2011 Report to the Equal Opportunity for Women in the Workplace Agency
This report was prepared by the Equity and versity Unit (Social Inclusion).
Contact equityanddiversity@mq.edu.au for enquiries on (02) 9850 9703
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<td>Work Organisation and Conditions of service</td>
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<td>Sex-based harassment</td>
<td>16</td>
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<tr>
<td>Pregnancy, potential pregnancy and breastfeeding</td>
<td>16</td>
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<tr>
<td><strong>Actions Taken</strong></td>
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<td>Recruitment and Selection</td>
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<td>Promotion, Reclassifications and Separations</td>
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<td>Work Organisation and Conditions of Service</td>
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# Workplace Profile

## Table 1: Macquarie University Staff Profile by fraction, gender and level, as at 31 March 2011

<table>
<thead>
<tr>
<th></th>
<th>Headcount</th>
<th></th>
<th>Percentage</th>
<th>Pay Gap</th>
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<td>Full-time</td>
<td>Fractional</td>
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<td>F</td>
<td>M</td>
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<td><strong>ACADEMIC STAFF</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Level A</td>
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<td>38</td>
<td>24</td>
</tr>
<tr>
<td>Level B</td>
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<td>139</td>
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<td>11</td>
</tr>
<tr>
<td>Level C</td>
<td>78</td>
<td>137</td>
<td>9</td>
<td>13</td>
</tr>
<tr>
<td>Level D</td>
<td>52</td>
<td>96</td>
<td>8</td>
<td>21</td>
</tr>
<tr>
<td>Level E</td>
<td>40</td>
<td>92</td>
<td>3</td>
<td>19</td>
</tr>
<tr>
<td><strong>TOTAL ACADEMIC</strong></td>
<td>358</td>
<td>535</td>
<td>88</td>
<td>88</td>
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<tr>
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<td>8</td>
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<td>HEW 03</td>
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<td>14</td>
<td>22</td>
<td>5</td>
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<tr>
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<td>18</td>
<td>1</td>
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<td>HEW 05</td>
<td>112</td>
<td>63</td>
<td>53</td>
<td>10</td>
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<tr>
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<td>HEW 07</td>
<td>131</td>
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<td>HEW 08</td>
<td>66</td>
<td>50</td>
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<td>3</td>
</tr>
<tr>
<td>HEW 09</td>
<td>52</td>
<td>59</td>
<td>10</td>
<td>2</td>
</tr>
<tr>
<td>HEW 10 &amp; above</td>
<td>40</td>
<td>51</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td><strong>TOTAL PROFESSIONAL</strong></td>
<td>626</td>
<td>423</td>
<td>229</td>
<td>42</td>
</tr>
</tbody>
</table>

**TOTAL MQ** 984 958 317 130 50.7 49.3 70.9 29.1 11.2%

Excludes casual staff. Level E includes senior academic staff on individual contracts.
HEW 10 and above includes staff at HEW 10, Senior Professional Staff (SNR01, SNR02, SNR03) and executives on individual professional contracts
Source: HRIS

## Women in Senior Management at Macquarie

In 2011, female representation on the Macquarie University Senior Executive was 33% with three female members. There are nine positions on the Senior Executive including the Vice–Chancellor. In 2009 and 2010, representation of women on the Executive was 38% (3 out of 8) and the pay equity differential for the Senior Executive was -5.2% in favour of women.¹

Women held 33% of Macquarie University’s 20 academic executive positions (EXE02, EXE03) in 2011 with a narrow pay gap of 1.9%. Of the four Executive Dean positions, one is held by a woman (25%).

In 2011, female representation in senior professional staff positions (HEW 10+) at Macquarie was 45.7% which was above both the 2009 sector average of 44.9% and 2.5% higher than the university’s last reported figure to EOWA in 2008 of 43.2%.

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¹ calculated on eight members of Senior Executive not including the VC for pay period 6 April 2011
Representation of Women in the Macquarie University Workforce

Table 2: Academic and Professional Women as a proportion of all staff 2008-2010

<table>
<thead>
<tr>
<th></th>
<th>2008 No.</th>
<th>2009 No.</th>
<th>2010 No.</th>
<th>2008 %</th>
<th>2009 %</th>
<th>2010 %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>All F</td>
<td>All F</td>
<td>All F</td>
<td>M F</td>
<td>M F</td>
<td>M F</td>
</tr>
<tr>
<td>Academic</td>
<td>954 408</td>
<td>1022 435</td>
<td>1069 446</td>
<td>57.2%</td>
<td>42.8%</td>
<td>57.4%</td>
</tr>
<tr>
<td>Professional</td>
<td>1045 658</td>
<td>1203 769</td>
<td>1320 855</td>
<td>37.0%</td>
<td>63.0%</td>
<td>36.1%</td>
</tr>
<tr>
<td>Total</td>
<td>1999 1066</td>
<td>2225 1204</td>
<td>2389 1301</td>
<td>46.7%</td>
<td>53.3%</td>
<td>45.9%</td>
</tr>
</tbody>
</table>

Snapshot data as at 31 March, refers to previous year (e.g. 2010 data is taken at 31 March 2011). Excludes casual staff. Source: HRIS

Academic Women

Over the past three years, women’s representation on academic staff at Macquarie decreased by 1.1% to become 41.7% in the 2010 reporting year. This is 0.5% below the 2009 sector average of 42.2% (latest figures available).

