



THE UNIVERSITY  
of ADELAIDE



Staff Gender Equity Strategy

**2020-2022**

**DORNWELL FRAMEWORK**

[adelaide.edu.au](http://adelaide.edu.au)

# CONTENTS

## Introduction

### A framework for change

Strengthening leadership accountability

Building an empowered workforce

Growing and strengthening the talent pipeline





A person wearing a VR headset is shown in profile, looking towards the right. The background is a dark, starry space with many small, colorful light spots. The person's face is partially illuminated by the light from the headset.

**IN 2015, THE UNIVERSITY OF  
ADELAIDE LAUNCHED THE  
DORNWELL FRAMEWORK, THE  
UNIVERSITY'S FIRST GENDER  
EQUITY STRATEGY FOR STAFF.**

# INTRODUCTION

In 2015, the University of Adelaide launched the Dornwell Framework, the University's first gender equity strategy for staff. That strategy has now been updated to reflect our new strategic plan, Future Making. The Dornwell Framework 2020-2022 is organised around three areas of focus, outlining our commitment as follows:

- Strengthening leadership capability and accountability
- Building an empowered workforce
- Growing and strengthening the talent pipeline

## Why have a gender equality strategy?

- The case for having a gender-balanced, diverse workforce is unequivocal. Strong evidence suggests that innovation, productivity and ultimately economic performance generally follow those organisations that have a staff that represents the diversity in the community.
- Only 21% of our professorial staff are women and in some schools there are not, and to date have never been, any women at the professorial level.
- Like many organisations, the University of Adelaide recognises that there exist structural and cultural impediments to women staff being represented in equal numbers to men. This is particularly the case for academic staff in Science, Technology, Engineering, Mathematics and Medicine (STEMM) disciplines. We recognise the importance of committing to our aims and establishing inclusive leadership, culture and infrastructure to drive change.

## What would success look like?

The University set a target, in 2015, of 30% of senior leader positions to be held by women. The University met that target one year ahead of schedule. If the University of Adelaide were to achieve gender equity for our staff, we would expect to have:

- Women in academic roles in every faculty in percentages similar to that of our current cohort graduate ratios from the same faculty.
- Promotion intervals that take into account relative opportunity for women who have taken career breaks for caring responsibilities.
- Flexible work options available in every school/branch, with men taking up flexible roles and flexible work clearly recognised throughout the University as something to be celebrated.
- Leaders who are aware of and understand how their unconscious bias might be impacting their decisions, and who manage their behaviour in view of their knowledge.
- Staff describing the University culture as positive and enabling for all.
- Reaching the University's gender equity aim: at least 40% of academic roles being held by women and working towards approximately 50%.
- Showing improvement from one survey period to the next on relevant questions in the staff survey.



# A FRAMEWORK FOR CHANGE

What is the University already doing to make change?



## Strategic Alignment

The University's destiny will be shaped by those who choose to work with us, for whom we aspire to be a global destination of choice. Excellence requires nothing other than the best minds, working together, supported by a culture that ensures our people remain productive, motivated and energised. Crucial to bringing our strategic vision to life will be the explicit connection of the Dornwell Framework to Future Making and the Magnet for Talent Pillar Plan. This creates our cultural framework to attract, retain and set women up for success at the University of Adelaide.

## Governance

Each faculty has appointed a Director, Gender Equity, Diversity and Inclusion who represents their faculty on the Staff Gender Equity Committee, a subcommittee of the Vice-Chancellor's Executive. Each Director, Gender Equity, Diversity and Inclusion is responsible for chairing their own faculty's diversity and inclusion committee, maintaining faculty action plans and providing the communication link

between faculty staff and the Staff Gender Equity Committee. Each Director, Gender Equity and Diversity ensures the objectives and commitments of the Dornwell Framework and Action Plan are clearly communicated and delivered within their own faculty.

## SAGE Athena Swan

The SAGE Athena Swan accreditation process has provided the University with another platform to complement the work we have already progressed through the Dornwell Framework. Research undertaken while preparing the SAGE Athena Swan application provided an honest assessment of our University's position with regard to gender equality. It highlighted key areas for improvement throughout the establishment of a 4-year SAGE Action Plan, which will complement this Framework and which will be known as the Dornwell Action Plan. The Dornwell Action Plan highlights 6 objectives clearly linked to this Dornwell Framework, proactively addressing cultural and structural impediments to equality.

**The Dornwell Action Plan** aligns to the Dornwell Framework's three areas of focus and is organised under the following six areas of objectives:

1. Institutional Governance and Engagement
2. Employment and Recruitment
3. Career Development, Progression, and Promotion
4. Flexible Working and Career Breaks
5. Organisation and Culture
6. Fostering Diversity and Inclusion

## Resources

Human Resources provides a dedicated Gender Equity Advisor to support the annual gender equity performance reporting process, data management, and provision of strategic advice in order to build internal capability and incorporate gender equity practices into business processes.





# STRENGTHENING LEADERSHIP ACCOUNTABILITY



Effective leadership underpins organisational change. The University will educate, support and guide our leaders to take personal responsibility for gender equity, to display appropriate workplace behaviour, and to lead and shape organisational culture by example.

## Our commitment

### 1.1 Governance

- We will maintain the Staff Gender Equity Committee as a subcommittee of the Vice-Chancellor's Executive.
- We will maintain dedicated Directors of Gender Equity, Diversity and Inclusion in faculties.
- We will monitor progress against the 4-year (SAGE) Dornwell Action Plan.
- We will keep abreast of current approaches to inform development of our own initiatives.

### 1.2 Setting expectations

- We are committed to defining observable behaviours connected to our values in order to cement a culture of equality and inclusion.

