Equal Opportunity for Women in the Workplace Report

1 April 2006 to 31 March 2007

July 2007

The Australian National University

Overview

The Australian National University (ANU) is situated in the centre of the Canberra city. It is unique among its contemporaries as the only Australian university established by an Act of Federal Parliament. It is also one of Australia's most research-intensive universities, with a high ratio of academic staff to students. ANU is one of the Group of Eight research and teaching universities in Australia.

ANU has seven Colleges, made up of the research and education Centres, Schools and Faculties that contribute to the various broad disciplines. The ANU Colleges link research and teaching at undergraduate, postgraduate and higher degree levels, and give the base to achieve research at the highest standards of excellence, educational programs informed by current research and active researchers that give students a memorably good experience of ANU. The Administrative structure comprises the Division of Information, Division of Research and Research Training, and 10 professional administrative units to support the core business of the University.

The University is governed by a 15 member Council which, subject to the *Australian National University Act 1991* and the Statutes, has the entire control and management of the University.

ANU continues to strive to advance equal employment opportunity for women. The commitment to equality of opportunity is an expression of the abiding value the University places upon meeting the needs of the people of ANU and nurturing the talents of all staff and students – one of the key values underpinning the University's belief that excellence comes from putting people first and expressed in the planning directions within 'ANU by 2010'.

ANU has been actively translating commitment to action in 2006 and 2007 through the following strategies.

- *International cooperation to increase the participation of women*. Along with The University's partners in the International Alliance of Research Universities (IARU), the University is exploring ways to increase the number of women in academic and leadership roles in all academic fields. Pro-Vice Chancellor Professor Mandy Thomas is leading a review of the University's progress and identifying strategies for systemic and structural changes to increase the participation rate of women in academic employment through the Gender working party. A workshop was held in Cambridge in 2006 titled 'Understanding Women in Universities Around the Globe' to consider academic women's career trajectory.

- *Reviewing equity at ANU.* A review of equity and diversity at ANU was conducted with the outcomes resulting in the realigning of the University's equity direction through transitioning equity responsibilities to Divisional Heads and College Deans. A specialist equity adviser, to facilitate embedding of equity within organisational planning and operations, was appointed.

- *University Community Equity Committee* The Vice Chancellor established a new committee, University Community Equity Committee, to provide advice on equity matters, oversee the University's ongoing commitment and maintain momentum for improvement in all areas of equal opportunity.

- *Women and promotions.* A review was conducted in 2006 on the policy, processes and outcomes of women in promotion, resulting in further inclusion of equity principles and practices within the promotion policy.

- *Equal opportunity plan for women* – The ANU College of Engineering and Computer Science approved a recruitment and retention strategy to increase the number of academic women employed in the College.

- *Equity@ANU* - A new University web page on equity at ANU was developed with the Vice-Chancellor's statement of the University's commitment to '*both an equality of educational opportunity for our students and an equality of employment opportunity for our staff from putting people first.*

1. WORKPLACE PROFILE

Academic staff

ANU employed 1542 academic staff in permanent or contract positions as at the 31 March 2007. 487 (31.5 per cent) of academic staff employed are women and 1055 (68.5 per cent) are men. Fifty-two per cent of all academic staff members are in permanent positions of which 8 per cent are fractional appointments. Sixteen per cent of all contract positions are fractional appointments. Overall 12 per cent of all academic staff members are in fractional positions. Half the academic staff members are employed in research schools (51 per cent) with 40 per cent of academic staff employed in Faculties.

As at the 31 March 2007 there have been 26 more academic women employed in the previous 12 months compared with the reduction of 14 academic men employed. The highest number and proportion of women are employed at Levels A and B. Fifty-nine and a half per cent of women were employed at these Levels compared with 40 per cent of men employed at these Levels. There has been a gradual reduction in the proportion of women employed at Levels A and B since 2003 when 62 per cent of women were employed at these Levels. The proportion of women employed at Level C from all women employed is 21.5 per cent, which is comparable to the proportion of men employed at Level C from all men employed, being 22 per cent. However the proportion of women employed at Levels D and E from all academic women employed is 17 per cent. This is far less proportionally than men where 35 per cent of all academic men are employed at Levels D and E.

However there has been a gradual increase in women's representation at Levels C and above since 2003. In 2003 women's representation at Level C was 26 per cent compared with 31.5 per cent in 2007. Women at Level D have increased from 16 per cent in 2003 to 21.5 per cent in 2007. There has been a slight increase in numbers and rate of representation at Level E, with 13 per cent, of academic women staff (N=27) at this Level in 2003 compared with 15 per cent of academic women staff (N=36) in 2007.

There has been an increase in women's representation in senior leadership positions in Dean's or Director's positions from 2003 to 2007 with 11 per cent of positions occupied by women in 2003 compared with 25 per cent of positions in 2007. Similarly there has been a woman employed in the Executive since 2006 compared with no women in the Executive from 2003 to 2005.

As at the 31 March 2007, 38 per cent of academic women are employed in full time permanent academic positions compared to academic men, with 52 per cent of men employed in full time permanent academic positions. 43 per cent of all academic women are employed in full-time contract positions compared with 39 per cent of academic men employed in full-time contract positions.

Refer to Tables 1 to 18 in Appendix A for details of the academic staff profile.

General staff

ANU employed 2,228 general staff in permanent or contract positions as at the 31 March 2007, which is a reduction of 117 general staff from the 31 March 2005. One thousand two hundred and thirty-seven (56 per cent) of general staff employed are women and 991 (44 per cent) are men as at the 31 March 2007, which is the same rate of representation in 2005 and 2006. Thirty-six per cent of general staff are employed in research schools and 14 per cent are employed in Faculties. The highest proportion of general staff, 46 per cent, is employed in areas other than research schools, faculties and centres.

