



# UNIVERSITY OF WOLLONGONG

## Athena Swan Action Plan 2018 – 2022

Action No.	Description of Action	Action already taken	Action/s planned	Timeframe <sup>(1)</sup>	Responsibility	Outcomes
1	Develop Terms of Reference (ToR) for Athena SWAN Implementation Team (ASIT)	Underway	SAT members to draft Terms of Reference for ASIT	Commence: April 2018  Complete: June 2018  Review TOR: June 2020	SAT	Terms of Reference for ASIT developed and implemented  Meeting schedule developed, including frequency review mechanism
			Bi-monthly meetings scheduled for first 12 months, frequency reviewed (continue as bi-monthly or change to quarterly)	Commence: June 2018  Review meeting frequency: June 2019	ASIT	
2	Review Self-Assessment Team (SAT) membership and develop process for selection of ASIT members	SAT already in place, current membership is 29, 59% female, 41% male  SAT will be reshaped as ASIT	SAT membership to be reviewed by Chair, Executive Deans/Director  Selection process for future members to be developed and implemented	Commence: April 2018  Complete: June 2018  Refresh 1/3 <sup>rd</sup> membership: June 2020	SAT Chair  Executive Deans/Director	Standardised process, including communication strategy, rolled out to STEM staff  50/50 gender balance, maximum 16 members: <ul style="list-style-type: none"> <li>• Chair = 1</li> <li>• AIIM = 2</li> <li>• EIS = 5</li> <li>• SMAH = 5</li> <li>• HR = 2</li> <li>• RSO = 1</li> </ul>

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3	Establish school gender equity champions to lead development of gender equity plans, embed updates in school meetings to implement actions from plans and establish school intranet page for communications with staff		Document responsibilities and appoint school-based gender equity champions (within STEMM schools)	Commence: April 2018  Complete: June 2018  Review role: March 2020	ASIT	100% of STEMM schools to have gender equity champions in place Templates for documenting gender equity plans in place  6-monthly school-based reporting schedule in place
			Review and update gender equity plan template (see Action No.19 also)	Commence: August 2018  Complete: October 2018  Review template: October 2019	ASIT  Workforce Diversity Officer	Annual Faculty Executive Meeting reporting schedule in place  School intranet pages established for staff communications
			Embed gender equity plan in school meeting agendas	Complete: July 2018	School gender equity Champions	
			Develop intranet pages for faculties/schools to communicate progress with staff	Commence: July 2019  Complete: December 2018	School gender equity champions	

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4	Develop and implement an online exit interview tool to capture reasons for exit, identify trends and remedial actions	Exit questionnaire developed	Explore technology options for online exit interview tool  Test as required  Incorporate into standard exit process	Commence: September 2018  Complete: March 2019	Professional and Organisational Development Services	Online exit interview embedded in standard exit process  Exit interview offered to 100% of leavers  75% of leavers complete survey
5	Analyse gender balance of all fixed-term allowance recipients, review policy and identify actions to address imbalance		Analyse current recipients by gender  Review and update allowance policy for gender considerations and inclusive language	Commence: September 2018  Complete: February 2019  Review: March 2020 (annually thereafter)	Professional and Organisational Services	Policy updated to ensure gender equity considered in approvals of fixed-term allowances  Gender balance of allowance recipients consistent with staff population
6	Implement e-recruitment system to capture and report on gender equity data at critical points in the recruitment process	Implementation underway	Develop and implement gender equity reporting  Embed reporting in recruitment process to provide hiring managers with diversity profile at key stages of recruitment	Commence: underway  Complete: December 2019	Recruitment  Heads of School	Diversity of applicants, shortlists and longlists captured and reported throughout each recruitment process

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7	Increase number of females on longlists and shortlists for STEMM Level D, Level E and Heads of School positions		Incorporate mandatory identification of female applicants for Level D, Level E and Heads of School positions into recruitment process  Advise external recruitment agencies of this requirement	Commence: April 2018  Review and report: December 2018 (each June and December thereafter)	Hiring managers  UOW Recruitment  External recruitment agencies	At least one female candidate interviewed for each role
8	Develop and implement online unconscious bias training for selection committees and promotion committees to raise awareness of the impact of bias in decision making	Unconscious bias (Inclusive leadership) workshop conducted with senior executive and management team	Develop, test and implement online tool  Embed policy requirement for selection committee members to undertake training prior to participating in selection committees  Embed policy requirement for promotion committee members to undertake training prior to participating in promotion committees	Commence: May 2018  Complete: October 2018	Professional and Organisational Development Services	100% of selection committee members complete online unconscious bias training prior to participating in selection committees  100% of promotion committee members complete online unconscious bias training prior to participating in promotion committee

