Gender Access and Equity at the ANU Research School of Astronomy and Astrophysics
Review, Recommendations, and Implementation

RSAA Access and Equity Committee
6 March, 2014

Compiled with support from the ANU Gender Institute
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Gender Equity and Access within the RSAA

One of the hallmarks of an equal and fair workplace is a balance in the gender demographics. In general, it is in the best interests of an organisation to create policies and practices that promote equity and diversity at all levels of employment.

1. ANU Access and Equity Policies Review

Table 1 shows demographic breakdown of the Research School of Astronomy and Astrophysics (RSAA) in 2012 for academic staff, professional and administration staff, and students respectively. Similarly, Table 2 shows the demographic breakdown for RSAA Academics as of April 2013.

The statistics presented in Table 1 show that women are poorly represented beyond Academic Level C when in research, with levels of female representation declining from Level B onwards. Female employees are also underrepresented in technical roles. In contrast, women are very well represented in administration roles, which may allude to a general productivity of a workplace to employ women in roles that are traditionally seen as feminine.

The more recent snapshot of the academic staff at the RSAA provided in Table 2 shows that women are also severely underrepresented in the number of continuing positions they hold.

<table>
<thead>
<tr>
<th></th>
<th>Female Staff</th>
<th>Male Staff</th>
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<tbody>
<tr>
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</tr>
<tr>
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<tr>
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<td>Technical</td>
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<td>8%</td>
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</tr>
<tr>
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<td></td>
<td>PhD Students</td>
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<tr>
<td>2012</td>
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<td>11%</td>
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</tbody>
</table>

Table 1: Demographic breakdown of the RSAA in 2012 for academic staff, professional and administration staff, and students.

<table>
<thead>
<tr>
<th></th>
<th>Female</th>
<th>Male</th>
<th>% Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuing</td>
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<td>18</td>
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<tr>
<td>Fixed Term</td>
<td>9</td>
<td>26</td>
<td>35%</td>
</tr>
<tr>
<td>PhD Students</td>
<td>9</td>
<td>30</td>
<td>30%</td>
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</tbody>
</table>

Table 2: Demographic breakdown of the RSAA Academic staff as of April 2013.
The data in Table 1 for academic employees at the RSAA is visually represented in Figure 1, which shows the decline in female representation at higher levels on the Academic scale. The analogous ANU-wide statistics are shown in Figure 2, where the trend in under-representation of women is again reproduced. Evidently, the issue of female employment and progression with the ANU should be tackled at the School, College and University levels for the best results.

A successful, productive work environment is one where there are equal numbers of male and female staff members at all levels. In light of these figures, the RSAA is committed to researching and implementing best practices for the promotion of an equal and fair workplace.

Gender Access and Equity at the ANU RSAA
1.1 Why are women underrepresented in Academia?

Various academic institutions around the world are conducting staff surveys or "cultural audits" to understand why female representation is so low further along the career path. The findings range from specific issues within the faculty to problems affecting the broader academic community in science.

In 2008, the UK Research Centre for Women in Science and Technology and the Royal Society of Chemistry conducted a research project concerned with the careers of chemists following their PhDs and the reasons why women are less likely to stay in research careers when compared to men. The report reveals that during their time in academia, many women had concluded that:

1. Careers in academia were all-consuming, solitary and not sufficiently collaborative;
2. In order to be successful they would have to make sacrifices in relationship and family life; and
3. They would be discriminated against by virtue of their gender.

It is important that the RSAA listens to staff and completely understands the issues they are faced with. After identifying the barriers to equity and diversity within the school, the factors should be prioritised by the proportion of staff affected. This will ensure that funding and resources are appropriately allocated to addressing the most important issues raised.

1.2 Employer Choice for Gender Equality Award

Several independent organisations around the world specifically develop criteria to assess and reward institutions for their workplace equity.

In Australia, the most prominent of these is the government run Workplace Gender Equality Agency (WGEA), and the award offered is the Employer Choice for Gender Equality. Since 2001 this award (previously named Employer of Choice for Women, and granted by Equal Opportunity for Women in the Workplace Agency (EOWA)) has distinguished workplaces which implement practices for workplace equity, and is now strategically aligned with the Workplace Gender Equality Act 2012. The first point of eligibility for the award is compliance with the Act and its prerequisites. The complete comprehensive list is available on their website and is underpinned by government research.