The representation of women at Level C (Senior Lecturer) increased by 1.1% between the 2009 and 2010 reporting years and is monitored as the primary feeder group into the Professorate. The representation of women at Level D (Associate Professor) increased marginally (0.2%) between 2009 and 2010 to reach 33.9%.

It is very pleasing to note that between 2008 and 2010 there was an 8.9% increase in the representation of women at the most senior academic Level E (Professor) to 27.9% with Macquarie University now being 5.4% above the sector average.

As mentioned in Macquarie’s last report to EOWA in 2008, the University was at that time embarking on the recruitment of 45 academic posts known as CORE appointments (‘Centres of Research Excellence’). In 2010, 49 CORE positions at Levels C, D and E had been filled with 13 women recruited (26.5%). Whilst this average rate of appointment was lower than the commensurate work force participation rate for each level, it was pleasing that 39% (7 out of 18) CORE appointments to Level E (Professor) were to women. This was higher than women’s 2010 Level E workforce participation rate of 27.9%.

Table 3: Number and representation of Academic Staff by gender and level 2008 - 2010

<table>
<thead>
<tr>
<th>Level</th>
<th>2008 No.</th>
<th>2009 No.</th>
<th>2010 No.</th>
<th>2008 %</th>
<th>2009 %</th>
<th>2010 %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>All F</td>
<td>All F</td>
<td>All F</td>
<td>M F</td>
<td>M F</td>
<td>M F</td>
</tr>
<tr>
<td>A</td>
<td>190 104</td>
<td>193 111</td>
<td>206 111</td>
<td>45.3%</td>
<td>54.7%</td>
<td>42.5%</td>
</tr>
<tr>
<td>B</td>
<td>262 143</td>
<td>278 146</td>
<td>295 145</td>
<td>45.4%</td>
<td>54.6%</td>
<td>47.5%</td>
</tr>
<tr>
<td>C</td>
<td>220 85</td>
<td>228 81</td>
<td>237 87</td>
<td>61.4%</td>
<td>38.6%</td>
<td>64.5%</td>
</tr>
<tr>
<td>D</td>
<td>145 50</td>
<td>175 59</td>
<td>177 60</td>
<td>65.5%</td>
<td>34.5%</td>
<td>66.3%</td>
</tr>
<tr>
<td>E</td>
<td>137 26</td>
<td>148 38</td>
<td>154 43</td>
<td>81.0%</td>
<td>19.0%</td>
<td>74.3%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>954 408</td>
<td>1022 435</td>
<td>1069 446</td>
<td>57.2%</td>
<td>42.8%</td>
<td>57.4%</td>
</tr>
</tbody>
</table>

Snapshot data as at 31 March, refers to previous year (e.g. 2010 data is taken at 31 March 2011). Excludes casual staff. Source: HRIS

Professional Women

Women’s overall representation in professional staff positions at Macquarie University has increased by
1.8% over the past three years to reach 64.8%, which is 1.5% higher than the 2009 sector average of 63.23%.

Women in professional roles are represented at percentages above their workforce participation rate of 64.8% at each of the HEW Levels 3 – 7.

Between 2009 and 2010, there was a 0.7% increase in the representation of women at Level 8; a 0.8% increase at Level 9 and a 1.9% decrease at Level 10 (although the 2010 figure is 2.7% higher than the 2008 reporting year).

Table 4: Number and representation of Professional Staff by gender and level 2008 - 2010

<table>
<thead>
<tr>
<th>Level</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>All</td>
<td>F</td>
<td>All</td>
<td>F</td>
<td>All</td>
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<tr>
<td>HEW 01</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>HEW 02</td>
<td>32</td>
<td>12</td>
<td>36</td>
<td>17</td>
<td>34</td>
<td>14</td>
</tr>
<tr>
<td>HEW 03</td>
<td>48</td>
<td>36</td>
<td>46</td>
<td>33</td>
<td>56</td>
<td>37</td>
</tr>
<tr>
<td>HEW 04</td>
<td>92</td>
<td>61</td>
<td>79</td>
<td>55</td>
<td>84</td>
<td>62</td>
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<tr>
<td>HEW 05</td>
<td>206</td>
<td>141</td>
<td>200</td>
<td>142</td>
<td>238</td>
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<td>HEW 06</td>
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<td>74</td>
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<td>43</td>
<td>113</td>
<td>56</td>
<td>123</td>
<td>62</td>
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<tr>
<td>HEW 10 &amp; above</td>
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<td>35</td>
<td>92</td>
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<td>1203</td>
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</tbody>
</table>

Snapshot data as at 31 March, refers to previous year (e.g. 2010 data is taken at 31 March 2011). Excludes casual staff. Source: HRIS

Distribution of Women in the Macquarie Workforce

Academic Women

The distribution of academic women at Macquarie over the past three reporting years shows a slight upward trend towards the Professoriate although women remain clustered at the more junior academic levels. This clustering at levels A and B has been easing in the past three years, as the proportion of staff at Levels D and E increases.