The greatest proportion of staff are employed at the Levels 1-7 inclusive, with 80 per cent of women employed at these levels compared with 67 per cent of men. Women have slightly increased in their representation rate in the past four years at Levels 6 and 7, with the same representation rate at Level 8, at 47 per cent. Women's representation rate from Levels 2 to 6 inclusive is above women's total representation rate of 56 per cent. Above Level 8 there has been a reduction in women's representation rate at each level since 2004.

Of the 196 staff employed at Level 10 and above 58 per cent are men as at the 31 March 2007. This is an increase in representation of men from 55 per cent in 2005. While there has been a consistent representation of women at Level 10, at around 47 per cent of all staff employed at this level, there has

been a reduction in women's representation at SAO 1 and 2 and senior officer levels since 2004. At SAO 1 the reduction in representation was from 58 per cent in 2004 to 51 per cent in 2007, at SAO 2 the reduction was from 50 per cent in 2004 to 39 per cent in 2007 and at the senior officer level the reduction was from 24 per cent in 2004 to 17 per cent in 2007.

In 2007, there were similar numbers of women and men general staff employed in full time positions with 48 per cent women employed in full time positions comprising 832 women staff. A high proportion of women employed, 33 per cent, are in fractional positions compared with 10 per cent of all men employed in fractional positions.

Refer to Tables 19 to 33 in Appendix A for details of the general staff profile.

2. ANALYSIS OF WORKPLACE PROFILE 2006

Issues for ANU women were identified through reviewing the workplace profiles using data obtained from the ANU Human Resources Division and Statistical Services Division. The data refers to that collected as at the 31 March 2007 and for the year 2006.

2.1 Recruitment and selection

Academic staff

312 academic staff members were appointed to positions in 2006, most of who were appointed to Levels A and B. Eighty-eight per cent of all appointments were at these Levels. Ten per cent of all appointments were to permanent positions, 69 per cent to fixed term contracts and 21 per cent were rehire appointments. That means that 90 per cent of all academic appointments were for a fixed term or a rehire of an existing or previously employed staff member.

Women were successful in appointments to 32 per cent of all positions. Ninety-four per cent of the positions to which women were appointed were at Levels A and B. This compares to 85 per cent of appointments of men to positions at Levels A and B. Of the remaining 38 positions at Level C to E men were successful in obtaining 84 per cent of all positions at these levels. Women obtained 16 per cent of all appointments in 2006 at Levels C and above. This is well below their rate of representation at these levels which is 24 per cent as at the 31 March 2007.

The appointment of women to Levels A and B, permanent, contract and rehires, was 34 per cent of all appointments at these Levels. It indicates that women's appointment to these Levels is still below women's current representation rates at Levels A and B of 41 per cent as at 31 March 2007.

Sixty-nine per cent of all appointments were for fixed term contracts in 2006. Women were appointed to 32 per cent of all fixed term contracts with 97 per cent of these appointments at Levels A and B. Women's appointment to Levels A and B is below their current rate of representation at these Levels of 41 per cent.

Twenty-one per cent of all appointments were rehiring staff currently or previously appointed. Thirty-three per cent of all rehire appointments were women at Levels A to B. Eight men were successful in being rehired in positions Level C to E whereas there were no women rehired at these levels.

Of the 26 permanent appointment positions women were successful in obtaining 30 per cent of these positions, three of which were at Level C and 1 at Level E. Men were successful in obtaining permanent positions, seven of which were at Level C, four at Level D and one at Level E.

Twelve per cent of all appointments were for fractional appointments with 84 per cent at Levels A and B. Thirty-seven per cent of fractional positions were obtained by women and these were at Levels A and B. There were seven fractional appointments from Level C to E, all of which were successfully obtained by men.

General staff

In 2006 401 general staff members were appointed to all Levels except SAO 3 and 4. Ninety-three per cent of all recruited positions were at Levels 1 to 8 inclusive. Women were successful in being appointed to 56 per cent of all appointments at these levels, which is the same as their women's rate of representation of 56 per cent as at the 31 March 2007.

Forty-six per cent of all general staff appointments were to permanent positions. Women were successful in being appointed to 58 per cent of all permanent position which was slightly above their rate of representation. At higher levels of appointments women were not as successful in obtaining positions comparable to their overall rate of representation of 56 per cent.

In 2006 there were 12 appointments, permanent, contract and rehire, at Level 10 and above of which women were successful to being appointed in 17 per cent of these positions. This rate of appointment was below women's representation rate at the Levels 10 and above, where women represent 42 per cent of all staff at these Levels. At Level 10 and above there were four permanent appointments of which 25 per cent appointments were women and at Level 9 women were appointed to 30 per cent of all permanent positions at Level 9.

Fifty-five per cent of all appointments were for fixed term contracts, which is less than academic staff appointment rates for contract positions. Women were appointed in 57 per cent of all fixed term contracts with 97 per cent of these appointments at Levels A and B.

Ten per cent of all appointments were rehiring staff currently or previously appointed. Forty-seven per cent of all rehire appointments were women, which is below women's representation rate of 56 per cent. There were no women who were rehired above Level 8 with four men rehired at Level 8 and above.

Thirty-four per cent of all appointments were for fractional positions of which women were successful in 67 per cent of appointments. The majority of fractional appointments, 79 per cent, were from Levels 2 to 5 inclusive, with similar levels of fractional appointments for both men and women. Eighty per cent of women in fractional positions were employed at Levels 2 to 5 inclusive and 75 per cent of men in fractional positions were employed at these same levels.

2.2 Promotion, transfer and termination

Academic staff

In 2006 women's rate of success in achieving promotion from all women's applications was 78 per cent. Women's success rate to Level E from women's application was 80 per cent, to Level C was 82 per cent and Level B 83 per cent. The overall success rate of women's promotion of all promotions continued at a consistent level with 39 per cent of all promotions in 2006 being achieved by women compared with 38 per cent in 2005, as indicated in Table 16. This is a significant improvement from 2003 promotion outcomes where women's success rate of all promotions achieved was 28 per cent.