The ANU should model itself after the tertiary institutions that have been granted this award for ten consecutive years, since its implementation:

- Curtin University of Technology t/a Curtin University (WA)
- Flinders University (SA)
- Griffith University (QLD)
- ITC Limited NSW (NSW)
- La Trobe University (VIC)
- Loreto Normanhurst Limited t/a Loreto Normanhurst NSW (NSW)
Queensland University of Technology (QLD)
Santa Sabina College Limited t/a Santa Sabina College NSW (NSW)
The University of Western Australia (WA)
University of Technology Sydney (NSW)

In addition to these, it will also be useful to model ourselves after The University of Sydney, which was awarded as an Employer of Choice for Women for the ninth consecutive year in 2012.

A breakdown of the 2012 Employer of Choice for Women (EOCFW) Statistics\(^4\) shows that “[t]he largest industry represented in EOCFW organisations is the Education and Training sector, representing 23.2% of all EOCFW organisations”. Within this sector, only 7.5% of the organisations reporting to the EOWA qualified for EOCFW in 2012.

The average period of paid maternity leave amongst all the organisations awarded the 2012 EOCFW was 13.2 weeks, with the Education and Training sector providing the highest average period of paid maternity leave at 18.4 weeks. At present, the ANU surpasses this average by offering 20 weeks of maternity leave at full pay.

Other key points from the report are:
- The average percentage of female managers in EOCFW organisations is 46.0%, compared with 33.8% across all EOWA reporting organisations.
- The average gender pay gap is 15.4% for all EOCFW organisations compared to the national ABS average of 17.6% for all industries.

In 2013, twenty tertiary institutes made the list of award winners, and we believe that the ANU should strive to be there too, with RSAA leading the way.

In addition to the criteria set by WGEA, which is aimed at casting a broad net, several factors will be unique to academia, science, and indeed, the RSAA. Therefore, the first point of action we recommend is two-fold:

1. Appoint a Champion within the School to advocate and be a role model for workplace equality, and set clear expectations for staff and students within the RSAA to follow; and
2. Provide adequate funding for an all-staff survey by an external consulting agency (e.g. The May Group\(^5\)) to identify issues specific to RSAA, and how best to approach them.

A comparison of gender equity-related policies available at the ANU with similar policies at other Australian universities is provided in summary form in appendix Table A1 at the end of this document. The ANU policy review and resulting recommendations at the school, college and university levels are discussed in the following section.
2. Recommendations at the School, College and University Levels

Staff Climate Study

The WGEA encourages workplaces to conduct a survey of its staff. They suggest asking questions and allowing employees to respond on a five-point scale (for example ‘strongly agree’; ‘agree’; ‘not sure’; ‘disagree’; ‘strongly disagree’).

Some suggested questions are:

- "My immediate supervisor/manager genuinely supports equality between women and men",
- "I have the flexibility I need to manage my work and caring responsibilities",
- "In my organisation sex-based harassment is not tolerated”.

The differences in responses from different groups will be the key to understanding which underlying factors need to be addressed for the School to be a truly equal opportunity workplace.

We recommend three main initiatives for the University to focus on in the future (based on ‘New Guidelines for Gender Equity in Science’ by the Australian Academy of Science, 8 March 2013):

- Training and Mentoring services
- Childcare and Family Support; and
- Equal pay, appointment and promotion for men and women.

2.1 Training and Mentoring Services

Women are generally less self-promoting and tend not to access resources through other networks. To combat this, Schools should implement a mentoring program (Staff-Staff Mentoring and Staff-Student mentoring). They should also look to increasing the number of female researchers that are invited to speak through the colloquium series, and introduce “Women in Science” lectures and increased support for female visitors to the School. Staff should also be encouraged to sit on committees and other campus wide leadership roles.

Mentoring

The ANU wide program was cancelled in December 2013 but research shows mentoring is very important to the careers of women. The RSAA mentoring program, which is currently being implemented, should encourage participation across all levels, regardless of gender.

The first step should involve assessments and ‘matching’ individuals, academic and professional, with more senior staff, who then meet at regular intervals to discuss career-related issues and goals.
The RSAA has also started a Student-Student Orientation program, to allow new PhD students to settle into the School, make the appropriate contacts, and ease the transition into research.