Professional Women

In terms of distribution of professional staff, women remain clustered in the mid range administrative positions (HEW Levels 5, 6 and 7).
Table 5: Number and Distribution of Male and Female Academic Staff at each level, 2008-2010

<table>
<thead>
<tr>
<th>Level</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
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<th>2009</th>
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<td></td>
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<td>104</td>
<td>82</td>
<td>111</td>
<td>95</td>
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<tr>
<td>B</td>
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<td>50</td>
<td>116</td>
<td>59</td>
<td>117</td>
<td>60</td>
</tr>
<tr>
<td>E</td>
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<td>26</td>
<td>110</td>
<td>38</td>
<td>111</td>
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<td>587</td>
<td>435</td>
<td>623</td>
<td>446</td>
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Table 6: Number and Distribution of Male and Female Professional Staff at each level, 2008-2010

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<td>1</td>
<td>0</td>
<td>1</td>
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<td>HEW 03</td>
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<td>HEW 07</td>
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<td>119</td>
<td>81</td>
<td>140</td>
<td>89</td>
<td>159</td>
</tr>
<tr>
<td>HEW 08</td>
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<td>64</td>
<td>50</td>
<td>74</td>
<td>53</td>
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<td>658</td>
<td>434</td>
<td>769</td>
<td>465</td>
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</tbody>
</table>

Snapshot data as at 31 March, refers to previous year (e.g. 2010 data is taken at 31 March 2011). Excludes casual staff. Source: HRIS

Analysis

Representation of Women on Decision-Making Bodies

At this stage Macquarie encourages rather than mandates balanced gender representation on all university committees. In the 2010 calendar year, the participation of women on key university committees (those which directly report to the Vice Chancellor / Senior Executive) was 46% which was an increase of 10% on the previous year.

- In 2011, female representation on the Macquarie University Senior Executive was 33% with three female members. There are nine positions on the Senior Executive including the Vice-Chancellor.

- In 2010, representation of women on University Council was 44% (8 out of 18 members). Representation of women on Council has remained steady over the past four years (44% in 2007, 50% in 2008, 44% in 2009). All seven Committees of Council had female representation greater than 25% in 2010, with women having equal representation (50%) on three committees. The lowest representation of women (25%) was on the Finance and Facilities Committee.

- Academic Senate had a 40% female representation in 2010 (8 out of 20) which was 10% lower than the previous year (50% in 2009), although a significant improvement on earlier years (24% in 2007, 22% in 2008). In 2010, Academic Senate and all of the ten Standing Committees of Senate had more than 33% female representation. The average representation of women was 48%, which
was a 12% increase over the past three years. Women were over-represented on the Academic Standards and Quality Committee (71%) and the Higher Doctoral Degrees Committee (60%) in 2010.

- In 2010, the overall representation of women on Vice Chancellor’s Advisory Committees was 46% which was an increase of 10% on the previous year.
- In 2010, the Provost Strategy Group (which advises the Deputy Vice Chancellor and Provost) had female representation of 45% (9 out of 20) which was a significant increase on the previous two years (27% in 2008, 31% in 2009).

Promotion, Reclassifications and Separations

Academic Promotion

In 2009 a senior working party was established to review Macquarie’s Academic Promotions Policy over the 2009-2010 period and the Director of Equity and Diversity was a member of that group. Principles of equity and social inclusion are now enshrined in policy and an Equity Observer is present at promotion rounds for all levels (briefing, short listing and interviews).

The Policy aims to ensure a transparent and streamlined promotions process. The policy states that an applicant’s whole career will be taken into account, with special attention paid to their achievements ‘relative to opportunity’ since appointment or promotion to their current level at the University.

Academic Women

In 2010, 52% of all successful academic promotions were women (24 out of 46). It is pleasing that this is the highest promotions rate for academic women since 2004 and that the rate of promotion for women at each level in 2010 was higher than the workforce participation rate for women at each level.

Women represented 50% or more of the promotions to the more junior academic levels B (50%, 5 out of 10) and C (55.6%, 10 out of 18) in 2010.

Promotions to the Level D (Associate Professor) decreased by 8% over the three year period 2008 – 2010 from 50% (2008; 4 out of 8) to 47% (2009;8 out of 17) to 42% (2010; 5 out of 12).

There has, however, been a significant 56% increase in the promotion of women to the highest level of academia Level E (Professor) at Macquarie over the three year period: 11% in 2008 (1 out of 9), 25% in 2009 (3 out of 12), to 67% in 2010 (4 out of 6).

In terms of academic women leaving the university, there was a decrease of 5.8% in separations between 2009 and 2010 (45.5% in 2009, 39.7% in 2010). It is pleasing that the 2010 rate is below the workplace participation rate for academic women (41.7%).

There were no voluntary redundancies taken by academic women in 2008 and 2009 and one voluntary redundancy in 2010.

At Macquarie, there have been no forced separations for academic women over the past eight years.

Professional Women

Position reclassification is the process used at Macquarie to re-assess the level and remuneration for professional roles as change occurs. Reclassifications are undertaken by Human Resources and can be requested by staff, by managers, or by staff with the approval of their manager.