There were some distinctive successes within the specific academic levels in 2006. Academic promotions for women indicated improvement with a higher proportion of women being promoted to both Level C and E1, than their representation rate at Level B and D. Women represent 41 per cent of all staff at Level B. Fifty-one per cent of all applications to Level C were from women and 51 per cent of all promotions to Level C were women. Women represent 23 per cent of all staff at Level D and, although only 22 per cent of all applicants to Level E were from women, women were successfully promoted in 33 per cent of all promotions to Level E. Overall women's rate of application for promotion from all academic staff was 36 per cent with a success rate of 39 per cent of all promotions achieved.

Promotion rates of women to Level B and D continue to be slightly below the proportion of women employed at Level A and C respectively. Women's rate of application to Level B and D were similar to their rate of success.

There was a significant increase in the separation rates of academic staff in 2006, from 5.03 per cent in 2005 to 8.58 per cent in 2006. 2006 was a significant change since the separation rates over the previous four years was around five per cent whereas in 2006 there was a significant increase in this pattern. There

has been a slight increase in the number of academic staff from 1,531 staff as at the 31 March 2006 to 1,542 as at the 31 March 2007, with an increase of 25 academic women and a decrease of 14 academic men. This change has occurred at Level C with increases in the number of women and decreases in the number of men employed at this level in the past 12 months. This change in the number of women employed at Level C appears to be a consequence in the promotion outcomes of women from Level B, not as a result of recruiting women into positions at Level C.

General staff

There were 53 reclassifications in 2006. Sixty per cent of all positions reclassified were occupied by women. Sixty-seven per cent of all positions reclassified from Level 1 to 7 were held by women, whereas positions reclassified at above Level 7 were evenly distributed between men and women. Of the 23 positions reclassified above Level 7 men occupied 11 positions (48 per cent) and women 12 positions (52 per cent).

There was a slight increase in the separation rates of general staff in 2006, from 8.85 per cent in 2005 to 9.64 per cent in 2006. There has been a similar level of separation of general staff annually since 2002, with separation rates fluctuating around 9 and 10 per cent. Although there has been a reduction in the number of general staff in the twelve-month period from 31 March 2006 of 117 staff, women's representation remained consistent overall. However from Level 10 and above women's representation rate has seen a gradual decrease since 2005. This appears to have occurred through the recruitment of a greater number of men at senior general staff rather than a differential rate of separation from general staff men and women.

2.3 Training and Development

Training and development includes general programs as well as a number of specific programs that are provided individually. These programs include study leave provisions, conference attendance, mentoring and coaching availability for some staff, personal development programs and academic development and staff development programs. Women attended 73 per cent of the staff development programs offered in 2006. Staff continued to access the on-line training programs in Workplace discrimination and harassment - Legal compliance. Refer to Table 35 for details of the staff development programs offered in 2006.

2.4 Work Organisation

Academic staff

There has been a slight increase in women's employment rate in Research Schools since 31 March 2006 when 26.5 per cent of all staff members were women. This has increased to 29 per cent as at 31 March 2007 mainly as a result of an increase in the number of fractional appointments.

As at the 31 March 2007, 51 per cent of academic staff members were employed in Research Schools, followed by 40 per cent employed in Faculties. Women academic staff members were employed in Faculties at a similar level to men, with 40 per cent of all women employed in this organisational area. Women's employment rate in Research Schools was slightly below men's, with women comprising 46.4 per cent of all women staff employed in Research Schools compared with 52.5 per cent of all men employed in research schools. A higher proportion of women are employed in University Centres, with 13 per cent of all women employed in this area, compared with 6 per cent of all men employed in University Centres.

A higher proportion of women are employed in fractional positions with 18 per cent of all academic women, compared with 9 per cent of all academic men employed in fractional positions. However numerically there are more men employed in fractional positions, 95 men, compared with 89 women employed in fractional positions.

Women employed in a fractional position, whether in a permanent or contract position, are more likely to be employed at Levels A and B. Seventy-two per cent of all fractional positions occupied by women are at these Levels. This contrasts with the proportion of men employed in a fractional position at Levels A and B. Thirty-four per cent of all men in a fractional position are employed at Levels A and B with 36 per cent of all men in a fractional position employed at Level C.

General staff

505 general staff are employed in a fractional position of which 80 per cent were women as at the 31 March 2007. There was a minor decrease in the proportion of general staff employed in a fractional position since the 31 March 2006 when there were 23 per cent of all general staff employed in a fractional position. The slight reduction in the representation rate occurred for women in the Research Schools, Faculties and Centres and for men in the Faculties. Analysis of the 2008 general staff data will provide further understanding of whether there is a trend in decreasing fractional appointments or there is a consistent availability of fractional appointments at around 22 per cent of all general staff positions.

The majority of general staff are not employed in Research Schools, Centres or Faculties, with 46 per cent of all general staff employed outside these areas. Research Schools employ 36 per cent of all general staff of which 52 per cent are women. Faculties employ 15 per cent of all general staff of which 60 per cent are women.

General staff are predominantly employed in administration positions with 51 per cent of all general staff positions in this classification. Women comprise 71 per cent of all administration positions. Women also predominate in the Library classification with 82 per cent of positions occupied by women; the Hospitality classification with 71 per cent women; and Research classification with 53 per cent women. Men are predominant in the classification areas of IT, with 77 per cent positions occupied by men; Professional classification, 81 per cent men; Technical classification 65 per cent; Maintenance classification 95 per cent men; and Trade classification 83 per cent men. Gender distribution in these employment areas replicates the occupational segregation patterns.

Of more importance are the Levels at which women are employed, to assess their opportunity for and success in career progression. As previously outlined in Workplace Profile women general staff are mainly employed in positions to Level 8, 91 per cent, which is above men's rate of employment which is 83 per cent to Level 8. There are more men proportionally employed in the senior levels, 58 per cent from Level 10 and above. However there were evident opportunities enabling women's advancement in 2006, as indicated in the reclassification outcomes.

