



Australian Government
Equal Opportunity for
Women in the Workplace Agency



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EOWA Employer of Choice for Women (EOCFW)

2010 Application Form *(for inclusion on the 2011 EOCFW list)*

EOWA Employer of Choice for Women (EOCFW) Criteria

Listed below are the six EOCFW criteria. The full requirements including the questions under each criterion in this application form (from page 5) must be met in order to achieve the EOWA Employer of Choice for Women citation. Supporting statistics must be provided for all claims made in relation to the six criteria.

Criterion 1

An organisation must have policies in place (across the seven employment matters) that support women across the organisation.

Criterion 2

An organisation must have effective processes (across the seven employment matters) that are transparent and gender inclusive.

Criterion 3

An organisation must have strategies in place that support a commitment to fully utilising and developing all staff, removing barriers to women.

Criterion 4

An organisation must educate all employees (including managers, casuals and contract staff) on their rights and obligations regarding sex-based harassment including having in place:

- a. a comprehensive and transparent sex-based anti-discrimination policy (covering discrimination, harassment and bullying), including an email and Intranet/Internet policy and grievance handling procedure, and*
- b. sex-based harassment prevention training provided at induction for all staff and all staff must have received refresher education within the last two years.*

Criterion 5

An organisation must have a gender inclusive organisational culture that is championed by the CEO, driven by senior executives and holds line managers accountable. The organisation must:

- a. include equal opportunity for women as a standing agenda item on a committee chaired by the CEO or his/her direct report;*
- b. include equal opportunity for women as a standing agenda item at Executive meetings; and*
- c. include equal opportunity for women as a standing agenda item at Board meetings*

and;

The CEO must demonstrate:

- a. his/her commitment to staff in addressing gender pay equity and the representation of women in senior management; and*
- b. that s/he is a visible champion for equal opportunity for women in the organisation.*

Criterion 6

An organisation must deliver improved outcomes for women and the business which must include (but is not limited to):

- a. a minimum of 6 week' paid parental leave after a maximum eligibility period of 12 months service;*
- b. female managers being able to work part-time; and*
- c. conducting a detailed analysis of the remuneration of its entire workforce to demonstrate whether there are gender pay equity issues in their workplace.*

EOWA Employer of Choice for Women Cover Sheet

Organisations must complete the following:-

| | | |
|---|--|--|
| Name of Organisation: | | |
| 1 | This organisation has completed and attached all the details requested in this application form. | yes |
| 2 | The above organisation is compliant with the Equal Opportunity for Women in the Workplace Act 1999 (including organisations with a current waiver from reporting). | yes |
| 3 | Organisations are required to advise all staff they are applying for the EOCFW citation. Provide details in the space on the right on <i>how</i> your organisation has advised ALL staff you are applying for EOCFW. | Staff are advised through the electronic newsletter, Griffith News Online, which goes to all University staff on a weekly basis. Additionally staff may receive copies of minutes of the Equity Committee meetings at which this is discussed. |
| <p><u>CEO ENDORSEMENT</u></p> <p>I, Professor Ian O'Connor, the CEO of Griffith University fully endorse and support this application.</p> <p>I agree that if the EOCFW citation is granted, it will be used in accordance with EOWA guidelines and time frames.</p> <p>_____</p> <p>CEO Signature *</p> <p><i>* EOWA requests that the actual signature of the CEO is not emailed to EOWA but kept on file at the organisation. Please tick this box to confirm that the CEO has signed this application.</i></p> | | Yes |

Important Instructions

To be read before completing questions on the following pages

- For first time applicants, **ALL** questions in this document need to be answered.
- For current EOCFW organisations, Criteria 1 and 2 **do not** need to be completed unless significant changes have been made since the previous year's EOCFW application. Should this be the case, details of those changes **only** need to be provided.
- It is important to answer **ALL** questions comprehensively providing detailed information and metrics so that EOWA can make an informed decision about your organisation's status. Please provide statistics in support of the EOCFW application in numbers AND percentages of men and women as required.
- In this application you will be asked to confirm certain requirements. If you are unable to confirm these requirements, your organisation will not be eligible for EOCFW this year.
- EOWA may seek further information from your organisation and/or ask you to provide evidence that the organisation meets such a requirement.
- Applications must be submitted to eocfwapplication@eowa.gov.au **by 15 October**.
- Applications will **only** be accepted by email. Organisations will receive a system-generated receipt of application.
- EOWA Employer of Choice for Women applications, including salary data, are confidential.
- Please refer to EOCFW Q&A on the EOWA website for answers to other questions you may have.

Below are the full requirements and questions under each of the six EOCFW criteria. Organisations must provide sufficient information supported by data/metrics in the Workplace Profile and across all six criteria in this application.

Workplace Profile Instructions:

1. Insert your organisation's completed Workplace Profile below, **customising or adding additional occupational categories to reflect your organisation's workplace.**
2. Any profile taken since 15 October last year may be used. For example you may wish to provide the profile you used in your compliance report or application for waiver in the current year.
3. Where there are differing levels of accountability within an occupational category, it is acceptable to break them into more than one level e.g. Trades level 1, Trades level 2 so that you are comparing the salaries of like roles.
4. To ensure you include the correct data and calculate the salaries accurately, please read the notes relating to salary numbered 5 to 14 below **PRIOR** to adding your salary data to your workplace profile.
5. Salary information needs to be **total** remuneration, ie inclusive of all other elements of remuneration such as performance pay, allowances, benefits (eg cars and car parking, childcare fees, additional superannuation).
6. Include numbers but do not include the salaries of board members or the CEO.
7. Include casual staff except where they are employed on an ad hoc basis (salaries of casual staff listed in this profile need to be annualised.)
8. Include staff employed on contracts (their salaries need to be annualised).
9. For staff working part-time, calculate the salary they would have earned if they were working full-time over the last year.
10. To calculate the **average female salary at each level:** add the individual salaries of all the women at that level, and then divide that total by the number of women at that level.
11. To calculate the **average male salary at each level:** add the individual salaries of all the men at that level, and then divide that total by the number of men at that level.
12. To calculate the **overall average female salary:** add the individual salaries of all the women in the organisation and then divide that total by the number of women in the organisation.
13. To calculate the **overall average male salary:** add the individual salaries of all the men in the organisation and then divide that total by the number of men in the organisation.
14. To calculate the **gender pay gap**, divide the **overall average female salary** (bullet-point 12 above) by the **overall average male salary** (bullet-point 13 above) and express as a percentage.
15. Please note that it is **not** correct to express the overall average female salary or the overall average male salary as the sum of the average salaries by level and then divide by the number of levels. This would be an average of an average, not an overall average.