In 2010, 50% of all professional role reclassifications were held by women (24 out of 48). This was a 36% decrease in female representation in reclassifications over the past three years (86% in 2008, 72.5% in 2009). At this stage, data on application rates is not available.

In terms of female professional staff leaving the university, these have been on par or lower than their workforce participation rates. In 2008 women’s separation rate was 64% (participation rate 63%). In 2009 the separation rate of 58% was 5.9% lower than the workforce participation rate of 63.9%; and in 2010 the separation rate was 61% which was 3.8% lower that the workforce participation rate of 64.8%).
Of all the voluntary redundancies offered in 2010 at Macquarie 55% (6 out of 11) were accepted by women. Of the seven forced separations in 2010, five were women.

Training & Development

“Macquarie Women” initiative

Since 2008 the Equity and Diversity Unit has facilitated and coordinated a gender program with the aim of increasing the networks, visibility and professional opportunities for Macquarie women, to redress disadvantage and to remedy issues borne out through the statistical analysis. Activities have included:

- International Women’s Day is celebrated each year with a public event and links with UN Women
- Faculty based events are advertised over the women’s email list (e.g. visiting scholars, book launches, celebrations of women’s achievements)
- Professional and academic women are sponsored to attend the “Women, Work and Management” (Macquarie Labor Market Studies Program) conference each year (10-15 places)
- Co-funded places (Equity & Diversity / Organisational Development (HR)/ Office of the Deputy Vice Chancellor (Research)) for women to attend the LH Martin Institute “Women in Research Leadership” 5 day residential program annually. Women are nominated by the Dean and Associate Dean Research in each Faculty.
- Women in Research Leadership Round Tables with residential program alumni (open invitation to Macquarie women – in 2010 45 attended) and Faculty based women’s events including a High Tea Event for younger academic and technical women in the non-traditional field of medical research (from Macquarie’s Australian School of Applied Medicine, 35 attended)
- Invitations to academic and professional women to participate in the Women’s Brain Trust / Round Table conversations following their participation in sponsored activities (in order to strengthen a network of gender champions)
- Celebration of Women in Non-Traditional Fields (45 attended lunch and presentations)
- Poverty Protection for Women seminar (60 attendees) with UNSW guest speaker
- Annual Diversity Week events targeting women

Professional Development Seminars (Organisational Development Unit, HR)

The Organisational Development Unit within Human Resources at Macquarie provides a suite of seminars, workshops and initiatives available to all staff. As identified in the last EOWA Report in 2008, participation data is now routinely gathered by gender. In the past two years the Unit provided:

- Performance Development and Review training. This workshop provides an overview of the process plus supervisor training on how best to give performance feedback. In 2010, 39 women (80%) attended (39 out of 49) and in 2009, 60 (56%) women attended (60 out of 108).
- 18 self development workshops (plus repeats). In 2010, 166 (66%) women participated (166 out of 253) which was a 7% decrease on the previous year when 122 women attended out of a total 168 participants (73%).
- Courses included:
  - Communication Skills
  - Creating Sustainable Solutions to Conflict Situations
  - Customer Service
  - Developing Effective Workplace Relationships
  - Finance for Non Finance Managers
  - Financial Management at Macquarie
  - Interview Skills
- Job Search Skills
- Managing Self through Change
- Preparing for your Job Interview
- Preparing for your Resume
- Presentation Skills
- Principles of Self Management
- Process Mapping
- Project Management
- Recruitment & Selection
- Selection Panel Training
- Tools for Continuous Improvement

EO Online Professional Development Module
Macquarie subscribes to the ‘EO Online’ training package (designed, maintained and managed by a consortium of Australian universities) as a staff and student discrimination awareness tool. New staff at Macquarie are encouraged to undertake the online modules as part of their induction. Notification of completion is automatically sent to the Equity and Diversity Unit and currently shows that 19 staff (15 women) have completed at least one module since the end of 2010 when the system went live. A concerted promotional strategy is yet to be implemented.

Outside Studies Program
Macquarie University offers academic staff the opportunity to undertake OSP (Outside Studies Program) - a structured program of sustained scholarship, research and associated developmental activities outside the University. OSP is intended to enhance the knowledge, skills and experience, connections and partnerships, access to new ideas and resources, and the international standing of academic staff. Applicants must be “research active” or starting their research career. Staff may put forward a case for exemption from being research active, and particular consideration is given to those impacted by family responsibilities. The Policy states: “In accordance with the University’s goal of providing equal employment opportunities for all staff, the University will be sensitive to the special needs of individual staff arising from different career histories, including family responsibilities, or histories of special disadvantage”.

In 2010 data collection for OSP was streamlined such that applications are now processed by the Research Office, and Faculty panels determine outcomes. The revised process enables the University to analyse application and success rates by gender. In 2010, 42% of all applicants and 40% of all successful applicants were women. The female success rate was 78% compared to 84% for males.