At Monash University evaluations of their mentoring program show that almost half the mentees were reporting positive changes such as promotion, change of job with higher pay, moving from fixed-term to ongoing positions, and higher responsibility duties.

**Visiting scholar scheme for women**

The RSAA has committed to split available funding (the Colloquium budget) equally between male and female visitors. It is imperative that the School be proactive about sourcing nominations of potential female visitors. Such a scheme will allow existing employees to bolster their networks, and increase exposure to accomplished female researchers.

**Travel grant for females to speak overseas**

The RSAA budget has money set aside to support travelling academics. RSAA is willing to allocate some of these funds to female employees travelling to other institutions, to facilitate a growth in the networks available to all female staff.

**Grants for visiting colleagues**

In addition to the above, we suggest that the University consider funding options that allow an employee’s colleagues to visit them at the ANU when they themselves, cannot travel. Employees at RSAA, in particular, would welcome such a grant.

**Professional training**

The ANU offers professional training workshops, which address the following topics:

- Leading Self – self-confidence, self-promotion;
- Leading Others – relationships between students/employees and supervisors; and
- Leading ANU – training for executive level positions at the ANU.

Employees should be encouraged to undertake each of these training courses, as is appropriate for each stage of their career. It is important those looking to supervise PhD students or post-Doctoral researchers undertake management courses, as a key aspect to supporting those individuals is to facilitate a growth in their careers.

If this program proves inadequate for the needs of female employees of the ANU, a program similar to the ‘Women in Engineering Program’ run by the Challenger Institute of Technology should be explored.

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Gender Access and Equity at the ANU RSAA
### 2.2 Childcare and Family Support

Both the ANU and the RSAA should actively promote a policy of work-life balance, especially since most women find it difficult to combine motherhood with scientific careers. The key feature of this initiative is flexibility, especially concerning family commitments:

- Flexibility to work while providing care for a family member, for example a baby;
- Flexibility to return to work to meet deadlines and immovable commitments; and
- Flexible access to the workplace.

#### Flexible workplace practices

Family friendly meeting times (between 9:30am and 2:30pm) are being implemented at RSAA and enforced where possible. This is especially important at RSAA, where the remote location of the School means that childcare and schools are at least fifteen minutes away by car.

#### Childcare

A study by the University of Oxford has found that despite equality in educational access and in legal requirements for equality in the workplace, women still take a primary role in both household work and childcare, and current trends indicate that they will do so until 2050.

The cost of childcare and lack of childcare facilities can lead to reduced working hours. This may also affect career mobility, especially for women.

The program offered by the Walter and Eliza Hall Institute of Medical Research⁹ (Melbourne) provides $15 000 per annum to subsidize childcare costs.

RSAA will set aside up to $15,000 p.a. to support childcare costs in emergencies and other situations where short-term care is urgently needed (i.e. not regular childcare, but in cases of domestic crisis or unexpected work requirements).

A dedicated lactation and parenting room has been organized by the RSAA, where parents may enjoy some privacy if they are forced to bring their children into the workplace.

#### Travelling with dependents

ANU offers funding for travelling with dependents – up to $1000 per year, per applicant if travelling interstate or overseas¹⁰. In comparison, UNSW’s Vice Chancellor’s Childcare Support Fund for Women Researchers¹¹ offers up to $500 if travel is confined to Sydney, up to $1000 if travelling domestically, and up to $2000 for international travel. The ANU should consider increasing its allowances for travelling with dependents, as it will open up more opportunities
for employees with children by allowing them to attend national and international conferences, networking events, and collaborative programs.

RSAA will offer limited funding for travelling with dependents to supplement existing ANU grants on a case-by-case basis.

**Parental leave**

Staff at all levels within the University should have access to paid leave schemes for pregnancy, family care, emergencies, and longer-term leave based on individual circumstance. Particularly, we believe it would be beneficial for the School to assure its employees that reduced hours due to personal commitments will not impede their career progression.

The ANU currently offers 20 weeks, to normally commence 6 weeks prior to the nominal expected birth(s), on full pay, which can be extended if the employee takes part pay (for example double the time if paid at half rates). The ANU also offers 10 days partner leave. Other universities offer up to 24 weeks at full pay, with the option to take 48 weeks at half pay.