Griffith staff profile as at 31/3/10

| Position | Full-Time | | Part-Time | | Casual* | | Total | | | Gender | | Gender salary gap |
|---------------------|-------------|-------------|------------|-----------|-------------|------------|-------------|-------------|-------------|----------------------------------|--------------------------------|-------------------|
| | F | M | F | M | F | M | F | M | % F | Average salary Female Annualised | Average salary Male Annualised | |
| Senior Staff | 34 | 41 | | | | | 34 | 41 | 0.45 | 151,355.93 | 165,103.12 | 0.08 |
| Professor | 53 | 131 | 2 | 7 | | | 55 | 138 | 0.28 | 139,240.04 | 142,261.88 | 0.02 |
| Associate Professor | 51 | 93 | 1 | 3 | | | 52 | 96 | 0.35 | 115,305.11 | 115,785.42 | 0.00 |
| Senior Lecturer | 132 | 183 | 19 | 7 | | | 151 | 190 | 0.44 | 98,529.30 | 99,310.83 | 0.01 |
| Lecturer | 203 | 182 | 35 | 10 | | | 238 | 192 | 0.55 | 81,934.09 | 82,463.71 | 0.01 |
| Associate Lecturer | 65 | 88 | 33 | 7 | 557 | 449 | 655 | 544 | 0.55 | 66,649.16 | 65,652.74 | -0.02 |
| HEW Level 10 | 20 | 28 | 4 | 1 | 13 | 4 | 37 | 33 | 0.53 | 93,553.27 | 92,769.33 | -0.01 |
| HEW Level 9 | 32 | 36 | 5 | | | | 37 | 36 | 0.51 | 88,585.22 | 88,800.17 | 0.00 |
| HEW Level 8 | 85 | 85 | 23 | 2 | 14 | 4 | 122 | 91 | 0.57 | 78,641.99 | 79,201.83 | 0.01 |
| HEW Level 7 | 139 | 111 | 41 | 3 | 5 | 2 | 185 | 116 | 0.61 | 69,053.89 | 69,688.65 | 0.01 |
| HEW Level 6 | 175 | 119 | 48 | 4 | 14 | 7 | 237 | 130 | 0.65 | 62,389.05 | 62,348.90 | 0.00 |
| HEW Level 5 | 268 | 120 | 87 | 16 | 86 | 25 | 441 | 161 | 0.73 | 55,064.61 | 55,077.44 | 0.00 |
| HEW Level 4 | 244 | 71 | 118 | 8 | 89 | 37 | 451 | 116 | 0.80 | 49,186.33 | 48,921.16 | -0.01 |
| HEW Level 3 | 79 | 36 | 54 | 9 | 48 | 17 | 181 | 62 | 0.74 | 43,581.60 | 44,499.33 | 0.02 |
| HEW Level 2 | 7 | 16 | 9 | 4 | 91 | 74 | 107 | 94 | 0.53 | 41,173.74 | 40,230.77 | -0.02 |
| HEW Level 1 | 6 | 4 | 12 | 1 | 33 | 40 | 51 | 45 | 0.53 | 37,686.19 | 37,499.69 | 0.00 |
| Below HEW Level 1 | 25 | 8 | 13 | 2 | 239 | 91 | 277 | 101 | 0.73 | 37,511.97 | 39,887.36 | 0.06 |
| Grand Total | 1618 | 1352 | 504 | 84 | 1189 | 750 | 3311 | 2186 | 0.60 | 68,796.12 | 84,703.22 | 0.19 |

* Casual staff are not included in overall totals or salary calculations, as one person may have more than one contract.

EOWA Employer of Choice for Women Criteria - Questions

Employers that are not currently EOWA Employer of Choice for Women need to complete all questions covered in the six Criteria below.

Current EOWA Employer of Choice for Women employers: do not need to complete Criteria 1 or 2 unless policies and practices have changed significantly (should this be the case, details of those changes only need to be provided).

Criterion 1 : An organisation must have policies in place (across the seven employment matters) that support women across the organisation

i) List the organisation's inclusive policies under each of the seven employment matters that advance women or remove barriers. The seven employment matters are found at [:http://www.eowa.gov.au/Developing_a_Workplace_Program/Employment_Matter_Guidelines.asp](http://www.eowa.gov.au/Developing_a_Workplace_Program/Employment_Matter_Guidelines.asp)

ii) How does the organisation ensure that all policies and practices are reviewed, evaluated and updated regularly?

iii) Please highlight any innovative practice or policy to advance women or remove barriers that has been successful for the organisation.

Criterion 2: An organisation must have effective processes (across the seven employment matters) that are transparent and gender inclusive

- i) How does the organisation ensure its policies and processes are effectively implemented, accessed by employees and measured for their advancement of women / removal of barriers?

- ii) How does the organisation ensure all new policies are communicated effectively and through various communication channels?

Criterion 3: An organisation must have in place strategies that support a commitment to fully utilising and developing all staff, removing barriers to women

i) Provide details below on your organisation’s Strategic Plan to advance equal opportunity for women and remove barriers in the workplace.

