and Guidelines* (currently under review) provide the opportunity for staff in continuing positions to transfer and move to other positions in the University. Through this policy the university acknowledges the value of broader exposure to research, academic and developmental experience for staff.

### ***Termination***

The total turnover rate for the University of Adelaide is currently the lowest in the Go8 and has consistently placed in the bottom quartile since 2005. This finding is replicated in the voluntary employee initiated turnover statistics for senior management and professional staff. Consistent low turnover can be associated with issues relating to succession management, innovation and regeneration of the workforce.

The low turnover rate coupled with the findings of the 2010 Voice Survey highlighting innovation and change as one of three key priority areas for improvement, indicate that this is an issue for

further analysis.

The only areas of the University with voluntary employee initiated turnover greater than the 50<sup>th</sup> percentile being in the Academic staff domain. Voluntary employee initiated turnover of female staff at Academic Level E is the highest across the Go8 and more than double the Go8 average. The University's highest median separation rate of 38.01 years possibly the result of resignation/retirement of Academic Level E women a possible explanation for the high turnover at Level E.

### **Employment Matter 3: Training & Development**

The University has a strong commitment to the professional development of all staff. This commitment is demonstrated through a number of policies and guidelines to support and facilitate the development of staff. The Planning, Development and Review Policy (PDR) is the major focus for setting the training and development agenda across the University.

Human Resources and the Centre for Learning and Professional Development provide a range of personal and professional development programs for all staff. Of the 34 programs offered through Human Resources in 2009, female staff represented 57% of the attendees. Of particular note is that women dominated the leadership development programs offered, representing 59% of attendees.

The University provides funding to the Academic Women's Forum (AWF) and the Women's Professional Development Network (WPDN) volunteer groups representing and promoting the interests of academic and professional staff women respectively. The AWF and WPDN provide personal and professional development programs and mentoring opportunities for academic and professional female staff. The AWF and WPDN provide additional personal, professional and leadership development opportunities and practical experience for those staff who volunteer their time and efforts as committee members.

Development opportunities for academic female staff continue to be an issue in the University. Female academic staff identify career development and mentoring as priorities to increase the progression of academic women into the senior ranks of academia and senior management.

### **Employment Matter 4: Work Organisation**

The University of Adelaide provides a range of options for staff wishing to access flexible and part time work arrangements including reduced hours for care of child, pre retirement contracts, flexitime and the opportunity to work from home.

The 2010 Voice Survey show improvements across all work life balance indicators in comparison to the 2006 survey, however, workload management on all indicators continues to be an issue across the University.

### **Employment Matter 5: Conditions of Service**

The University of Adelaide has generous maternity leave policy that provides all staff (excluding casuals) who have had at least 12 months continuing service up to 26 weeks paid leave for the purposes of maternity leave and/ or adoption leave (for children up to 5 years of age).

From the detailed consultation and analysis of the surveys and reports undertaken conditions of service do not appear to be inhibiting the progression of women in the University.

### **Employment Matter 6: Sex-based Harassment**

The University of Adelaide's Fair Treatment policy deals with the issue of sexual harassment and discrimination. The Fair Treatment Policy and Guidelines are currently under review as part of the overall Human Resource Policy Review Framework.

A review of the current case management data indicates that there are no current issues in relation to sex-based harassment in the University. This finding is consistent with the 2010 Voice Survey results indicating that 88% of staff agree or strongly agree with the statement that 'sexual harassment is prevented and discouraged'.

### **Employment Matter 7: Pregnancy, Potential Pregnancy & Breastfeeding**

The University of Adelaide has a suite of generous maternity leave provisions for staff as discussed in response to Employment Matter 5. In addition the University supports staff who wish to continue breastfeeding on their return to work in the form of flexible work arrangements, dedicated breast feeding space, refrigerated storage and access to temporary parking if necessary.