We recommend the following, to be brought to the attention of the relevant unions and implemented at the University level:

- Increase number of parental leave days that partners are entitled to. This will help reduce the burden on the primary care giver and make returning to work easier;
- Encourage men to take parental leave (many do not take the leave they are entitled to) by creating staff profiles of senior males who do take parental leave;
- Track the number of men and women resigning during parental leave, and within 2 years of taking parental leave;
- Track reasons why staff resign or change job roles and in particular, whether or not it relates to their perception that their family life is incompatible with their academic careers;

**Return to work programs**

The ANU currently offers up to 6 weeks of pay to support employees returning to work.

We suggest that the ANU should implement a return to work grant or scholarship to encourage people who have taken an extended leave of absence or interrupted their careers to continue in their position.

Examples of similar schemes include:

- Monash University’s “Populate and Publish” maternity leave grant: $15,000 to be used for any research-related purpose (open to women academics returning from maternity leave)
• Ruby Payne-Scott Award (CSIRO): Up to $35,000 in year after returning from maternity leave. Open to female postdocs & permanent staff15.
• Return to Work Scholarship Award (AAO): up to $35,000 per annum to assist staff returning to work after extended absence as a primary carer. Open to all employees16.
• Brown Scholarship (University of Sydney): $60,000 per fellow at $30,000 per semester, offered to researchers whose careers have been interrupted by the undertaking of sustained primary caring duties. Open to all researchers17.

This is money that helps a researcher come back to their position and have active projects from when they resume their career. It eliminates the need for them to wait until the next round of grant applications. The money can be spent on anything ranging from child-care to paying for a teaching assistant or purchasing equipment to aid research.

A grant such as those above can also be offered on a smaller scale to employees not in research (i.e. support and administration staff).

RSAA will offer a Return to Work program similar to those offered by CSIRO and AAO, with up to $35,000 p.a., available from 1 July 2014.

2.3 Equal pay, appointment and promotion for men and women

Assessing employee contributions

The RSAA should work towards recognising the overall contribution an employee has made to a project as well as their individual achievements (e.g. consider not only first-author papers, but second and third as well).

One of the impediments to this way of assessing an employee is the culture within the discipline to allow researchers who have not made a significant contribution to the work to be granted the role of author. It is the policy of the ANU, as outlined in the Policy on Responsible Practice of Research18, that

To be named as an author, a researcher must have made a substantial scholarly contribution to the work and be able to take responsibility for at least part of the work they contributed. Concerning authorship there is a wide variety of established accepted practices and conventions between different research disciplines.

-- ANU Policy on Responsible Practice of Research, Section V, Introduction

All other contributors should be included in the acknowledgements and their works cited appropriately. Although the norms of each research discipline should be taken into account, it should be acknowledged that the difficulty in assessing exactly what contribution a second or third author made to the body of work under the current system disadvantages employees who have made worthy contributions to their fields.
In particular, mid-career researchers should name their PhD students and Post-Doctorate employees as lead-authors on research papers where they have significantly contributed to the work, to ensure that they have the best possible chances of furthering their careers. This process distributes tenure evenly: employees with tenure should work to increase the chances that those without tenure can achieve it in the future.

**Job Flexibility**

The ANU already offers a range of policies and schemes that facilitate job flexibility. These include purchased annual leave, and flexible working hours.

The ANU also allows for job/career sharing – which is useful where two people who are unable to work full-time share the position part-time, splitting responsibilities equally between them.

We recommend that the ANU advertise these schemes more widely, and train supervisors so that they know what options those under their charge are entitled to.

**Hiring and Progression**

Currently, ANU policy requires that at least one person of each gender be included in every committee. This can, however, lead to an imbalance where a person is outnumbered 4:1 (in a typical 5 member panel). We suggest that a ratio of at least 2:1 be upheld at all times, ensuring that each gender has at least 33.3% representation on each committee.

A ‘Save that Spot’ policy should also be introduced, whereby if an employee is offered a position on a panel or committee but cannot attend that year due to family commitments, then the offer could be reserved for the following year. This would work especially well for mothers after having a baby.