The [University’s Strategic Plan 2009–2013](#) outlines several strategies that support staff. These include:

- develop our own pipeline of new talent
- be a high performance organisation characterised by rigorous performance management, staff development and reward systems
- enable and support our staff to focus their work on areas in which they excel through clearly defined career paths, with clear rewards for high achievement
- professionally develop and support our academic leaders and managers
- Develop a staff profile that reflects the diversity of the University’s students and the general community, including its Indigenous communities, and that supports the University’s strategic directions.

The policies and programs of the University (eg, promotion, Women in Leadership, performance review, Academic managers fora, etc) all contribute to the implementation of these strategies. More specifically the University’s [Equity and Diversity Plan 2007-2010](#) outlines the targets and strategies to be employed at both corporate and Group level to ensure that equity groups, of which women are the main staff group, achieve their full potential.

ii) Does the organisation’s strategy for advancing women and their representation in management / senior management include the following?

| | Yes | No* | No. of Women currently accessing program | No. of Men currently accessing program |
|---|-----|-----|--|--|
| <p>Succession planning</p> <p>Occurs through identification of opportunities in both academic and general staff roles. Academic staff are identified for academic management roles, and provided with opportunities to become deputies, and be chairs of University Committees. General staff have secondment opportunities, and are provided with development to enable them to take on higher-level responsibilities.</p> <p>The Health Group has implemented a pilot program entitled ‘Health Group Future Leaders Program’ which has 10 academic participants.</p> | yes | | N/A 5 | N/A 5 |
| <p>Mentoring</p> <p>This is a formal component of the Women in Leadership program, and the Health Group’s Future Leaders program, and is offered through the Managing @ Griffith and Supervisor Essential Series programs. There is also a general staff mentoring workshop offered each year, attended primarily by women. This year 9 of the 26 participants in the Women in Leadership program have been assigned formal mentors.</p> <p>Many informal mentoring arrangements occur across the University, and mentoring of junior academic staff is an expectation of the role of the professoriate.</p> | yes | | 17 | 5 |
| <p>Networking</p> <p>Networking is an integral part of the Women in Leadership program, and is built into the Managing@ Griffith program. Networking also occurs specifically through Academic Managers’ and Deans’ fora, the Supervisor Essential Series and the Leadership Dimensions development programs. Additionally forums are organised from time to time on specific topics, and networking across the University is an integral part of these.</p> | yes | | N/A | N/A |

| | | | | |
|--|-----|--|----------|-----|
| <p>Multi-skilling opportunities</p> <p>The opportunity to learn new skills and take on different responsibilities occurs through secondments and through a process of regularly reviewing the responsibilities and tasks associated with most roles. Major changes regularly occur to structures, and to requirements of positions, and staff are provided with training and coaching to enable them to develop new knowledge and skills.</p> | yes | | N/A | N/A |
| <p>Line management experience</p> <p>The staff data collected by the University does not delineate on the basis of whether people are managing staff, but rather on level of responsibilities associated with the position. For the purpose of this criterion it has been assumed that general staff at HEW levels 8 and above do have line management responsibilities. Academic managers are those at Dean and Head of Department level, all of whom have line management responsibilities.</p> | yes | | 279 | 241 |
| <p>Stretch assignment opportunities</p> <p>A number of projects within the University provide group members with opportunities to stretch their knowledge and skill application. Participants in the Women in Leadership program are actively encouraged to capitalise on such opportunities. Secondment opportunities also provide capability building experiences, particularly for women in lower level general staff positions.</p> | yes | | 72 (HDA) | 44 |
| <p>Career development training/ education</p> <p>Staff can access a number of free training/development programs through the University's "Short Courses Program".</p> <p>New staff also complete an orientation program with two components,</p> <p>On the Move</p> <p>On the Web</p> | yes | | 494 | 171 |
| <p>Leadership development training/ education</p> <p>Leadership development is offered through a variety of programs, including the Women in Leadership program, Managing@Griffith, Supervisor Essential Series, Leadership Dimensions, Academic Managers forums and the annual Senior Managers Development conference.</p> | yes | | 142 | 135 |
| <p>Other strategies the organisation has in place for advancing women</p> | | | | |
| <p>If you answered YES to Other Strategies, above, please provide details :</p> | | | | |
| <p> </p> | | | | |
| <p>* If you have answered NO to any of the above, you must provide reasons why these initiatives are not in place in your organisation</p> | | | | |
| <p> </p> | | | | |
| <p>iii) Provide details of the above-mentioned career development training/education and leadership development training/education available to men and women.</p> | | | | |
| <p>See above</p> | | | | |
| <p>iv) Do all staff and managers receive performance appraisals at least once a year?</p> | | | Yes | No |
| | | | Yes | |

| | | |
|---|-----|---|
| | Yes | No |
| v) Are results from the performance appraisals audited by gender? | | Not specifically , but any apparent gender biases would be immediately analysed and addressed |

Criterion 4: An organisation must educate all employees (including managers, casuals and contract staff) on their rights and obligations regarding sex-based harassment