2.5 Conditions of Employment

ANU provides within its enterprise agreements and policies, opportunities for flexible work and different types of leave. *Flexible Work Practices* can assist staff and in particular staff with carer responsibilities to better balance differing work/life requirements, while meeting the University's business and service goals. Part Three - Employment Conditions in the *Varied Australian National University Enterprise Agreement 2005-2008* outlines the types of flexible working arrangements offered. ANU provides 'flexitime which is an arrangement whereby a staff member may, with the approval of his or her supervisor, start and/or finish work at flexible times normally within the span of hours; and non-prescribed flexible working arrangements which are worked outside the span of hours, that may not attract overtime or shiftwork penalties'.

Personal Leave is contained in the *Varied Australian National University Enterprise Agreement 2005-2008*, providing: Carer's leave for general staff to care for an immediate family member who is ill, injured, incapacitated, or to provide related care for a medical condition subject to a medical practitioner's certificate; Bereavement leave for an immediate family member; Cultural leave; or other compassionate or appropriate grounds as determined by the delegate. The University provides parental leave which includes leave for birth, adoption and guardianship.

Staff's access to flexible work and personal leave will be reviewed in 2007, through the development of improved data collection systems, to assess the utilisation of these resources by general and academic staff.

2.6 Sex-based harassment

ANU has policies on the prevention of discrimination and harassment which includes sex-based harassment. A review of these policies has been undertaken with the development of information sheets on '*What is Sexual harassment?* This will provide guidance to staff and students on issues of sexual harassment. The ANU Grievance Resolution policy was reviewed in 2006 and 2007. A new student complaints policy was approved in 2007 which will assist students in addressing complaints which can include sex-based harassment issues. A new Grievance Resolution policy for staff is currently being drafted. It will provide a

new process of complaints management for harassment issues, including sex-based harassment complaints. The significant change in the grievance management policies for staff members is the increased responsibility of supervisors in managing harassment complaints with assistance from human resources personnel.

2.7 Pregnancy, potential pregnancy, and breastfeeding

ANU has policies on breastfeeding, children on campus and work and life balance, all of which are currently under review. There are four childcare centres located on campus that are community based, with priority access to ANU staff and students. Two parenting rooms are provided to assist staff to continue breastfeeding following their return to work.   Work-time breaks for women who are pregnant or breastfeeding is in the Varied Australian National University Enterprise Agreement 2005-2008.   Paid Time Release is available to assist women maintain or re-establish her career through facilitating care arrangements and/or for breastfeeding. Leave of up to 20 per cent of each week after return-to-work and before child's first birthday can be taken.

3. ACTIONS IN 2006

The following four strategies were undertaken during 2006 and early 2007.

Strategy 1: Recruitment & selection.
Examine the rate of external recruitment and internal competitive

Strategy 2: Promotion, transfer & termination
2.1 Introduce new promotions process to assist women seeking promotion.
2.2 Study the exit of women as a percentage of overall exits by level and include this data in future workplace profile reporting.
2.3 Provide information sessions for women considering promotion.
2.4 Continue to disseminate materials aimed at awareness raising and support of equitable practices.

Strategy 3: Workplace Profile
3.1 Continue to address the low numbers of academic women in levels C to D by continuation of existing initiatives.
3.2 Publicise courses – Career Advance and the ANU Leadership Program
3.3 Publicise developmental initiatives - Academic Women's Writing Retreat; Career Development Assistance Fund; Release from teaching.

Strategy 4: Sex-based harassment
4.1 Seek to educate staff annually in relation to the University's policies on equal opportunity, sexual harassment, sexual harassment and fieldwork, close personal relationships, and prevention of discrimination and harassment.

4. PRIORITISING THE SEVEN EMPLOYMENT MATTERS - FUTURE ACTIONS FOR 2007

To further achieve equal opportunity for women at ANU the following actions will be implemented during the next 12 months.

Strategy 1	Indicator	Responsibility
Planning - Data		
1.1 Develop a more extensive data collection on women's employment profile, though a score-card for full time and part time/permanent and contract staff at level of appointment, including recruitment, separation, pay equity, maternity leave returns, access to leave and flexible work, promotions outcomes.	Scorecard available on women's employment profile annually for University wide and College/ Divisions	Director Human Resources
1.2 Develop an exit survey process for analysis of the reasons women separate from the University.	Exit interview process implemented	Director Human Resources
1.3 Analyse and report on women's employment profile at ANU, including women's separation.	Annual report provided	Senior Adviser Equity

Strategy 2	Indicator	Responsibility
Planning - Consultation		
2.1 Gender Issues Working Party reviews and develops strategies to improve academic women's representation and participation	Strategies implemented Increased academic women's representation rate	Pro-Vice Chancellor
2.2 Establishing the University Community Equity Committee to advise the Vice-Chancellor on equity matters.	Plans, policies, strategies developed and reviewed.	Chair, Academic Senate

Strategy 3	Indicator	Responsibility
Communication		
3.1 Develop a Web site for information for women on resources and programs available.	Web site established. Number of hits	Senior Adviser Equity
3.2 Information provided in the Campus news on programs for the advancement of academic women	Number of news items about women and achievements.	Pro-Vice Chancellor
3.3 Establishing a process for information to be accessible to the community on Committee equity matters	University community informed of equity matters.	Senior Adviser Equity; Secretariat

Strategy 4	Indicator	Responsibility
Recruitment and Selection		
4.1 Develop recruitment and selection processes to attract women's applications, for example search plans, gender inclusive criteria	Increased number of women applying for academic positions at each level	Pro-Vice Chancellor Director Human Resources; Senior Adviser Equity
4.2 Implement specific attraction strategies for women	Increased number of women applying for academic positions	Director Human Resources; Deans of Colleges
4.2 Implement ANU College of Engineering and Computer Science Equal Opportunity Plan	Increased number of women applying for and being appointed to academic positions in this College	Dean, ANU College of Engineering and Computer Science

Strategy 5		
Promotion, transfer & termination		
5.1 Implement new academic promotions policy	Increased number of women applying for promotion	Deans of Colleges, Chairs of promotion committees
5.2 Evaluate and report on women's outcomes in new academic promotion policy.	Increased number of women successful in promotions	Deputy Vice Chancellor