We strongly recommend that a University wide criterion for progression on each level of the Academic career pathway be developed. The current guidelines are broad and easily subjected to unconscious or even conscious biases. In particular,

- The criteria for promotions should be clearly established and made available to all staff via the web;
- They should form the basis of guidelines for hiring new employees; and
- They should be immediately visible in the Staff section of the ANU website to all prospective and current staff members.

We also recommend the implementation of a hiring process similar to that of CAASTRO. RSAA is immediately adopting the following model:

- Set criteria before looking for applicants;
- Evaluate all applications based on the same criteria;
• All candidates that meet the criteria are on a 'long list';
• A 'short list' of at most 10 candidates is selected from the long list; the short list should be 50/50 male/female (unless there are too few of either on the long list);
• All short list candidates are given interviews and the best candidate under the criteria is selected.

The new hiring scheme will be made mandatory, and it is important to require good record keeping so that periodic checks can be made to ensure the process is correctly implemented.

RSAA will also offer all positions as being open to part-time employment.

It is important that the name of any potential employee is not struck from the list of candidates until it has been firmly established that they cannot come.

Too often, good potential candidates are struck from the list before they are contacted based on assumptions about their personal life. In our experience, this affects women much more than men. An inquiry costs you nothing. The answer may surprise you.
-- Best Practices for Hiring the Most Qualified Faculty, American Physical Society

ANU policies allow for an ‘Identified position’ for minority groups (e.g. Indigenous/Torres Strait Islander and women) engaged in areas of the University where they are under-represented as part of special measures to meet the targets set out in the ANU strategic plan.

The ANU suggests that the following be included in any job advertisement to clearly indicate the Identified Position for women:

'Women are particularly encouraged to apply. As part of a Special Measure to improve gender balance within the Research School of Computer Science, one of the two positions is reserved for women. Female applicants are requested to state clearly whether they wish to be considered for this position.'

The suggested wording places the burden of applying for the Identified Position on the applicant, and we recommend that this sentence be removed. The burden should instead be placed on the hiring committee to ensure that the Identified Position is filled. It has been suggested to the committee, however, that identifying whether an applicant is male or female based on their name alone can be non-trivial, the cases of applicants not providing gender information.

Comments to the Committee have suggested that many female employees, when given a choice, will elect to be considered with the male applicants, rather than in a reduced pool of only female applicants.
We feel that the use of Identified Positions should be a temporary measure, required only until the imbalances in diversity are addressed, and a more level playing-field is achieved.

**Dual Hire Recruitment**

For overseas or interstate candidates, the ANU sometimes receives requests from candidates to assist in finding suitable employment for a partner or spouse. This generally occurs in circumstances where a candidate’s partner or spouse would be giving up, or postponing, an academic career if they were to accompany the candidate taking up the ANU appointment.

This situation should be looked at as an opportunity for the ANU to hire two strong people who are likely to stay, and although at the moment this is a rarely utilized policy, it should be promoted widely and more frequently considered by the ANU. The policy should be clearly indicated in all RSAA job advertisements.

**Promotion**

Women are severely underrepresented in the higher levels of academic careers. The ANU should introduce a support system to help female employees progress. The scheme should be modeled after the Thomson Fellowship at the University of Sydney, which offers $60,000 per fellow at up to $30,000 per semester ($25,000 teaching relief and $5,000 research support). It is offered on a pro-rate basis for part-time fellows, and is open to academic and research-only women employed by the University of Sydney at levels C or D.

The availability of extra funding for teaching relief will allow the employee to focus their energies on research and management skills, which in turn will allow for a stronger application for promotion.

**2.4 Transparent Policy**

**The ANU Website**

The ANU will benefit greatly from reviewing the existing material on the web concerning policies on hiring, employment and equal opportunity and access, and ensuring it is more accessible and sufficiently detailed. In particular, on a quick perusal of the ANU website, we noted that twelve of the links entitled with keywords like “policy” and “gender equity”, all led to the same two page document, whereas the counterpart on the University of Sydney’s website more than thirty pages in length and links to it are highly visible throughout.