New Staff Research Grants Scheme and Start-up Grants for Academic Staff Returning from Parental Leave
Macquarie offers a grants scheme to assist academic staff resuming normal duties after parental leave. This scheme now allows applications after a 6 month absence (or greater) whereas in 2008 the absence had to have been for 12 months or longer. Funding can commence immediately upon return to normal duties. These grants also apply to newly appointed junior academic staff (Levels A and B) looking to establish their research profile at Macquarie and increase their competitiveness in applying for external funding. At this stage the data has not yet been disaggregated by new staff versus those returning from parental leave.

Griffith University ARC Linkage Project on Gender and Employment Equity
Macquarie University was recently invited to collaborate with Griffith University on an ARC Linkage grant “Gender and Employment Equity: Strategies for Advancement in Australian Universities” and all female staff at Macquarie will be surveyed in August 2011. The aims of the project are to provide a comprehensive analysis of the gendered nature of employment, working conditions and career patterns
of university staff (focusing on senior women; classifications of general staff especially the administrative stream); casual teaching and research staff; pay inequities and the link with work/family policy innovations; and, to devise practical strategies to promote gender equity in modern universities.

Work Organisation
Macquarie University recognises the increasing importance of flexible work arrangements to maintain a diverse and high performing workforce. These are enshrined in the new Enterprise Agreement, Flexible Work Policy and the drafted Children on Campus Policy, and aim to support optimal participation of a diverse range of employees, such as people with childcare responsibilities, staff returning to work from parental leave, staff with carer’s responsibilities. Flexible Work options include job sharing, home based work arrangements, variable working hours and other arrangements including modified duties, modified hours of work and unpaid leave.

In 2010, a system of “purchased leave” was also introduced at Macquarie in order to cater for parents wanting to buy out time to coordinate with their children’s school holidays. As staff are required to participate for 6 months prior to taking any of this leave, no data is yet available on staff uptake.

Academic Women
In 2010 the distribution of academic women in continuing roles saw 89.9% employed in full-time positions and 10.1% employed in fractional roles. Women constituted 38.8% of all continuing full time roles (2.9% below their workforce participation rate) and 47.4% of part time continuing appointments (5.7% above their workforce participation rate).

Overall there have been no significant fluctuations in representation or distribution of academic women in full time and fractional continuing roles over the past three years.

Of women on contracts at Macquarie, 66% are in full time roles and 34% in fractional roles. Whilst there has been a marginal decrease in women’s representation in full time contract positions at Macquarie over the reporting year, there has been an 8.7% decrease in women in contract fractional roles (2009 60%; 2010 51.3%).

Professional Women
In 2010 the distribution of female professional staff in continuing roles at Macquarie saw 77% employed in full time positions and 23% in continuing fractional appointments. These rates have remained steady over the past three years.

Of university staff on professional contracts, women hold 58.2% of full time roles and significantly over-represented in contract fractional appointments (93%) when compared to their workforce participation rate of 64%.

Conditions of Service
With regard to pay equity, the benchmark percentage recommended by EOWA for the higher education sector is 17%. Overall, Macquarie University has a gender pay gap (GPG) of 11.18%.

The GPG is smaller amongst academic executives (1.9%) and professional staff in levels 1-9 (4.8%), however, a significant GPG occurs amongst professional staff at Level 10+ where staff are more likely to be employed on individual contracts. Further investigation is warranted as to the reasons for this GPG. Further analysis is being undertaken using the EOWA pay equity tool to seek any gendered data patterns within local work areas.
Table 7: Annualised, average gross salary by gender, level, and staff group 2011

<table>
<thead>
<tr>
<th>Staff Group</th>
<th>No.</th>
<th>F</th>
<th>M</th>
<th>Total</th>
<th>%</th>
<th>F Rep</th>
<th>M Rep</th>
<th>GPG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Executives</td>
<td>6</td>
<td>12</td>
<td>18</td>
<td>33.3%</td>
<td></td>
<td>$255,396</td>
<td>$260,262</td>
<td>1.90%</td>
</tr>
<tr>
<td>Academics Levels A-E</td>
<td>416</td>
<td>561</td>
<td>977</td>
<td>42.6%</td>
<td></td>
<td>$109,970</td>
<td>$121,112</td>
<td>9.20%</td>
</tr>
<tr>
<td><strong>All Academic Staff</strong></td>
<td>422</td>
<td>573</td>
<td>995</td>
<td>42.4%</td>
<td></td>
<td><strong>$112,037</strong></td>
<td><strong>$124,026</strong></td>
<td>9.70%</td>
</tr>
<tr>
<td>Professional HEW10 &amp; above</td>
<td>42</td>
<td>50</td>
<td>92</td>
<td>45.7%</td>
<td></td>
<td>$142,254</td>
<td>$184,173</td>
<td>22.80%</td>
</tr>
<tr>
<td>Professional HEW1-9</td>
<td>765</td>
<td>391</td>
<td>1156</td>
<td>66.2%</td>
<td></td>
<td>$76,731</td>
<td>$80,588</td>
<td>4.80%</td>
</tr>
<tr>
<td><strong>All Professional Staff</strong></td>
<td>807</td>
<td>441</td>
<td>1248</td>
<td>64.7%</td>
<td></td>
<td>$80,141</td>
<td>$92,332</td>
<td>13.20%</td>
</tr>
<tr>
<td>TOTAL MO STAFF</td>
<td>1229</td>
<td>1014</td>
<td>2243</td>
<td>54.8%</td>
<td></td>
<td>$96,089</td>
<td>$108,179</td>
<td>11.18%</td>
</tr>
</tbody>
</table>

Notes: Excludes casuals and staff who did not receive pay that period. Includes the Senior Executive. Does not include the role of Vice Chancellor. Annualised salary from fortnightly gross pay, last pay period in March 2011. Fortnightly salary has been annualised and scaled to full-time earnings for all staff including part-time staff. Gross pay includes allowances and loadings but excludes employer paid superannuation and overtime.