It is the responsibility of the line manager to remain in touch with employees on maternity leave. The University does not have a consistent or formal mechanism in place to stay in touch with female staff on maternity leave and as a result there may be inconsistencies in the information provided to staff on leave resulting in limited access to information about learning and development opportunities (other than those on the HR and CLPD web pages) specific to their workplace, relieving opportunities or short term job vacancies.

From your analysis in Step 2 above, list the **PRIORITY ISSUES** you identified for actioning during the reporting period.

Although there has been progress for the University of Adelaide, against the issues prioritised in the previous report there is still room for improvement for this reason the priorities over the next 12 months will continue to be:

#### **Recruitment and Selection**

- The continuing concentration of women in the professional classification level HEO 1-5.
- Implementing a variety of strategies designed to increase the application for promotion rate of women applying for positions across all academic classification levels although mainly at levels D and E.

#### **Promotions and succession planning**

- Implement strategies and activities to increase the application rate for Academic Promotion by women.
- Review existing promotions policies and processes to ensure that they are current and do not inadvertently discourage female academic staff participation in the process.

#### **Training and Development**

- A Women's Career Development Program designed to address the previously identified needs of female academic and professional staff.

#### **Work Organisation**

- Promotion of Work Life Balance initiatives including flexible work practices across the University.

#### **Pregnancy, potential pregnancy and breastfeeding**

- Investigate strategies to ensure that staff on maternity leave remain in touch with the University and are aware of the learning, development and employment opportunities that are available whilst they are on leave.

STEP 4: ACTIONS TAKEN	<u><a href="#">Developing A Workplace Program - Step 4</a></u>
List the <b>ACTIONS TAKEN</b> during the reporting period to address the priority issues identified in Step 3 above.	
<p>The University is committed to improving outcomes for women. As evidence of this, the following actions and initiatives have occurred during the 2009 and 2010 reporting period resulting in improved outcomes for women in the University:</p> <ol style="list-style-type: none"> <li>i. Implementation of the 2010 Your Voice Survey Project including feedback to Staff, Faculty Heads and the Vice-Chancellors Committee of the survey results demonstrating the ongoing commitment of the University to providing staff with the opportunity to have a say.</li> <li>ii. Ongoing funding to the Women's Professional Development Network (WPDN) and the Academic Women's forum (AWF).</li> <li>iii. Delivery of 12 Planning, Development and Review Sessions for staff and managers with women making up 60% of participants. The success of these programs reinforced through the Voice survey results that indicate 89% of staff understand what is required of them in their job.</li> <li>iv. The ongoing academic workload working party to review the allocation and recognition of the workload across the University.</li> <li>v. The Organisational Development area of Human Resource Branch delivery of programs in response to identified need for staff and in particular women including Building Resilience and Nipping Problems in the Bud.</li> <li>vi. The piloting of an Professional Leaders Program targeted at Senior Management, 30% of participants on this program were female.</li> <li>vii. Funding the WPDN to host professional development workshops, career planning workshops, a series of financial workshops and a formal mentoring program open to both academic and professional staff.</li> <li>viii. The delivery of an academic promotions preparations workshop for women seeking promotion to all academic classification levels conducted by the AWF.</li> <li>ix. Extending the successful Head of Schools program to include Coaching in Challenging situations.</li> <li>x. A number of informal mentoring programs in place across the University.</li> <li>xi. Improving on the information sessions for academic staff as part of the overall academic promotions process. In 2010 for the first time these sessions were podcast providing an opportunity for those originally unable to attend the session and those who did attend session the opportunity to view/ review the podcasts and to assist them through the academic promotions process.</li> <li>xii. Awarding of an equity and diversity grant to investigate possible reasons for Higher Degree by Research staff's under representation in the professoriate.</li> <li>xiii. Contribution to working papers and discussion of the Group of Eight Staff Equity Subcommittee, including Merit Relative to Opportunity in Employment-Related Decisions.</li> </ol>	

<b>STEP 5: EVALUATION OF ACTIONS TAKEN</b>	<a href="#"><u>Developing A Workplace Program - Step 5</u></a>
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During the reporting period, **HOW EFFECTIVE WERE THE ACTIONS TAKEN** as documented in Step 4 above to address issues for women in your workplace? That is, what worked, and what didn't?