| | | | | | |
|---|--|-----|----|--|----|
| i) Organisations must have in place a comprehensive and transparent sex-based anti-discrimination policy (covering discrimination, harassment and bullying), including an Email and Intranet/Internet policy and grievance handling procedure. Confirm this is in place by marking the box on the right. | <input checked="" type="checkbox"/> | | | | |
| ii) Organisations must provide sex-based harassment prevention training at Induction for all staff (including management, contract staff and casual staff), and all staff (including management, contract staff and casual staff) must have received refresher education* within the last two years. Confirm this by marking the box on the right. * (Refresher education/training can take the form of face to face sessions, management/ employee meetings, on-line training, video presentations, email updates.) | <input checked="" type="checkbox"/> | | | | |
| iii) Provide details of the induction training and refresher education/training offered by the organisation. | | | | | |
| <p>All new employees are required to complete the web-based Induction program at “On the web”. This includes advice about rights and responsibilities related to harassment. Staff also complete EO-Online and the University’s online Code of Conduct training program, which detail expectations of staff in relation to harassment and discrimination. Included with their letter of offer all new employees are provided with a copy of the University’s Code of Conduct and an EEO information sheet that outlines their rights and responsibilities including those of working in an environment that is harassment free. They are also provided with a brochure detailing <i>Discovering Griffith</i>, the University’s induction and orientation program and advised that they must complete all three aspects of the program: <i>On The Web</i>, <i>On The Job</i> and <i>On The Move</i>. (http://www.griffith.edu.au/hrm/discovering_griffith/) The “<i>On the Web</i>” component incorporates the EO-Online program covering harassment.</p> <p>An electronic sign-off monitors the completion of this component of Induction. This data is recorded and collated on a monthly basis, and an email reminder sent to staff after one month from HR staff. If any staff member has not completed the program after three months (and two email reminders) then the supervisor and the staff member are sent an email from the Director, Office of HRM.</p> <p>Refresher education is provided through a variety of approaches, but largely through:</p> <ol style="list-style-type: none"> Workshops for managers as part of existing programs (Managing @ Griffith, Supervisor Essential series), or workshops organised for particular cohorts on an as requested basis. The program for middle managers, Managing @ Griffith, has a full workshop that deals with harassment and discrimination. The program is in its seventh year and has had approximately 175 participants over that time; email updates through Griffith News Online and through emails targeted at management groups email and face-to-face communication as part of policy/practice review processes information sessions as part of communication and implementation of strategic plans Deans and Heads of School forums are conducted on a regular basis. These provide opportunities to regularly address issues relating to sex-based and other discrimination and harassment workshops are facilitated on an as required basis University Contact Officers receive regular updates on harassment and discrimination policies and procedures and have regular refresher workshops | | | | | |
| iv) Does the organisation currently have any matters relating to gender discrimination or harassment in external courts or tribunals?# | <table border="1"> <tr> <td>YES</td> <td>NO</td> </tr> <tr> <td></td> <td>no</td> </tr> </table> | YES | NO | | no |
| YES | NO | | | | |
| | no | | | | |
| v) If you answered YES to part iv) above, please provide details of matter/s below. | | | | | |

| | | |
|--|-----|----|
| vi) Has the organisation had any rulings made against it relating to gender discrimination or harassment over the last three years? | Yes | No |
| | | no |
| vii) If you answered YES to part vi) above, please provide details of the matter/s below and detail what steps the organisation has taken to ensure this does not recur. | | |
| | | |

Organisations which have unresolved cases or rulings against them at the time the EOCFW list is finalised in February, may not be included on the list for that year. Applicant organisations MUST contact EOWA on lodgement of this application if there is a current outstanding case or if, at any other time, a case is lodged.

Criterion 5: An organisation must have a gender inclusive organisational culture that is championed by the CEO, driven by senior executives and holds line managers accountable

| | |
|---|-------------------------------------|
| i) Equal opportunity for women must be a standing agenda item on a committee chaired by the CEO or his/her direct report. Confirm this by marking the box on the right. | <input checked="" type="checkbox"/> |
| ii) List the name of the committee in point i) above and the job titles of the members of this committee (including the Chair) | |
| The University Equity Committee is chaired by Professor Marilyn McMeniman, Deputy Vice Chancellor and Provost. The full committee membership, which aims for representation of staff and students across the University, can be found at Equity Committee . | |
| iii) Equal opportunity for women must be a standing agenda item at Executive meetings. Confirm this by marking the box on the right. * | <input type="checkbox"/> no |
| iv) Equal opportunity for women must be a standing agenda item at Board (or equivalent) meetings. Confirm this by marking the box on the right. * | <input type="checkbox"/> no |

v) Are the following issues included as part of the EO standing agenda items at Committee, Executive and Board meetings:

| | Committee chaired by CEO or direct report | | Executive meetings | | Board meetings | |
|---|---|-----|--------------------|-----|----------------|-----|
| | Yes | No* | Yes | No* | Yes | No* |
| Gender pay equity: | | no | | no | | no |
| Representation of women in senior/executive management: | yes | | | no | | no |
| Representation of women on the organisation's Board | | N/A | | N/A | | no |

* If you have answered NO to any of the options in the table in question v) above, please provide reasons why these issues are not standing items on the agenda of that particular committee/meeting agenda.

* iii) and iv)

Executive meetings do not have standing items on the agenda. The agenda for each meeting is developed depending on the issues at hand. However matters related to gender equity are regularly addressed by the Executive Group when policy or significant program changes are being put forward for endorsement, and when the progress against the KPIs of the Strategic Plan are being discussed.

The University Council also regularly addresses gender equity issues through the Vice Chancellor's reports provided by the chair of the Equity Committee and when discussing progress towards the achievement of the University's KPIs.

* v)

See discussion above. Executive Group and Council do not have standing agenda items. Both discuss the University's progress towards KPIs, which include increasing the representation of women in senior positions to 33.33% of academic and 50% of administrative roles respectively. Those discussions include the strategies that are being implemented to achieve the targets, and incorporate broad discussions about gender pay equity, representation of women in various areas of the University, etc. These discussions also occur in more detail within the University Equity Committee, which is chaired by the DVC and Provost, as one of the Committee's roles is to monitor progress towards the strategic equity goals. Thus gender pay equity per se is not discussed as a separate item, but factors affecting areas where there is inequity (mainly at the senior levels because of the under-representation of female professors) are routinely discussed.

Representation of women on Council amongst appointed members is currently 41%, including the Chair. Appointed members to Council are either elected by ballot or appointed on advice of the Chair, and while there is no formal requirement for gender balance, women have always been well represented through election or appointment. The Council Nominations Committee is responsible for the nomination of prospective members of Council for those categories of members that are not elected. This comprises 11 out of the 18 positions on Council (the other 7 positions are elected/ex officio positions). In putting forward its nominations, the Council Nominations Committee always considers gender balance as an important issue in the formulation of its recommendations.

vi) The CEO must demonstrate his/her commitment to staff in addressing gender pay equity (refer Criterion 6). How does s/he publicly demonstrate this commitment?