**Easily accessible material**

We also suggest that an A4 pamphlet or similar be created, which summarises the ANU’s policies on work-life balance and Access and Equity opportunities. This should be provided to all employees on hiring so that they understand and know what resources are available to them (e.g. Lehigh University's Pamphlet).
3. Action Plan for the RSAA

After reviewing recommendations outlined in this report, the items of focus that the RSAA will implement during 2014 are:

- Appoint a high-ranking female member of staff to be a champion for cultural change at the RSAA;
- Arrange staff ‘climate survey’ to be conducted by the RAEC;
- Set up a formal mentoring program as soon as possible, including funding, framework and advertisement;
- Spend available Colloquium budget equally on male and female speakers in 2014, and every subsequent year, and report statistics each year;
- Advertise policy on staff travel overseas – funds are generally available for those without sufficient grant money;
- Advertise Distinguished Visitor program to increase the number of visitors from other institutions (female visitors strongly encouraged);
- Advertise availability of professional training funds available to all staff;
- Implement family-friendly meeting times for all RSAA core business (between 9.30 am and 2.30 pm);
- Set aside up to $15,000 p.a. for ‘special case’ and emergency child care, (e.g. attending overseas conference, domestic crises, or other commitments that require extra funds to help support families at RSAA);
- Support use of RSAA travel funds for travelling with dependents to supplement existing support from the ANU, so that children may travel overseas with parents when purpose is work-related (e.g. conference, training, visiting, etc.);
- Set aside up to $35,000 p.a. to fund a Return to Work grant/fellowship moded on those at CSIRO and AAO – this may be divided between multiple employees if there is more than one outstanding applicant;
- Make part-time employment options available for all positions, and clearly state this in all job advertisements;
- Make it RSAA policy to ensure at least 33% representation of both females and males on core committees (i.e. those dealing with significant budgets and/or staffing matters);
- Implement a ‘save that spot’ policy, whereby an offer of a position on a panel or committee is reserved for twelve months for an employee if they cannot attend due to family commitments;
- Modify RSAA hiring policy, to be overseen by RSAA HR personnel, requiring the short-list of interviewed applicants have equal numbers of females and males – an exception from the Director must be sought if this cannot be satisfied (for example, in the case that there are too few qualified applicants for the policy to be meaningful);
- Include the dual hiring policy on all job adverts;
- Include “Women are particularly encouraged to apply” in all job advertisements;
- Restructure the RSAA website with the aid of the RAEC to clearly show all new and existing polices regarding equality in the workplace; and
- Encourage the ANU to meet the criteria and apply to the Employee Choice Award.
4. Conclusions

The implementation of the recommendations within this report will constitute a significant step forward for the RSAA, and the ANU. The ANU should aim to apply for, and be awarded, as an Employer of Choice for Gender Equality in 2015 or 2016.

The material within this report was presented at the RSAA on February 14, 2014, and a video of the presentation can be found on the RSAA website.
Sources for online material

1. http://hr.internal.anu.edu.au/__documents/anu-staff-by-gender-by-college-
Table A1: Review of ANU Policies and Recommendations. Columns 2-6 compare ANU policies with those of other universities. Blank columns indicate that the university does not have the policy in question, or that the RAEC was unable to find evidence of it. Green ticks in the ‘RSAA/ANU’ column indicate existing ANU-wide policies, orange ticks indicate policies the RSAA has committed to implementing throughout 2014 and blue ticks indicate programs and policies already offered at the RSAA.