Strategy 6		
Training and Development		
6.1 Develop and implement a mentoring program for women	Number of women participating	Pro-Vice Chancellor; Director Human Resources
6.2 Implement a women in leadership program to complement the new leadership program	Number of women participating	Director Human Resources
6.3 Organise symposiums on specific issues about women	Number of senior academic men and managers participating	Pro-Vice Chancellor
6.4 Organise symposiums on specific issues for women	Number of women participating Number and type of symposiums	Pro-Vice Chancellor
6.5 Develop and implement a training program for all staff with management responsibilities for sex-based harassment complaints, in accordance with the approved grievance procedure	Number of staff with management responsibilities trained.	Director Human Resources

Strategy 7		
Work organisation		
7.1 Develop and implement an equity impact statement as part of the change management process	Separation of women and men from restructures proportional to representation.	Senior Adviser Equity Director Human Resources
7.2 Salary Structure Working Party for Academic and General staff implemented to review career structures and broad banding including gender modelling.	Increased career opportunities for women. Increased number of women employed at higher levels for all staff.	Director Human Resources

Strategy 8	Indicator	Responsibility
Conditions of service		
8.1 Review of current flexible work practices and access	Number of staff accessing flexible work practices Number and type of flexible work practices	Pro-Vice Chancellor; Senior Adviser Equity; Director Human Resources
8.2 Flexible work Toolkit developed	Materials available	Director Human Resources; Senior Adviser Equity
8.3 Information on Flexible work Toolkit provided to staff	Materials provided	Supervisors
8.4 Staff development provided to staff and supervisors on negotiating flexibility in the workplace	Number of staff and supervisors attending programs	Director Human Resources

Strategy 9		
Sex-based harassment		
9.1 Promotion of new policy on prevention of harassment through brochures/posters, web, on-line training programs	Number of people trained; Number of brochures/posters circulated; Web information available	Director Human Resources; Dean of Students
9.2 Analyse and review any grievances of sex based discrimination	Report provided annually	Director Human Resources; Dean of Students
9.3 Develop and implement a new staff grievance procedure, which includes advice provision on and management of sex-based harassment.	Procedure approved	Director Human Resources
9.4 Promotion of new grievance procedure through brochures/posters, web and training programs	Number of people trained; Number of brochures/posters circulated; Web information available	Director Human Resources

Strategy 10		
Pregnancy, potential pregnancy and breastfeeding		
10.1 Investigate the building and management of new child care centres on the ANU campus	Increased places for childcare, increased rate of return of women to paid work	Director, Facilities
10.2 Parental leave Toolkit developed	Materials available Increased understanding of parental leave and increased return of women to paid work.	Director Human Resources; Senior Adviser Equity
10.3 Information on Parental leave Toolkit provided to staff	Materials provided	Supervisors
10.4 Information sessions provided to staff and supervisors on Parental leave Toolkit	Number of staff and supervisors attending programs	Director Human Resources

Appendix A

This section contains the data from the ANU Human Resources data and Statistical Services Division and refers to that collected as at the 31 March 2007 or annually. The Tables are listed under the following headings.

ACADEMIC STAFF
A. Academic Staff by Employment Level
B. Academic Staff by Employment Type
C. Academic Staff by University Area
D. Academic Staff Recruitment and Appointment
E. Academic Staff Promotions
F. Academic Staff by Separation

GENERAL STAFF
G. General Staff by Employment Level
H. General Staff by University Area
I. General Staff by Classification
J. General Staff by Recruitment and Appointment
K. General Staff by Separation

ALL STAFF
L. Staff Development

ACADEMIC STAFF

A. ACADEMIC STAFF BY EMPLOYMENT LEVEL

Table 1 Academic staff representation by gender and level as at the 31 March 2007

Level	Women	Men	Total	% Women
Level A	143	219	362	**39.5%**
Level B	145	201	346	**42%**
Level C	106	231	337	**31%**
Level D	47	171	218	**21.5%**
Level E	36	202	238	**15%**
Deans/Director	9	27	36	**25%**
Executive	1	4	5	**20%**
Total	**487**	**1055**	**1542**	**31.5%**

Table 2 Academic staff representation within gender and by level as at the 31 March 2007

Level	Women	Men	Total
Level A	29.5% (143)	21% (219)	**23.5% (362)**
Level B	30% (145)	19% (201)	**22% (346)**
Level C	21.5% (106)	22% (231)	**22% (337)**
Level D	9.5% (47)	16% (171)	**14% (218)**
Level E	7.5% (36)	19% (202)	**15.5% (238)**
Deans/Director	2% (9)	2.5% (27)	**2.5% (36)**
Executive	1	0.5% (4)	**0.5% (5)**
Total	**100% (487)**	**100% (1055)**	**100% (1542)**

Table 3 Academic women representation by level as at the 31 March 2007

Level	2003	2004	2005	2006	2007
Level A	41% (100)	44% (125)	41% (141)	40% (144)	39.5% (143)
Level B	42% (120)	42% (134)	41% (148)	41% (138)	42% (145)
Level C	26% (76)	25% (79)	26% (84)	28% (91)	31.5% (106)
Level D	16% (29)	22% (40)	23% (47)	23% (49)	21.5% (47)
Level E	13% (27)	12% (27)	12% (31)	14% (36)	15% (36)
Deans/Director	11% (3)	8% (3)	7% (2)	13% (3)	25% (9)
Executive	-	-	-	20% (1)	20% (1)
Total	**28% (355)**	**30%(406)**	**30% (453)**	**30%(462)**	**31.5%(487)**

B. ACADEMIC STAFF BY EMPLOYMENT TYPE

Table 4 Employment type by attendance pattern by gender as at 31 March 2007

Employment type	Women	Men	Total
Permanent - Full time	25% (187)	75% (550)	**737**
Permanent - Fractional	46% (30)	54% (35)	**65**
Contract - Full time	34% (211)	66% (410)	**621**
Contract - Fractional	50% (59)	50% (60)	**119**
Total	**31.5% (487)**	**68.5% (1,055)**	**1,542**