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9	Review of induction to incorporate Athena SWAN and flexible work practices	Review of face-to-face induction underway	Develop content for inclusion in face-to-face induction program  Provide updated content for faculty-based inductions (delivered by Heads of School)	Commence: July 2018:  Complete: September 2018	Professional and Organisational Development Services  Heads of School	Athena SWAN and flexible work practices content embedded in face-to-face induction and faculty induction
10	Implement annual process to identify female academics, who are eligible for promotion, to increase number of female promotion applicants	Pilot completed	Embed process for identifying and contacting female academic staff eligible for promotion one year in advance of future promotion process	Commence: August 2018  Continue: August each year	DVC(R&I)	Female academics eligible for promotion are contacted each year and encouraged to apply for promotion in the following year  % of eligible female academics who apply is equal to the % of eligible male academics who apply
11	DVC(R&I) to host annual event with female academics eligible to apply for promotion to Level E, to increase number of female applicants to Level E	Pilot completed	Schedule annual mid-year event where female academics can raise questions about promotion process with DVC(R&I)	Commence: August 2018  Complete: November 2018 Continue: Event scheduled November each year	DVC(R&I)	% of eligible female academics who apply is equal to the % of eligible male academics who apply

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12	Provide feedback to unsuccessful female academics and set goals for submitting their next promotion application	Option for feedback already incorporated into promotion procedure	Executive Dean/Director to coordinate and schedule meetings with unsuccessful female promotion applicants to provide detailed feedback	Commence: unsuccessful applications will be known in December 2018  Complete meetings: February 2019  Continue: December-February each year	Executive Deans/Director	100% of unsuccessful female promotion applicants meet with their Executive Dean/Director to discuss application and receive feedback for preparing next application
13	Schedule Senior Academic Women's Leadership Program biennially	Inaugural program completed	Review program content and launch next intake	Commence: August 2018  Cohort graduates: June 2018  Continue: Next program commences August 2020 (biennially thereafter)	Professional and Organisational Development Services  Workforce Diversity Officer	Graduating class every two years  Increase STEMM participants from 35% to 45%

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14	Implement standard pre-leave checklist for staff about to commence parental leave, including what arrangements are in place for teaching, research and governance/service whilst on leave		Develop and pilot pre-leave checklist for supervisors of staff commencing parental leave  Embed in Managers HR Toolkit and other parental leave guidance materials	Commence: June 2018  Complete: September 2018	Workforce Diversity Officer  Heads of School	Documentation of workload arrangements in place for 100% of staff taking parental leave
15	Examine how the return to work grant could better accommodate research activities for females returning from parental leave	Focus group feedback received	Model additional practical ways that the return to work grant can be used to support staff returning from parental leave  Capture data on how staff are using their to work grant and regularly assess effectiveness and uptake	Commence: November 2018  Conclude: April 2019  Review and report on uptake and use: December each year	Heads of School  Workforce Diversity Officer  Director Financial Operations	Options for use of return to work grant enhanced to meet staff needs  Grant uptake and uses reported annually
16	Incorporate more practical examples of flexible work in information for staff and supervisors (from 2018 Parental Leave Survey)		Seek real-life examples from staff and develop de-identified scenarios for inclusion in existing flexible work information	Commence: July 2018 (add section to biennial Parental Leave Survey (due to run again in 2018))  Conclude: December 2018	Heads of School  Workforce Diversity Officer	A range of options, based on real examples, made available to staff and supervisors