There is no single strategy used by the CEO to demonstrate the commitment that Griffith has to advancing equality of opportunity for women under his leadership. A combination of activities and statements collectively reinforce the ongoing strategic importance of this to the University.

The Vice Chancellor provides **regular reports to Council** which give updates about the achievements against the equity targets and any particular individual or group achievements. A **monthly electronic newsletter** is sent to all staff from the Vice Chancellor, and includes articles and information about achievements, highlights, staff in the news, etc. Women are regularly featured throughout, including in the "movers and shakers" section of the newsletter, sending a constant message that women as well as men are important in all facets of the organisation.

The Vice Chancellor scrutinises and reviews all senior salary reviews before these are forwarded to a committee of Council.

vii) The CEO must demonstrate his/her commitment to staff in achieving appropriate representation of women in management and senior management. How does s/he publicly demonstrate this commitment?

See above. **The University establishes corporate KPIs** against which it reports to Council. (Refer to Strategic Plan.) The percentage of women in senior roles has now been included as part of those KPIs, giving much more accountability to managers to achieve the targets, and added weight to initiatives that support this.

As well as establishing the targets for senior women as part of the KPIs, **the University has also increased the target for women in senior roles**. Already well above the sector average, (25% of senior academic staff in 2008) the University has set itself the goal of being a national leader in this area and achieving its target of having 33.3% of women in senior academic roles by 2013. The Vice Chancellor led this strategy at Executive Group and subsequently to Council. The Vice Chancellor holds his direct reports accountable for the achievement of these targets.

Major work units within the University are formally reviewed on a 5 yearly cycle. **Equity and performance against targets are essential criteria to be included in all formal reviews** and element and senior managers are held accountable for implementing any recommended changes arising from these reviews. Review reports and subsequent progress reports against recommended changes are discussed at Executive Group and Council, and the Vice Chancellor leads these discussions.

Regular campus talks are held by the Vice Chancellor where the opportunity is taken to talk with staff about issues important to the University. Equity issues, including the importance of increasing women's representation in senior roles, is one such item that has been the subject of these forums.

The Vice Chancellor is always the first **guest speaker at the annual Women in Leadership program**. In this orientation workshop the Vice Chancellor takes the opportunity to outline how strategically important he views the participation and advancement of women across the University, particularly in different and diverse leadership roles.

The University is sponsoring the CEDA Women in Leadership series, designed to advance cultural and organisational change required to recognise the significant value of women as leaders and help to accelerate the flow of women into leadership and senior management positions.

viii) In addition to the above, the CEO must demonstrate that s/he not only supports equal opportunity for women by supporting HR initiatives, but is a visible CHAMPION and is driving change in the organisation. Complete the information below.

| Question | Yes | No | Details |
|--|-----|----|--|
| a) Does the CEO mentor women? | | | Informally, yes. |
| b) Does s/he speak publicly on the importance of women's advancement to the business/organisation? | yes | | Apart from those activities already outlined above, the Vice Chancellor hosted an event to celebrate 10 consecutive years as an EOCFW recipient. A cocktail reception to which external supporters of the University as well as many University staff were invited was held in July at the University's South Bank campus, and the Vice Chancellor talked about the importance of women's advancement at this event. |
| c) Does the CEO attend meetings of the Women's Network or Diversity Committee? | yes | | The Vice Chancellor is always the first guest speaker at the annual Women in Leadership program. In this orientation workshop the Vice Chancellor takes the opportunity to outline how strategically important he views the participation and advancement of women across the University, particularly in different and diverse leadership roles. Wherever possible he also attends informal network meetings of the Wil alumni. |
| d) Does the CEO hold his/her direct reports accountable for outcomes for women? | yes | | Targets outlined in the Strategic Plan are part of the KPIs of the Vice Chancellor's direct reports. |
| e) Is the CEO visible in his/her utilisation of flexible working arrangements? | yes | | Staff within the Vice Chancellor's area are able to access flexible work arrangements on request to meet individual needs. |

f) Provide details below of other actions that demonstrate to staff that the CEO is a Champion of EO for women.

The Vice Chancellor agreed to raise the KPIs for female representation to 33.33% for senior academic women and 50% for women in senior administrative roles, to be achieved by 2013.

Two of the three Deputy Vice Chancellors appointed in late 2009 are women.

| | | | |
|--|--|----|---|
| ix) Senior executives play an important role in driving the development of a workplace culture inclusive of women and diversity. Provide details below on the way in which senior executives in your organisation drive the inclusive culture. | | | |
| <p>Senior managers demonstrate their commitment in a variety of ways. This occurs through formal committees which are chaired by a senior manager, through more informal staff meetings, through recruitment processes within their work element, and through the enforcement of the Code of Conduct and Student Charter, as well as the University's policies. Through such avenues senior managers address strategies in place to achieve great representation of women and monitor progress towards previously agreed targets.</p> <p>Senior management as a group, through Executive Group and Directors' Forums, approve policies and strategies which actively support the ongoing development of an inclusive organisational culture. Recently this included improvements to a program that provides targeted funding for academic staff that have experienced career disadvantage because of carer responsibilities, or through membership of a minority group. The program now offers staff scholarships to support eligible recipients in pursuing targeted research activities or undertaking development programs. Over 90% of recipients each year are women (Refer Targeted Academic Staff Development Scholarship Scheme)</p> | | | |
| x) In demonstrating how line managers are held accountable for EO for Women, answer the following: | | | |
| | Yes | No | Details |
| a) Are EO for Women indicators included in line managers' performance reviews? | yes | | See above – these are part of the KPIs for the Vice Chancellor's direct reports, and cascade down in academic groups. |
| b) Are EO for Women indicators included in line managers' pay reviews? | | no | See criterion 6, section 3, iv) Annual Reviews |
| c) Provide details of other ways in which line managers are held accountable | Line managers play an integral part in reinforcing the culture of inclusion. Firstly they act as role models, ensuring that the work environment is one in which all staff regardless of gender, culture, age, etc, are valued. They implement the policies that form the basis of inclusion in practice, and act quickly if events or behaviours occur that have the potential to work against inclusion. | | |