Parental Leave

Between 2009 and 2010 the percentage of women who took parental leave increased by 12% to reach 74% (2010 92/124; 2009 62/67/104). Of all parental leave days taken in 2010, women took 92.7% which was a slight increase from 90% and 89% in 2008 and 2009 respectively.

It is of concern that there was a 4% decrease in the number of parental leave days taken by men in the 2010 reporting year, whereas men took 10% of parental leave days in 2008, 11% in 2009 and 7% in 2010.

It is pleasing that the university has recently instigated a system of "purchased leave" which aims primarily to assist parents to take time off at the same time as their children’s school holidays.

Workers Compensation

In 2010, 53.5% of all claims for workers compensation were from women (38/71) which is a decrease on previous years (57% in 2008, 60.6% in 2009). Investigations of the grounds of each claim did not reveal they were gendered.

Performance Development and Review (PDR)

Macquarie University Enterprise Agreement (2010) requires that each staff member undertake a performance and development review (PDR) annually with their supervisor and that the process "provides a framework for identifying, evaluating and developing the performance of Staff Members". PDR is linked to the achievement of individual, work area and organisational goals and is designed to build the mentoring relationship between supervisor and staff member. In conjunction with PDR, supervisors can attend Crucial Expectations workshops to develop their skills in giving feedback and holding performance conversations.

Reward and Recognition Policy

Macquarie University recognises and rewards outstanding staff contributions that support individual, team, department, faculty and/or university goals and objectives of the University. The Reward and Recognition Policy provides for non-monetary rewards (such as a Red balloon gift) and/or recognition leave, calculated in whole or partial workdays. There are two levels of reward and recognition administered by the Dean or Head of Office and funded by the local work area:

- Level 1 is up to $500 value in benefit and/or one day of recognition leave, and
- Level 2 is approved by the Senior Management Group based on a recommendation by the Exec Dean or Head of Office and is up to $1000 value in benefit and/or up to three days of recognition leave.
Since 2008, 196 Red Balloon gift and experience vouchers were purchased by the University, however no data was recorded by gender. Further investigation on tracking rewards is warranted.

**Childcare**

There are three child care centres for staff available on Macquarie campus:

- Banksia Cottage is owned by the University and operated by Campus Experience. It caters for 90 children daily aged 3 months - 5 years to staff, students and community.
- Gumnut Cottage is owned by the University and operated by Campus Experience. It is licenced for 90 children to attend each day in permanent enrolled places aged 6 weeks to 5 years.
- The Mia-Mia Child and Family Study Centre is administered by the Institute of Early Childhood and caters for 51 children daily aged from 6 weeks to 5 years. The Centre is available to community families and families who travel to the North Ryde area for work, as well as for students and staff of the University.

**Sex-based Harassment**

**Review of Grievance Management Policy, Procedures and Guidelines**

In 2010 the University uploaded a new Grievance Management Policy onto Policy Central, which details the approach taken by the university and outlines correct internal and external referral.

Enquiries and grievances which involve staff and alleged issues of discrimination are managed by the Equity and Diversity Unit. Grievances are generally resolved internally through a case management approach between the Equity and Diversity Unit, Employee Relations (HR) and/or Dean of Students (if student related), the individual grievant and respondent, and where relevant, Faculty/ Divisional Managers, and the Legal Department.

Rarely is it required to escalate matters to the Director of Human Resources, as per the current Enterprise Agreement. Employee Relations reported that since 2006 they have been involved in three matters before the Anti Discrimination Board and/or the Human Rights and Equal Opportunities Commission. All were settled by conciliation or were withdrawn by the applicants.

At time of writing (August 2011) there are no discrimination or harassment cases involving Macquarie University before the Anti-Discrimination Board or Human Rights Commission.

**Pregnancy, Potential Pregnancy and Breastfeeding**

In order to assist staff members to achieve greater integration between work and personal life, the University provides parental leave and partner’s leave in respect of the birth, adoption or fostering of a child by the staff member or their partner where they are responsible for the care of the child. The University recognises same sex couples.

Macquarie has generous parental leave entitlements: full-time staff members who are primary carers are entitled to 14 weeks of paid parental leave upon commencement of employment and additional 12 weeks leave with more than one year of continuous service. Part-time and casual staff are paid on proportionate basis of the full-time entitlement. If a staff member’s partner is employed by the University, paid leave may be shared up to the total eligible entitlement.

The University supports women returning to work after parental leave to continue with breast-feeding. Policy allows breaks for expressing and storing breast milk and to breast feed if the child is in nearby care. The University’s three childcare centres offer breastfeeding facilities for staff whose children are in their care.