Table 5 Employment type by attendance pattern within gender by per cent as at 31 March 2007

Employment type	Women	Men	Total
Permanent - Full time	38% (187)	52% (550)	**48% (737)**
Permanent - Fractional	6% (30)	3% (35)	**4% (65)**
Contract - Full time	43% (211)	39% (410)	**40% (621)**
Contract - Fractional	12% (59)	6% (60)	**8% (119)**
Total	**100% (487)**	**100% (1,055)**	**100%(1,542)**

Table 6 Women's Employment type by level by attendance pattern as at 31 March 2007

Level	Permanent		Contract		Total
Level	**Full time**	**Fractional**	**Full time**	**Fractional**	**Total**
Level A	50% (12)	40% (2)	34.5% (100)	67% (29)	39.5% (143)
Level B	38% (47)	73.5% (14)	37% (65)	65.5% (19)	42% (145)
Level C	29.5% (62)	33% (7)	36.5% (29)	28.5% (8)	31.5% (106)
Level D	18% (30)	41.5% (5)	34.5% (10)	20% (2)	21.5% (47)
Level E	16% (32)	25% (2)	9% (2)	0	15% (36)
Deans/Director	36% (4)	0	17.5% (4)	50% (1)	25% (9)
Executive	0	0	33% (1)	0	20% (1)
Total	**25% (187)**	**46% (30)**	**34% (211)**	**50% (59)**	**31.5%(487**

Table 7 Men's Employment type by level by attendance pattern as at 31 March 2007

Level	Permanent		Contract		Total
Level	**Full time**	**Fractional**	**Full time**	**Fractional**	**Total**
Level A	50% (12)	60% (3)	65.5% (190)	33% (14)	**60.5% (219)**
Level B	62% (76)	26.5% (5)	63% (110)	34.5% (10)	**58% (201)**
Level C	70.5% (147)	67% (14)	63.5% (50)	71.5% (20)	**68.5% (231)**
Level D	82% (137)	58.5% (7)	65.5% (19)	80% (8)	**78.5% (171)**
Level E	84% (169)	75% (6)	91% (20)	100% (7)	**85% (202)**
Deans/Director	64% (7)	0	82.5% (19)	50% (1)	**75% (27)**
Executive	100% (2)	0	67% (2)	0	**80% (4)**
Total	**75% (550)**	**54% (35)**	**66%(410)**	**50% (60)**	**68.5%(1,055**

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B. ACADEMIC STAFF BY UNIVERSITY AREA

Table 8 University area by attendance pattern and gender as at 31 March 2007

University Area	Full time		Fractional		
	Women	Men	Women	Men	All staff
Research Schools	25% (196)	67% (521)	4% (30)	4% (35)	100% (782)
Centres	39.5% (51)	42.5% (55)	11% (14)	7% (9)	100% (129)
Faculties	24% (150)	61% (379)	7% (44)	8% (49)	100% (622)
Other	11% (1)	56% (5)	11% (1)	22% (2)	100% (9)
Total	**26% (398)**	**62% (960)**	**6% (89)**	**6% (95)**	**100% (1,542)**

Table 9 University area by attendance pattern within gender as at 31 March 2007

University Area	Women			Men			All staff
	Full-time	Fractional	Sub total	Full-time	Fractional	Sub Total	Total
Research Schools	49% (196)	34% (30)	**46.5% (226)**	54% (521)	37% (35)	**52.5% (556)**	**51% (782)**
Centres	13% (51)	16% (14)	**13% (65)**	6% (55)	9.5% (9)	**6% (64)**	**8% (129)**
Faculties	38% (150)	49% (44)	**40% (194)**	39.5%(379)	51.5% (49)	**40.5% (428)**	**40% (622)**
Other	(1)	1% (1)	**0.5% (2)**	0.5% (5)	2% (2)	**1% (7)**	**1% (9)**
Total	**100% (398)**	**100% (89)**	**100% (487)**	**100% (960)**	**100% (95)**	**100% (1,055)**	**100% (1,542)**

Table 10 University area by attendance pattern and gender as at 31 March 2006

University Area	Full time		Fractional		
	Women	Men	Women	Men	All staff
Research Schools	24.5% (173)	70% (497)	2% (14)	3.5% (26)	100% (710)
Centres	38% (41)	46% (50)	12% (13)	4% (4)	100% (108)
Faculties	24% (159)	59% (392)	8% (51)	9% (61)	100% (663)
Other	18.5% (9)	67.5% (33)	2% (1)	12% (6)	100% (49)
Total	**25% (382)**	**63.5% (972)**	**5% (79)**	**6% (97)**	**100%(1,530)**

D. ACADEMIC RECRUITMENT AND APPOINTMENT 2006

Table 11 Academic staff appointments by level, gender and attendance pattern 2006

| Level | Women | | Men | | |
	Full time	Fractional	Full time	Fractional	Total
Level A	29% (53)	6% (11)	57% (103)	8% (15)	**100% (182)**
Level B	27% (25)	5.5% (5)	62% (57)	5.5% (5)	**100% (92)**
Level C	18% (4)		59% (13)	23% (5)	**100% (22)**
Level D			86% (6)	14% (1)	**100% (7)**
Level E	22% (2)		67% (6)	11% (1)	**100% (9)**
Total	**27% (84)**	**5% (16)**	**59% (185)**	**7% (27)**	**100% (312)**

Table 12 Academic staff appointments by level, within gender and attendance pattern 2006

| Level | Women | | Men | | |
	Full time	Fractional	Full time	Fractional	Total
Level A	63% (53)	69% (11)	56% (103)	56% (15)	58.5% (182)
Level B	30% (25)	31% (5)	31% (57)	18.5% (5)	29.5% (92)
Level C	5% (4)		7% (13)	18.5% (5)	7% (22)
Level D			3% (6)	3.5% (1)	2% (7)
Level E	2% (2)		3% (6)	3.5% (1)	3% (9)
Total	**100% (84)**	**100% (16)**	**100% (185)**	**100% (27)**	**100% (312)**