| | |
|---|-------------------------------------|
| Criterion 6: An organisation must deliver improved outcomes for women and the business | |
| Provide details below on improved outcomes for women in the following areas: | |
| 1. Paid Parental Leave | |
| i) An EOCFW organisation must provide a minimum of 6 weeks paid parental leave after a maximum eligibility period of 12 months service. Confirm this by marking the box on the right and providing details below. | <input checked="" type="checkbox"/> |
| a. How many weeks paid parental leave does your organisation provide? | 26 weeks paid leave |
| b. What is your organisation's eligibility period? | 12 months |

| 2. Part-Time Work and Flexible Working Arrangements | | |
|--|-------------------------------------|-----|
| i) Does your organisation have a formal process for reviewing requests for part-time and flexible working arrangements? | Yes | No |
| | yes | |
| ii) How many women and how many men requested part-time or flexible working arrangements in the last year? | Women | Men |
| | N/A | N/A |
| iv) How many women and how many men were granted requests for part-time or flexible working arrangements in the last year? This represents the actual number of staff on part-time/flexible work arrangements. Each area handles its own requests, so it is not possible to determine how many requests were made. However, almost all requests are approved, except where operational requirements are such that the request cannot possibly be accommodated – this is extremely rare. | Women | Men |
| | 624 | 132 |
| iv) In EOCFW organisations, female managers must be able to work part-time. Confirm this by marking the box on the right and providing details below. | <input checked="" type="checkbox"/> | |
| a. Number of part-time female managers? | 33 | |
| b. How many female managers requested part-time work this year? | N/A | |
| c. How many part-time requests from female managers were granted? See comments above in iii) | N/A | |
| v) How does the organisation communicate to female managers that it supports part-time work at management level as well as at non-management level, particularly after parental leave? | | |
| <p>As well as general policy advice provided on a regular basis through electronic newsletters and contact with HR staff, individuals are informed when they apply for paid parental leave, and the information is contained within the specific policy and procedures. Contact is made with returning staff prior to the end of paid parental leave and they are asked if they will be seeking return on a part-time basis.</p> <p>Discussions between managers and individual staff occur regularly, and any staff member who may have particular carer needs arising is informed that part-time work, either on a temporary or permanent basis, is an option.</p> | | |
| 3. Pay Equity | | |
| i) EOCFW organisations must analyse the remuneration of its entire workforce to understand whether there are any gender pay equity issues in their workplace. Confirm this analysis has taken place in your organisation by marking the box on the right and provide details below of the type of audit or analysis of male and female remuneration your organisation has undertaken and the date when it was most recently completed. | <input checked="" type="checkbox"/> | |
| Griffith used the EOWA pay equity tool to provide data for its analysis. This was undertaken in June 2010. | | |
| ii) Has your organisation undertaken a formal job evaluation study? If Yes, provide details below of the type of study and the date when it was completed. | Yes | No |
| | √ | |
| All award positions for general staff are classified under the University's classification criteria which were first developed in 1994, and which are utilised by most universities. Academic positions are similarly classified, and these were last updated in July 2010. Management roles use the Cullen Egan Dell job evaluation process. | | |
| iii) Is gender pay equity included in your remuneration policy as a stated objective? If Yes, provide details below. | Yes | No |
| | N/A | |

The University does not have a separate remuneration policy as such. It does, however, have an EEO policy and Equity and Diversity Plan, which between them ensure that (a) no discrimination occurs in employment (which thus incorporates rates of pay) and (b) that more women are appointed to senior positions, as the imbalance at these levels is the main reason for pay gaps at Griffith.

iv) Does your organisation have a pay equity implementation plan? If Yes, provide details below.

| | |
|-----|----|
| Yes | No |
| N/A | |

See above in iii)

v) What is your organisation's progress in addressing gender pay equity?

The representation of women at senior levels, especially in the senior academic levels, is gradually increasing. The underrepresentation of women in the professoriate is one of the factors which most impacts on the gender pay gap, closely followed by underrepresentation of women in senior administrative roles.

vi) Does your organisation have a target for reducing the gender pay gap?
If yes, what is your organisation's gender pay gap target?

| | |
|-----|----|
| Yes | No |
| N/A | |
| % | |

vii) Does your organisation analyse the following remuneration categories by gender? If you answer YES to any of these questions, please provide details. If you answer NO, please provide reasons why the analysis is not done.

| | Yes | No | Details |
|------------------------|-------|----|--|
| Starting salaries? | Yes | | <p>Details of starting salaries were scrutinised for staff appointed under the respective awards, and females commenced above level 1 in 38% of appointments, compared with males at 40%.</p> <p>Salaries of senior staff are determined at a particular point on a 5 point scale, and take into account the impact of the individual position, the experience of the appointee etc (Cullen Egan and Dell factors).</p> |
| Salaries on promotion? | | no | Academic staff who are promoted during the annual process commence at the lowest increment, with the exception of professors, which is a spot salary. |
| Performance bonuses? | Yes * | | <p>* Academic staff are nominated for either <i>Merit Loading</i> which is paid in recognition of outstanding merit and performance as evidenced by:</p> <p>Membership of the Academies or equivalent; or Australian Award for University Teaching (AAUT) recipient; or Receipt of another award of national or international significance; or Excellence of performance resulting in significant contribution to the core activities of the university.</p> <p>OR</p> <p><i>Attraction and Retention Loading</i> which is paid to attract or retain key academic staff who, because of competitive forces in the academic labour market or the external market for their services, may be at risk of being lost from the University. The applicability of this loading may be evidenced by excellence of performance and</p> <p>(i) Strategic importance of the position to the university; and/or (ii) Academic standing of the individual; and/or (iii) State of the (academic or external) labour market.</p> <p>The process is a rigorous one, and proposal for the payment of a salary loading may be initiated by a senior officer of the University. The proposal must provide relevant evidence related to rationale for</p> |