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17	Review and relaunch information in Managers HR Toolkit to educate managers on parental leave entitlements		Revise existing content in Toolkit and relaunch to supervisors	Commence: April 2019  Complete: June 2019	Workforce Diversity Officer	Managers HR Toolkit updated and relaunched
18	Include gender equity questions in future Voice Surveys to analyse results, identify trends and issues to inform future actions	Suite of survey questions already developed by survey administrator	Voice Survey on schedule to run Q3 2018	Commence: September 2018  Complete: February 2019  Report and review: Survey conducted triennially	HR Director	Analysis of Voice Survey responses completed, actions identified for implementation
19	Update School gender equity plans to include data on: <ul style="list-style-type: none"> <li>workload allocation by gender</li> <li>reporting of gender balance of keynote speakers</li> <li>participation in outreach activities</li> </ul>	Gender equity template in place	Revise template to include: <ul style="list-style-type: none"> <li>workload allocation by gender, identify and redress any imbalances</li> <li>gender of keynote speakers to ensure gender balance of these opportunities</li> <li>outreach activities by gender, monitor and ensure that female staff are not over-burdened</li> </ul> (See Action No.3 also)	Commence: August 2018  Complete: October 2018  Review template: October 2019	Workforce Diversity Officer  Heads of School	Gender equity planning for schools includes reporting and analysis on workload allocation, keynote speakers and outreach activities by gender  Gender imbalance issues addressed

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20	Record and report Vice-Chancellor's Award recipients by gender and further promote UOW's commitment to gender equity	An award category has been expanded to recognise staff who are making a contribution to the promotion of diversity and inclusion	Develop, test and implement mechanism for capturing and reporting gender of award applicants, nominees and winners	Commence: August 2018  Complete: October 2018  Review and report: October each year (following each annual awards ceremony)	Professional and Organisational Development Services	Gender of award nominees and recipients tracked each year
21	Develop recommendations for facilities management to include non-gendered toilets in new building works and re-label existing toilet facilities	First non-gendered toilet built on main campus	Document and formalise request through relevant Senior Executive portfolio	Commence: March 2019  Complete: July 2019	Chair, ANAC	New UOW facilities to include non-gendered toilets, retrospective re-labelling of existing facilities
22	Develop and implement transgender policy to provide guidance to staff and supervisors during transition		Draft policy to be developed and reviewed  Staff and student consultation on policy to be undertaken  Final policy to be escalated through UOW policy approval process	Commence: November 2018  Complete: February 2019	Chair, ANAC  HR Director	Communication of transgender policy to all staff

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23	Develop content for EO Online to raise staff awareness of transgender and intersectionality		Develop content, consult with staff and implement in EO Online	Commence: November 2018 Complete: February 2019	Professional Organisational Development Services Chair, ANAC	Transgender and intersectionality content incorporated into EO Online
24	Host annual all-staff event to raise awareness on intersectionality		Identify UOW and/or sector academic/s for annual all-staff event	Commence: December 2018 Complete: June 2019 Continue: event scheduled annually	Chair, ANAC	Annual event with keynote speaker held each year to raise staff awareness and profile intersectionality
25	Implement a new HR system to enable staff to record and update their diversity information at any time	Selection process for system underway	Review system functionality and align with data capture requirements  Rollout to all staff	Commence: System selection process underway  Complete: July 2020	HR Systems Manager	HR systems enable electronic submission and reporting of staff diversity data
26	Implement funding model to assist hiring managers with financial planning for Indigenous recruitment activities	Funding model drafted	Launch funding model for hiring managers	Commence: underway Complete: August 2018  Review and revise: February each year, and as internal and external funding sources change	Aboriginal Employment Strategy Officer	Funding model circulated to all Executive Deans/Directors

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27	Consolidate feedback from Indigenous staff focus groups and identify recommendations to align the Indigenous Employment Strategy with UOW goals	Focus groups formed and meetings commenced	Continue schedule of focus group meetings  Consolidate feedback and prepare report of findings  Review alignment of strategy with UOW goals	Commence: underway  Complete: September 2018  Review: June 2020	Reconciliation Action Plan Officer  Aboriginal Employment Strategy Officer	Indigenous Employment Strategy refreshed and relaunched
28	Develop and implement culturally-specific induction program to raise Indigenous cultural awareness of UOW staff		Develop content, engage in staff consultation, implement cultural induction	Commence: January 2019  Complete: November 2019	Professional and Organisational Development Services	All staff undertake specific Indigenous induction program
29	Develop and implement outreach program for UOW Indigenous alumni	Program under development	Develop process, determine ownership and launch outreach activities	Commence: underway  Complete: December 2018  Review and report: December 2019	Aboriginal Employment Strategy Officer  Advancement Division	Network of Indigenous alumni created and maintained

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