The Equity and Diversity Unit is currently conducting an audit of the nominated breastfeeding facilities on campus with a view to gaining Breastfeeding Friendly Workplace Accreditation from the Australian Breastfeeding Association in 2011.
Issues Prioritised

Overall Needs

- streamline gender data collection systems at Macquarie
- strengthen the equity knowledge of local work areas (provide profiles to Faculties/Departments) with workable actions to address equity issues
- continue work on equity related policies and monitor all new and revised policies for equity impact
- broaden EO statement in advertising and encourage use of diverse images of women and gender balanced stories in university branding/marketing
- ensure “Your Say” staff survey results are collated by gender
- ensure equity considerations in Enterprise Bargaining / Agreement discussions
- develop a communications strategy for women to increase visibility and networks across the organisation

Recruitment and Selection

- continue equity input into strategic Human Resources processes and the roll out of all new HR systems e.g. recruitment / PDR / professional development suites
- continue to address underrepresentation of women in senior academic and professional HEW 10 and above positions (improved during the reporting period)
- refine data collection e.g. on flexible work arrangements; applications and short listing re external recruitment (identified issues for 2011 action)

Promotion, Reclassifications and Separations

- continue to address underrepresentation of women in promotion to the professoriate (improved during the reporting period)
- investigate the decreasing trend of reclassifications of professional staff positions held by women (decrease of 36% since 2008. Identified for action in 2011/2012)
- increase visibility of equity and diversity principles in the development of the new academic promotion policy, procedures and guidelines (addressed during the reporting period)
- secure the role and contribution of the Equity Observer in promotion rounds and refine the panel briefing process (addressed during the reporting period)

Training and development

- professional development participation data was not gathered by gender (addressed during the reporting period)
- no gender targeted training was routinely offered by Macquarie (addressed during the reporting period)
- maximise opportunities to build community relationships of strategic importance to the gender equity program (addressed during the reporting period/continuing)

Work Organisation and Conditions of service

- over representation of women in continuing fractional positions (identified for action in 2011)
- significant gender pay gap for senior professional staff (HEW Level 10+) (identified for action 2011)
- decrease in men taking parental leave in 2010 (identified for action 2011)
• promote flexible work options and increase supervisor awareness of the institutional benefits of implementation
• formalise the process for ensuring equity considerations in any change processes (organisational restructures) of the university as per Enterprise Agreement.

Sex-based harassment
• underutilisation of the ‘EO On-Line’ subscription (identified for action in 2011/2012)
• increase awareness of rights and responsibilities around sex based harassment at Macquarie.

Pregnancy, potential pregnancy and breastfeeding
• gather further information on the usage and requirements for breastfeeding staff.

Actions Taken

Overall
• Responsible Officers were identified across the institution for equity data collection and reporting mechanisms (including deadlines for submission) factored into work plans
• Diversity Profiles for Faculty/Offices are being developed and as each is completed, consultations are held to discuss findings and recommendations for action. Profiles provide sector and university wide comparisons and a detailed local area equity profile.
• The Director, Equity and Diversity now a member of the UPRG (University Policy Reference Group) and a system to provide feedback on policy from senior equity staff has been instigated for all proposed and revised university policies.
• A suite of equity specific policies was drafted and as each is completed, uploaded into Policy Central. The Discrimination and Harassment Prevention Policy and the Grievance Management Policy were uploaded in 2010, and a new ‘Children on Campus’ Policy drafted.
• Workshops are being rolled out to communicate the new Grievance Management Policy (Equity / HR / Legal Office)
• Equity input was provided on request during the Enterprise Bargaining process during 2009/2010.
• The EO statement in Macquarie advertising was redrafted to be more inclusive for women
• Social Inclusion website was developed in 2010 with gender equity information, reports, news and events.
• A moderated Equity and Diversity Facebook page was established.

Recruitment and Selection
• Director, Equity and Diversity was a member of the Human Resources roll out group for new Recruitment system
• regular meetings were held between the Manager, Organisational Development (HR) the Director, Equity and Diversity; the Manager, Staffing (HR) to discuss gender issues
• workshop presentation to Heads of Department on the new Academic Promotion Policy (academic supervisors) were held
• recruitment for senior academic CORE positions (Centres for Research Excellence) was monitored by gender
• Equity Observer were available in external and internal recruitment on request in cases where
there may be conflicts or equity related issues

Promotion, Reclassifications and Separations

- the Director, Equity and Diversity was a member of the review panel for Academic Promotion Policy, Procedures and Guidelines
- a briefing paper was developed for all academic promotion panel members to accompany the verbal briefing given at the first meeting of each panel. This was uploaded to the website
- the role of Equity Observer was enshrined in the new academic promotion policy and Observers have been present at all academic promotions rounds (for all levels) during the reporting year.
- an equity report is prepared for the Vice Chancellor following each academic promotions round.