| | | | |
|--|--|----------|---|
| | | No ** | <p>the payment and level of the loading, and is approved by the Vice Chancellor</p> <p>There is no process for members of staff to personally apply for allowances (except for Merit Loading associated with membership of the Academies or equivalent or receipt of an AAUT or other award of national or international significance).</p> <p>Guidelines for approving Proposals state that they should take into account the University's need to attract and retain women in senior academic positions (Levels C – E) in accordance with its Equity Strategy and the University's commitment to valuing diversity among academic staff.</p> <p>**The University's senior remuneration salary range levels incorporate bonus amounts into the fixed range. This applies across all 5 senior levels. This is known as a Total Employment Reward approach and negates the need for bonus schemes and payments. Currently only one senior position in the University receives a variable performance bonus...due solely to market forces, where it is standard practice across the industry for this type of role.</p> |
| Elements of remuneration additional to base pay? | | No | Senior staff remuneration elements additional to base salary include fixed remuneration items such as motor vehicle provision, parking, and flight club membership. These elements apply across all 5 levels of senior positions. |
| Annual salary review? | | No | <p>Annual remuneration reviews take two factors into consideration market movements and individual performance.</p> <p>Firstly, the senior remuneration committee determine a % increase to be applied across the remuneration range (and to each position) based on annual market movements. The market information is provided by Mercer, who recommend a % increase for consideration.</p> <p>Additionally, a senior staff member's performance is reviewed (by their manager) and a recommendation provided to the Vice Chancellor to either keep remuneration at the current level in the scale (the market forces increase notwithstanding) or to increase to another point in the scale. Factors influencing recommendations include; achievement of objectives, general performance, experience, knowledge and skills and current position in the scale.</p> <p>The Vice Chancellor reviews the recommendations, which are then provided for the consideration and approval of the senior remuneration committee. (A committee of Council)</p> <p>This means that a senior staff member receives either a market based increase (ensuring their remuneration maintains parity) or an increase combining market and performance.</p> |

| | |
|--|--|
| <p>viii) From the information provided in the Workplace Profile on page 6:</p> <p>a) provide an explanation below for any salary gaps level-by-level and overall, and</p> <p>b) what strategies and actions are being taken to address pay equity.</p> | |
| <p>Level-by-level Gaps:</p> | |
| <p>Explanation and Analysis:</p> | <p>The largest gaps are at the senior staff level and at the below HEW 1 level. The latter occurs because all staff within the catering services are simply classified as below HEW 1, but in reality are paid at very different rates depending on role. For example, the manager of the wine bar is in the same classification class as an hourly paid casual waiter.</p> <p>At the senior staff level the gap exists because of the greater representation of men within this cohort – 57%.</p> |
| <p>Strategy and Actions to address gaps:</p> | <p>The new University Strategic Plan has set a target of 50% female representation at senior administrative levels to be achieved by 2013. This will assist in reducing the gap at this level. The main area of difference is at the Associate Director and above HEW 10/below Director level, where women represent 40% of this cohort. Growth in the information technology infrastructure and science centres has seen an increase in positions at this level, most of which are filled by men who have the necessary level of experience in greater numbers than women. Areas are aware of the gender imbalance, and seek to have representative applicant pools when vacancies arise through utilising various search strategies.</p> |
| <p>Overall Gap:</p> | |
| <p>Explanation and Analysis:</p> | <p>The overall gap occurs because of the greater representation of men in the senior academic ranks (Levels D and E). This is an artefact of academic life in the western world, particularly in institutions which are research focussed and which cover the broad range of disciplines, including the more traditional ones in which men have held (and still hold) the majority of academic positions.</p> <p>The underrepresentation of women in senior staff positions also contributes to the overall gap (see above section).</p> |
| <p>Strategy and Actions to address gaps:</p> | <p>Setting targets within the University Strategic Plan, of 33.33% and 50% respectively to address these two categories, and working with areas to identify and implement local strategies are the main actions being taken.</p> |

4. Increasing the Representation of Women In Management

| | | | |
|---|------------------------------|-----------|-------|
| i) Has the percentage of female managers changed from last year? | Increased | Decreased | Same |
| | | | (39%) |
| ii) If so, by how much? | % | | |
| iii) Does the organisation have a target for increasing female managers? | Yes | yes | No |
| iv) If so, what is the target? | 33.33 % and 50% respectively | | |
| v) Where the percentage of female managers has <i>decreased or remained the same</i> , please provide an explanation: | | | |
| | | | |

| | | | |
|--|-----------------------|-----------|------|
| vi) Has the percentage of female executive managers changed from last year? | Increased | Decreased | Same |
| | | X | |
| vii) If so, by how much? | 4 % (From 40% to 36%) | | |
| viii) Does the organisation have a target for increasing female executive managers? | Yes | | No |
| ix) If so, what is the target? | % | | |
| x) Where the percentage of female executive managers has <i>decreased or remained the same</i> , please provide an explanation: | | | |
| <p>The percentage of women in the Executive Group changed with the addition of an additional Deputy Vice Chancellor position, which was taken up by an existing female member of Executive, who in turn was replaced with a male. With such a small number of Executives (now 11 in total) changes to one role will impact quite markedly on the overall percentage.</p> | | | |

5. Other Outcomes

Provide information below on other improved outcomes for women in your organisation

- i) Organisations must provide details and supporting statistics below in the form of NUMBERS, not percentages, on ALL of the following:

| | No. of Women | No. of Men |
|--|--------------|------------|
| Recruited into non-traditional roles* [Recruitment data does not allow a breakdown to determine into which particular role a person may have been recruited] | N/A | N/A |
| Recruited or promoted into line manager roles* [Recruitment data does not identify those positions which may also be line manager roles. Nevertheless, recruitment data related to levels at which staff members MAY be undertaking line management responsibilities has been included] | 29 | 12 |
| Exited the organisation | 365 | 209 |
| Took parental leave (maternity or paternity leave) | 131 | 17 |
| Returned after parental leave full-time | 22 | 12 |
| Returned after parental leave part-time | 57 | 1 |
| Resigned after parental leave | 4 | |
| Still on parental leave | 48 | 4 |

iv) Outline below other **outcomes** that have been achieved for women and the business over the past year.