Table 13 Academic staff appointments by level, gender and type of appointment 2006

| Level | Women | | | Men | | | |
	Permanent	Fixed term	Rehire	Permanent	Fixed term	Rehire	Total
Level A	3	47	14	2	90	26	**182**
Level B	3	20	7	9	44	9	**92**
Level C	3	1		7	8	3	**22**
Level D				4	1	2	**7**
Level E	1	1		1	3	3	**9**
Total	**3% (10)**	**22% (69)**	**7% (21)**	**7% (23)**	**47% (146)**	**14% (43)**	**100% (312)**

Table 14 Academic staff appointments by level, type of appointment and women's success rate 2006

Level	Permanent	% women	Fixed term	% women	Rehire	% women
Level A	5	60%	137	34%	40	35%
Level B	12	25%	64	31%	16	56%
Level C	10	30%	9	11%	3	0%
Level D	4	0%	1	0%	2	0%
Level E	2	50%	4	25%	3	0%
Total	**33**	**30%**	**215**	**32%**	**64**	**33%**

E. ACADEMIC PROMOTIONS 2006

Table 15 Success rate of all academic staff applying for promotion by level in 2006

Level	Applied	Successful	Success rate
Level B	32	27	**84%**
Level C	43	35	**81%**
Level D	38	23	**60.5%**
Level E1	23	12	**52%**
Total	**136**	**97**	**71%**

Table 16   Academic women's application and success rate in academic promotions of total staff by level 2006

Level	Women's application of all applications	Women's success of all successes	Women application/ women success
Level B	38% (12)		**83%**
Level C	51% (22)	51% (18)	**82%**
Level D	26% (10)	26% (6)	**60%**
Level E1	22% (5)	33% (4)	**80%**
Total women	**36% (49)**	**39% (38)**	**78%**

Table 17 Academic women's success rate in academic promotions by level 2003-2006

Level	2003	2004	2005	2006
Level B	35% (8)	51% (15)	38% (14)	37% (10)
Level C	36% (12)	56% (10)	39% (12)	51% (18)
Level D	27% (4)	24% (8)	31% (13)	26% (6)
Level E1	0	29% (4)	23% (3)	33% (4)
Total women	**28% (24)**	**39% (37)**	**38% (42)**	**39% (38)**

F. ACADEMIC SEPARATIONS

Table 18 Separation rates of academic staff 2002-2006

Year	2002	2003	2004	2005	2006
Academic	5.03%	5.80%	5.47%	4.51%	8.58%

GENERAL STAFF

G. GENERAL STAFF BY EMPLOYMENT LEVEL

Table 19 - General staff by level and gender as at 31 March 2007

Level	Women	Men	Total	% women
Trainee	6	9	15	40%
ANUO1	3	3	6	50%
ANUO2	42	16	58	72%
ANUO3	116	88	204	57%
ANUO4	173	95	268	65%
ANUO5	273	147	420	65%
ANUO6	208	159	367	57%
ANUO7	164	144	308	53%
ANUO8	142	157	299	47%
ANUO9	27	60	87	31%
ANUO10	47	54	101	47%
SAO 1	20	19	39	51%
SAO 2	9	14	23	39%
SAO 3	3	5	8	38%
SAO 4		1	1	0
Senior Officer	4	20	24	17%
TOTAL	1,237	991	2,228	56%

* one male manager classification

Table 20 – Women General staff by level as a percent of all general staff as at 31 March 2004-2007

Level	2004	2005	2007
Trainee	17% (1)	17% (1)	40% (6)
ANUO1	78% (38)	67% (31)	50% (3)
ANUO2	56% (29)	61% (27)	72% (42)
ANUO3	58% (149)	55% (151)	57% (116)
ANUO4	71% (197)	73% (198)	65% (173)
ANUO5	69% (288)	67% (287)	65% (273)
ANUO6	55% (195)	55% (211)	57% (208)
ANUO7	47% (137)	48% (156)	53% (164)
ANUO8	47% (115)	46% (127)	47% (142)
ANUO9	33% (33)	36% (36)	31% (27)
ANUO10	48% (41)	49% (46)	47% (47)
SAO 1	58% (18)	53% (16)	51% (20)
SAO 2	50% (15)	48% (14)	39% (9)
SAO 3	29% (2)	42% (5)	38% (3)
Senior Officer	24% (4)	21% (5)	17% (4)
TOTAL	**54% (1,262)**	**56% (1,311)**	**56% (1,237)**

Table 21 - General staff level 10 and above by gender as at 31 March 2007

Level 10 and above	Women	Men	Total	% Women
ANUO10	47	54	101	**47%**
SAO 1	20	19	39	**51%**
SAO 2	9	14	23	**39%**
SAO 3	3	5	8	**38%**
SAO 4		1	1	**0**
Senior Officer	4	20	24	**17%**
TOTAL	**83**	**113**	**196**	**42%**
TOTAL STAFF	**1,237**	**991**	**2,228**	**56%**

Table 22 - General staff level 10 and above within gender as at 31 March 2007

Level 10 and above	Women	Men	Total
ANUO10	56.5% (47)	47.5% (54)*	**51.5% (101)**
SAO 1	24% (20)	17% (19)	**20% (39)**
SAO 2	11% (9)	12.5% (14)	**11.5% (23)**
SAO 3	3.5% (3)	4% (5)	**4% (8)**
SAO 4		1% (1)	**0.5% (1)**
Senior Officer	5% (4)	18% (20)	**12% (24)**
TOTAL	**100% (83)**	**100% (113)**	**100% (196)**