- We deliver induction for leaders addressing matters of gender equity, discrimination, harassment and complaint management.
- We connect gender equity awareness into leadership and management programs.

### 1.3 Training and development

- We embed unconscious bias awareness training into leadership and management development programs.
- We embrace a culture that supports flexible working by increasing awareness and understanding at all levels.
- We highlight best practice approaches to advertising, shortlisting and interviewing, to effect gender equal outcomes through the recruitment and selection learning and development programs.
- We keep leaders abreast of current research and best practice in terms of gender equity initiatives.

### 1.4 Measuring the University's performance

- We are committed to our gender equity aim: at least 40% of academic roles being held by women and working towards approximately 50%.
- We monitor faculties' progress against the strategy through the mid-year performance review process.
- We track and monitor outcomes in relation to the gender equity questions contained within the staff survey.
- We report to the Vice-Chancellor's Executive and University Council on gender equity annually.
- We provide the annual Workforce Profile and Practices Report, to present key staff data by gender to underpin decision-making.
- We utilise the analytics dashboard to produce key data sets in order to understand the University's positioning.

# BUILDING AN EMPOWERED WORKFORCE

The University of Adelaide's success is built on the talent and performance of its staff. The University will continue to involve our staff in determining issues that affect them, and we will support our staff by enabling flexible ways of working for both women and men.

We expect our staff to adhere to the University's Code of Conduct and to participate actively in building a culture of inclusion.

## 2.1 Setting expectations

- We offer induction for staff addressing matters of equal opportunity and gender equity, including complaint management.
- We utilise gender inclusive language in accordance with our guidelines.

## 2.2. Engaging our staff

- We ensure the staff survey includes questions with respect to leadership, managing conduct and enabling reporting of issues. This provides opportunities to track and improve the University's culture over time.

- We ensure that line managers are aware of flexible working options, and the principle of merit relative to opportunity.
- We continue to use testimonials to promote the achievements of women at the University.
- We maintain an annual publicity campaign to promote flexible working.
- We will continue to engage with staff through surveys and focus groups to better understand the staff experience and provide support in areas that need further development.
- We actively support women's networks: Academic Women's Forum and Women's Professional Development Network.
- We provide on-site child care services where viable to do so.
- We continue to provide access to Fair Treatment Contact Officers.
- We maintain ongoing University commitment to the ALLY network, providing an inclusive and respectful University environment for people who identify as being lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ).

## 2.3 Support for staff

- We provide parental leave resources.
- We provide temporary reserved parking spaces for women who are pregnant.
- We provide access to parenting rooms.



A woman with curly hair and glasses, wearing a red blazer with a leopard print collar, is seated at a table. She is looking towards the left, engaged in conversation with two other women. The woman on the left is partially visible, wearing a dark blue top. The woman on the right is wearing a dark blue sweater and is looking down at an open book on the table. There are two other open books on the table. The background shows a white door and a wall with a decorative pattern.

**THE UNIVERSITY OF  
ADELAIDE'S SUCCESS  
IS BUILT ON THE TALENT  
AND PERFORMANCE OF  
ITS STAFF.**

# GROWING AND STRENGTHENING THE TALENT PIPELINE

The University of Adelaide's success depends on attracting the right people. The University will actively source and encourage women candidates into our recruitment processes, develop our existing staff, and encourage and enable applications for academic promotion.

## Our commitment

### 3.1 Recruitment

- We provide information for hiring managers to encourage and enable positions to be advertised as flexible.
- We provide information for search committees, to encourage and enable effective sourcing of suitably qualified women candidates and to enable gender-equal shortlisting, particularly in areas where there is a disparity.
- We actively encourage women-only recruitment in some areas of the University as a special measure to apply under the *SA Equal Opportunity Act (1984)*.

### 3.2. Development and promotion

- We offer the Adelaide Women Leadership Development Program for high potential women leaders aspiring to senior leadership roles, in order to grow the University's internal pipeline.
- We actively encourage women to apply for the Women's Research Excellence Awards
- We actively encourage women to take up career development opportunities, especially through the Special Studies Program, to enhance preparedness and competitiveness for promotion.
- We provide career support resources to academic staff at faculty level and increase awareness through faculty networks.
- We encourage women interested in promotion to take part in the Academic Women's Forum events relating to academic promotion.
- We offer special consideration provisions as part of academic promotion beyond those required by the Enterprise Agreement.
- We actively identify women for academic promotion and offer coaching, including support around the application of special measures, and preparing and reviewing applications.
- We expect senior academic staff to mentor women as part of their research teams, especially when applying for research grants.
- We offer awards to recognise, celebrate and promote academic women's excellence at the University of Adelaide, through the Barbara Kidman Fellowships and Dependant Travel Awards.
- We ensure information about special measures and support for career development for women is easily available to staff.
- We offer opportunities for women through the Key Leaders, Aspiring Leaders, and Professional Leaders programs.

## FOR FURTHER ENQUIRIES

Human Resources  
The University of Adelaide SA 5005 Australia

---

**TELEPHONE** +61 8 8313 1111

---

**EMAIL** [hrrservicescentre@adelaide.edu.au](mailto:hrrservicescentre@adelaide.edu.au)

---

 [adelaide.edu.au/hr](http://adelaide.edu.au/hr)

---

 [facebook.com/uniofadelaide](https://facebook.com/uniofadelaide)

---

 [twitter.com/uniofadelaide](https://twitter.com/uniofadelaide)

---

© The University of Adelaide. Published January 2021  
CRICOS 00123M

**DISCLAIMER** The information in this publication is current as at the date of printing and is subject to change. You can find updated information on our website at [adelaide.edu.au](http://adelaide.edu.au) or contact us on 1800 061 459. The University of Adelaide assumes no responsibility for the accuracy of information provided by third parties.