Griffith has many success stories of women simply achieving satisfaction in their role within the University, whatever that role might be. The following unsolicited email was received in response to the University's advice that it was once again applying for EOCFW status, and demonstrates the environment which is nurtured across many areas of the University.

I would like to make a statement as to why I believe that Griffith should indeed be an employer of choice for women.

I have been at the Environmental Futures Centre (Nathan Campus) - Griffith University since late May 2010. I stated explicitly in the interview that I am a mother of a 5 and 4 year old which requires some flexibility and that I am looking for an employer that respects this. In return I offer my skills, experience, flexibility and loyalty. I was delighted when I was offered the position.

I was offered the position in a part time capacity (80%) but with the flexibility to reduce a little or increase a little if I needed. The Director of the Centre Professor Xu Zhihong is focussed on outcomes and communication which is ideal for women as we can get in and get our work done and go home. I am treated as a professional despite that I work part time. I have not found this to be the case with other employers.

Shortly after I arrived at the Environmental Futures Centre I found that my husband who is in the Airforce was deployed to the Middle East for 5 months. I was concerned about how I was going to meet my commitments with a new job that I love and home as I have no family to call on for assistance. I knew that I would require even more flexibility. I explained the situation to the Deputy Director of the Centre Associate Professor Darryl Jones who responded by stating that I can be as flexible as I wish, work from home some of the time, bring the children to work if need be and that we will make it work. He later stated that he was more concerned that I was going to resign!

I have worked for the Environmental Futures Centre for nearly four months, my husband has been away for three of them and everything is going as well as is possible given the situation. I feel I am able to be up-front and honest about my family commitments (for example I state I cannot attend meetings before 10 am). There is no 'joking' remarks or raised eyebrows when I leave early or get in late. I do not feel that the Centre are begrudgingly offering this flexibility to me - they genuinely want me to succeed. What is more amazing is that I have not even passed my probation period yet!

When you are lucky enough to find an employer where outcomes are the motivating factor you feel part of the team and you want to do your best. I genuinely care about my work and my colleagues. When my husband returns I am genuinely looking forward to putting in some long days and will probably apply to go full time in the new year. I am comforted in the knowledge that when needed, my employer the Environmental Futures Centre at Griffith University will help me to achieve a work / life balance that I didn't think possible. I would not (and indeed could not) work anywhere else!

Best wishes

*Ms Dian Riseley
Administrative Coordinator
Environmental Futures Centre
Griffith School of Environment*

Organisational Details Cover Sheet

(This information is confidential and will not be made public)

| ORGANISATION DETAILS | | | | | | |
|---|--|--|-------------|----------|------|---|
| Legal name of your organisation: | Griffith University | | | | | |
| Previous name (if changed since last Report): | | | | | | |
| Trading Name, | | | | | | |
| Name to go on certificate if successful: | Griffith University | | | | | |
| Total No. of employees: | 4000 | ABN: | 78106094461 | | | |
| ANZSIC Code AND Industry Description (refer www.abs.gov.au): | 8431 Higher Education | | | | | |
| ASX Codes for Organisations listed on the Australian Stock Exchange: | N/A | | | | | |
| Physical address: | 170 Kessels Rd, Nathan | State: | Qld | Postcode | 4111 | |
| | Switchboard No: | +61 7 3735 7111 | Facsimile: | | | |
| Postal address: | 170 Kessels Rd, Nathan | State: | Qld | Postcode | 4111 | |
| | | | | | | |
| CONFIRM YOUR ORGANISATION'S HIERARCHY DETAILS BY COMPLETING BELOW | | | | | | |
| Who is the ultimate responsible Australian Parent Company for your organisation? Griffith University | | | | | | |
| WHAT ORGANISATIONS ARE COVERED BY THIS REPORT (INCLUDE ALL SUBSIDIARIES)? | | | | | | |
| Has there been a change to any of your organisations since your last report? (If yes, provide details below): | | | | Yes | No | X |
| Reason For Change | Name | New Name | | | | |
| a) Change of Name: | | | | | | |
| b) Sold: | Name | New Owner | | | | |
| | | | | | | |
| c) Ceased Trading: | Name | | | | | |
| | | | | | | |
| CONTACT INFORMATION | | | | | | |
| | CEO Details | Report Contact Details | | | | |
| Title: | Professor | Ms | | | | |
| First Name: | Ian | Heather | | | | |
| Family Name: | O'Connor | Cameron | | | | |
| Job Title: | Vice Chancellor and President | Principal Adviser Equity, Diversity and Policy Implementation | | | | |
| E-mail Address (or PA for CEO): | vc@griffith.edu.au | h.cameron@griffith.edu.au | | | | |
| Telephone: | +61 7 5552 8178 | +61 7 3735 6404 | | | | |
| Facsimile: | +61 7 5552 8777 | + 61 7 3735 7065 | | | | |
| Address (if different from above): | Office of the Vice Chancellor Gold Coast Campus Griffith University QLD 4222 | Office of HRM Griffith University Nathan Campus 170 Kessels Road, Nathan QLD 4111 | | | | |