<ul style="list-style-type: none"> <li>• <b>This section is required to be submitted</b> but may be kept confidential (by EOWA removing it from the Public Report once assessed)</li> <li>• Please indicate if you wish your <b>Evaluation</b> to be removed from the Public Report by placing an 'X' in the box to the right</li> </ul>	<input type="checkbox"/>
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- a. Succession Planning**
  - a. Succession planning has commenced with focus group meetings ongoing. Outcomes of the focus group sessions will include the development of a guide and toolkit for managers along with a skills development program. The rollout of the program will be based on Faculty needs and priorities for managers.
  - b. Focus groups are also being conducted with senior female academic staff to scope in more details the requirements for career development and will inform the succession planning model.
- b. Recruitment and selection**
  - a. The recruitment and selection pages of the University of Adelaide website are continually reviewed and updated to support staff in recruitment and selection processes
  - b. An information session for managers and staff in relation to equity and diversity issues in all areas of employment and particularly recruitment and selection is being finalised and will be ready for roll out in mid to late 2010.
- c. Planning, Development and Review (PDR)**
  - a. A number of initiatives have been implemented across the University in 2009/2010 to ensure take up of and participation in Planning, Development and Review. The efforts of HR in delivering these initiatives is validated through the high levels of role clarity reported in the 2010 Staff Voice Survey.
- d. Dashboard reporting to Executive and Senior Managers to track the representation of women in their Faculty or Division.**
  - a. Dashboard reporting is currently being developed and trialled for implementation at the strategic level. Outcomes from this trial will be used to inform a University wide dashboard reporting framework. This framework will then cascade down to Senior Managers and will incorporate a variety of workforce metrics including those related to employment outcomes for women.
- e. Promotion of favourable work conditions to all staff.**
  - a. Results from the 2010 Voice Survey Project indicate that staff are becoming more aware of the need for Work/Life balance with results showing an improvement of between 2% and 9% from the 2006 survey results.

<b>STEP 6: FUTURE ACTIONS</b>	<a href="#"><u>Developing A Workplace Program - Step 6</u></a>
<p>To further achieve equal opportunity for women in your workplace, describe the actions you are planning for the next reporting period.</p>	
<p>The University of Adelaide is continuing to build on the priorities identified in the previous 2007-2008 compliance report and will continue to implement the future actions in the next 12 months. The future actions from the 2009 to 2010 report are as follows:</p> <ol style="list-style-type: none"> <li><b>1. Succession Planning</b> <ol style="list-style-type: none"> <li>a. Scoping and developing a succession planning model for the University that shares responsibility across the University and promotes a succession planning culture. This is particularly important to the University given the age demographic of the existing workforce.</li> </ol> </li> <li><b>2. Recruitment and selection</b> <ol style="list-style-type: none"> <li>a. Reviewing the resources and tools available to support recruitment and selection panels, including a stronger emphasis on the value and importance of the job analysis in the development of the position description in the recruitment process as part of Recruitment Excellence.</li> </ol> </li> <li><b>3. Planning, Development and Review (PDR)</b> <ol style="list-style-type: none"> <li>a. Reinforcing PDR as an opportunity to discuss eligibility for academic promotion.</li> </ol> </li> <li><b>4. Dashboard reporting to Executive and Senior Managers to track the representation of women in their Faculty or Division.</b> <ol style="list-style-type: none"> <li>a. Initiating the development of a dashboard reporting tool to share data with Executive Deans and Divisional head in relation to their workforce profile.</li> </ol> </li> <li><b>5. Promotion of favourable work conditions to all staff.</b> <ol style="list-style-type: none"> <li>a. Developing a suite of resources for staff and managers promoting the various work life balance initiatives available.</li> </ol> </li> </ol>	