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<th>USyd</th>
<th>UniSA</th>
<th>UWS</th>
<th>VicUni</th>
<th>UMelb</th>
<th>Recommendations</th>
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<td>Purchased Annual Leave</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>The ANU should advertise this scheme to staff more widely. Policy document is available <a href="#">here</a>.</td>
</tr>
<tr>
<td>Mentoring Program</td>
<td>✓</td>
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<td>✓</td>
<td>✓</td>
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<td>The RSAA is in the process of implementing a Staff-Staff, and Staff-Student Mentoring program.</td>
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<tr>
<td>Lactating and Parenting Room</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>The ANU-wide program was shut down in December 2013.</td>
</tr>
<tr>
<td>Return to Work program for researchers</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>The ANU should make such facilities available. See Section 2.3.</td>
</tr>
<tr>
<td>Visiting Scholar Scheme for Women</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>The RSAA splits the available funding 50/50 between male and female visitors (implemented early 2014). Ask for nomination of potential female visitors.</td>
</tr>
<tr>
<td>Equal Opportunity Document / Procedure</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>The ANU’s equal opportunity policy is a two-page document written in Dec 2008 and reviewed in Dec 2012. This policy does not equip staff with the knowledge or ability to ensure they are implementing strategies to create and equal workplace. Requires re-thinking and more specificity.</td>
</tr>
<tr>
<td>Family Friendly Work Hours</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>RSAA is immediately adopting the policy that all important meetings, talks, and events should be held between 9:30 am and 2:30 pm.</td>
</tr>
<tr>
<td>Policy / Practice</td>
<td>RSAA/ANU</td>
<td>USyd</td>
<td>UniSA</td>
<td>UWS</td>
<td>VicUni</td>
<td>UMelb</td>
<td>Recommendations</td>
</tr>
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<tr>
<td>Women's portal, networking opportunities, talks, etc.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td>The ANU Gender Institute serves this purpose.</td>
</tr>
<tr>
<td>Work, Study and Family Responsibilities</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>The ANU policy document is available <a href="#">here</a>.</td>
</tr>
<tr>
<td>Professional Development Pathways</td>
<td>✓</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td>ANU already offers professional development courses. Encourage all employees to attend. Also, the 'Women in Engineering Program' run by the Challenger Institute of Technology.</td>
</tr>
</tbody>
</table>
| Hiring the most qualified person | ✓ | ✓ | | | | | RSAA is immediately adopting the following model:  
• Set criteria before looking for applicants;  
• Evaluate all applications based on the same criteria;  
• All candidates that meet the criteria are on a 'long list';  
• A ‘short list’ of at most 10 candidates is selected from the long list; the short list should be 50/50 male/female (unless there are too few of either on the long list);  
• All short list candidates are given interviews and the best candidate under the criteria is selected. |
<p>| Dual Hire Recruitment | ✓ | ✓ | | | | | Must be advertised and utilized more. Policy is available <a href="#">here</a>. |
| Pregnancy in work and study | ✓ | | | ✓ | | | Increase partner leave (at the moment it is 10 days). ANU offers 20 weeks, to normally commence 6 weeks prior to the nominal expected birth(s), on full pay, which can be extended if the employee takes part pay. E.g. double the time if paid at half rates (<a href="#">source</a>). |</p>
<table>
<thead>
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</thead>
<tbody>
<tr>
<td>Funding for travelling with dependents</td>
<td>✓</td>
<td>✓</td>
<td>✔</td>
<td>✓</td>
<td></td>
<td></td>
<td>ANU offers funding for travelling with dependents – up to $1000 per year, per applicant if travelling overseas, and less if travelling domestically. Funding amounts should be increased. E.g. Vice Chancellor’s Childcare Support Fund for Women Researcher (UNSW): up to $500 for Sydney, $1000 for Australia, and $2000 for international meetings to attend scientific meetings and pay for childcare costs. Many employees are unaware that this funding exists at the ANU. Advertise this more. The RSAA will offer limited funding for travelling with dependents to supplement existing ANU grants on a case-by-case basis.</td>
</tr>
<tr>
<td>Children on Campus and Childcare</td>
<td>✓</td>
<td></td>
<td>✔</td>
<td>✓</td>
<td></td>
<td></td>
<td>ANU childcare center waiting lists are very long. Open up a childcare option near RSAA (e.g. Weston Creek) to help employees of the School. RSAA will introduce childcare support ($15,000 per annum) from 1 July 2014, as per the Walter &amp; Eliza Hall Institute of Medical Research gender equity program</td>
</tr>
<tr>
<td>Diversity and representation on committees and working groups</td>
<td>✓</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td></td>
<td></td>
<td>RSAA is immediately adopting the following policies: 1. Encourage female employees to take part in committees. 2. A ‘Save that Spot’ policy whereby if an employee is offered a position on a panel or committee but cannot attend that year due to family commitments, then the offer could be reserved for the following year.</td>
</tr>
<tr>
<td>Gender inclusive language and discrimination guidelines</td>
<td>✓</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td></td>
<td></td>
<td>The policy document is available <a href="#">here</a>.</td>
</tr>
</tbody>
</table>