Training and Development

- professional development participation data is now available by gender
- gender targeted training is offered including sponsorship for women from each Faculty to attend the LH Martin Institute ‘Women in Research Leadership’ residential; up to ten women are sponsored to attend the Macquarie Women Work and Management Conference annually; the Equity and Diversity Unit offers a range of gender targeted Round Table discussions and guest presentations.
- community links continue to be built with UN Women (formerly the United Nations Development Fund for Women). The University sponsors Peace Scholarships for women from war ravaged countries who are then linked in with the Macquarie Women’s program
- the Senior Women’s Network was strengthened through links with Cochlear Inc., in 2010
- Indigenous women received targeted funding to attend national and international professional development (through the Indigenous Staff Development fund managed by the Equity and Diversity Unit)

Work Organisation and Conditions of Service

- information on flexible work arrangements has been included in performance management workshops for staff and supervisors
- a “purchased leave” arrangement has been introduced which allows parents to align their breaks with school holidays (available to all staff as a flexible work option)
- Human Resources increased education on policy and procedures around parental leave and changes to conditions of work on return to work
- Parental leave uptake is now captured by gender and hours
- introduction of the Ally Network at Macquarie in 2009 for GLBTIQ staff and students

Sex-based harassment

- case management approach to grievance management implemented
- "Sex Based Harassment: Your Rights and Responsibilities at Macquarie" brochure was produced and incorporated into new staff Induction packages (to be rolled out across the university in 2011)
- the ‘Your Say’ staff survey responses were collated by gender to determine specific issues
- ‘EO On Line’ professional development modules were incorporated into the Macquarie Professional Development On Line Training Suite, with an electronic ‘completion’ notification function
- Equity and Diversity input had into the development of the university’s Ethics Statement and Codes of Conduct for Staff and Students during the reporting period
Pregnancy, potential pregnancy and breastfeeding

- The Childcare Centres at Macquarie are owned by the University and are regularly monitored through the Campus Experience portfolio.
- The Equity and Diversity Unit is currently auditing breastfeeding facilities on campus with a view to gaining Breastfeeding Friendly Workplace Accreditation from the Australian Breastfeeding Association. This audit has begun and will continue throughout 2011. Part of the requirement for the Accreditation is the development of policy and a communications strategy for staff.

Evaluation of Actions Taken

- Macquarie's actions undertaken in the previous three years have had a positive impact on gender equity at the University.
- The impact of activities can be seen by:
  - 'Your Say' survey results as outlined on page 10 of this report indicating high levels of satisfaction and overall positive responses across a range of parameters.
  - increased representation of women at senior levels of both academia and the professional staff profile.
  - a significant (56%) increase in the promotion of women to the highest level of academia - Level E (Professor) over the past 3 years.
  - increased representation of women on senior decision making bodies of the University.
  - Macquarie gender pay gap (11%) is well below the industry benchmark (and is also well below when disaggregated by academic and professional roles).
  - good representation of women to Level E (Professor) CORE appointments.
  - highest overall academic promotion rate for women since 2004.
  - establishment of policies which are likely to have a positive impact on women e.g. parental leave, purchased leave, flexible work options.
  - improved representation of women in applications for the Outside Studies Program.
  - good attendances in gendered workshops (40 - 100) and resulting enthusiasm by women to organise activities promoting gender equity at local level.

Future Actions

Macquarie University plans to undertake the following actions:

1. strengthen the Macquarie Women's Program to improve networking, visibility and voice for all Macquarie women.
2. hold consultations with Human Resources to discuss issues of reduced external recruitment of academic women; the downward trend in reclassifications of professional positions held by women; the significant over-representation of women in continuing part-time roles, and application/ short listing rates for recruitment.
3. investigate application rates (and possible barriers) for women applying for academic promotion to Level D.
4. complete Diversity Profiles for all Faculties and Offices including a pay equity analysis at
faculty/departamental level (in view of GPG at professional staff Level 10+)

5. finalise all equity specific policies

6. strengthen the Senior Women’s Network through:
   - increased connections with Cochlear Inc.
   - Women in Research Leadership sponsorships and Round Tables
   - Senior women in Science round table to discuss recruitment and retention issues (including post-graduate study to academic employment pathways)
   - Investigate support for an international visiting scholar designed to increase international collaborations for women who are less mobile with carer’s responsibilities or disability

7. undertake qualitative research (including focus groups) with male and female staff as part of the consultations regarding gender equity at Macquarie

8. Encourage men to become involved as Gender Equity Champions at Macquarie

9. roll out the Sex Based Harassment brochure across the university with an accompanying workshop program addressing discrimination, bullying and harassment prevention. The focus will be on staff with supervisory responsibilities in the first instance

10. actively promote the EO On-Line modules to staff and monitor uptake

11. refine data collection (drill further down) and continue all statistical monitoring activities

12. seek accreditation as a Breastfeeding Friendly Workplace from the Australian Breastfeeding Association by completing the audit and establishing a communications strategy for same

13. strengthen Recruitment and Selection Panel training for staff and increase panel awareness of gender issues

14. ensure Reward and Recognition is captured by gender and monitored for gender bias

15. promote parental leave and flexible work options to men who are parents at Macquarie

16. disaggregate the Start Up and Return to Work grants and collect take up data by gender

17. further investigate return rates of staff following parental leave, ensure a schedule of contact with those staff whilst on leave to continue engagement with Macquarie.