H. GENERAL STAFF BY UNIVERSITY AREA

Table 23 University area by gender and attendance pattern as at 31 March 2007

University Area	Full time		Fractional		
	Women	Men	Women	Men	All staff
Research Schools	36.5% (293)	43% (347)	15.5% (124)	5% (38)	100% (802)
Centres	38.5% (34)	27.5% (24)	30.5% (27)	3.5% (3)	100% (88)
Faculties	38.5% (119)	39% (121)	17% (53)	5.5% (17)	100% (310)
Other	37.5% (386)	39% (399)	19.5% (201)	2% (42)	100% (1,028)
Total	**37.5%(832)**	**40% (891)**	**18%(405)**	**4.5% (100)**	**100% (2,228)**

Table 24 General staff University area by gender and attendance pattern as at 31 March 2007

University Area	Full time		Fractional		
	Women	Men	Women	Men	All staff
Research Schools	36.5% (293)	43% (347)	15.5% (124)	5% (38)	100% (802)
Centres	38.5% (34)	27.5% (24)	30.5% (27)	3.5% (3)	100% (88)
Faculties	38.5% (119)	39% (121)	17% (53)	5.5% (17)	100% (310)
Other	37.5% (386)	39% (399)	19.5% (201)	2% (42)	100% (1,028)
Total	**37.5% (832)**	**40% (891)**	**18% (405)**	**4.5% (100)**	**100% (2,228)**

Table 25 General staff University area by gender and attendance pattern as at 31 March 2006

University Area	Full time		Fractional		
	Women	Men	Women	Men	All staff
Research Schools	35% (298)	45.5% (383)	15% (129)	4.5% (35)	100% (845)
Centres	51% (61)	18% (21)	29% (35)	2% (3)	100% (120)
Faculties	41% (144)	34% (118)	19% (66)	7% (24)	100% (352)
Other	37% (358)	39% (380)	21% (204)	3% (35)	100% (977)
Total	**37.5% (861)**	**39.5 %(902)**	**19% (434)**	**4% (97)**	**100% (2,294)**

I. GENERAL STAFF BY CLASSIFICATION

Table 26 General staff by classification by gender and attendance pattern as at 31 March 2007

Classification	Women		Men		
	Full-time	Fractional	Full-time	Fractional	Grand Total
Admin	52% (593)	19% (217)	26% (296)	3% (26)	1,132
IT	15% (26)	8% (14)	68% (121)	9% (17)	178
Library	26% (25)	56% (54)	7.5% (7)	10.5% (10)	96
Professional	13% (2)	6% (1)	81% (13)		16
Research	25% (44)	28% (48)	41% (72)	6% (10)	174
Technical	25% (113)	10% (45)	58% (263)	6 % (29)	450
Trade	17% (2)		83% (10)		12
Hospitality	25% (14)	46% (26)	20% (11)	9% (5)	56
Security			100% (21)		21
Trainee	50% (6)		50% (6)		12
Maintenance	5% (3)		92% (55)	3% (2)	60
Other	19% (4)		76% (16)	5% (1)	21
Total	37% (832)	18% (405)	40% (891)	5% (100)	100% (2,228)

Table 27 General staff women by classification and attendance pattern as at 31 March 2007

Classification	Full-time	Fractional	Total	% fractional
Admin	593	217	810	27%
IT	26	14	40	35%
Library	25	54	79	68%
Professional	2	1	3	33%
Research	44	48	92	52%
Technical	113	45	158	28%
Trade	2		2	0
Hospitality	14	26	40	65%
Security			0	0
Trainee	6		6	0
Maintenance	3		3	0
Other	4		4	0
Total	832	405	1,237	33%

Table 28 General staff men by classification and attendance pattern as at 31 March 2007

Classification	Full-time	Fractional	Total	% fractional
Admin	296	26	322	9%
IT	121	17	138	12%
Library	7	10	17	59%
Professional	13		13	0
Research	72	10	82	12%
Technical	263	29	292	10%
Trade	10		10	0
Hospitality	11	5	16	31%
Security	21		21	0
Trainee	6		6	0
Maintenance	55	2	57	4%
Other	16	1	17	6%
Total	891	100	991	10%

J. GENERAL STAFF BY RECRUITMENT AND APPOINTMENT

Table 29 General staff appointments by level and gender 2006

Level	Women	Men	Total	% Women
Trainee	7	11	18	39%
ANUO1	4	5	9	44%
ANUO2	19	9	28	68%
ANUO3	26	24	50	52%
ANUO4	45	38	83	54%
ANUO5	71	33	104	68%
ANUO6	23	18	41	56%
ANUO7	10	6	16	63%
ANUO8	13	9	22	59%
ANUO9	5	13	18	28%
ANUO10		2	2	0
SAO 1	1	2	3	33%
SAO 2		3	3	0
Senior Officer	1	3	4	25%
TOTAL	225	176	401	56%

Table 30 General staff appointments by level and attendance pattern 2006

Level	Full time	Fractional	Total	% Fractional
Trainee	17	1	18	**6%**
ANUO1	3	6	9	**67%**
ANUO2	15	13	28	**46%**
ANUO3	37	13	50	**26%**
ANUO4	47	36	83	**43%**
ANUO5	58	46	104	**44%**
ANUO6	34	7	41	**17%**
ANUO7	11	5	16	**31%**
ANUO8	13	9	22	**41%**
ANUO9	17	1	18	**6%**
ANUO10	2	0	2	**0**
SAO 1	3		3	**0**
SAO 2	3		3	**0**
Senior Officer	4		4	**0**
TOTAL	**264**	**137**	**401**	**34% (137)**

Table 31 General staff appointments by level, gender and attendance pattern 2006

Level	Women		Men		Total
	Full time	Fractional	Full time	Fractional	
Trainee	6	1	11	0	**18**
ANUO1	1	3	2	3	**9**
ANUO2	8	11	7	2	**28**
ANUO3	16	10	21	3	**50**
ANUO4	22	23	25	13	**83**
ANUO5	41	30	17	16	**104**
ANUO6	17	6	17	1	**41**
ANUO7	6	4	5	1	**16**
ANUO8	9	4	4	5	**22**
ANUO9	5		12	1	**18**
ANUO10			2	0	**2**
SAO 1	1		2		**3**
SAO 2			3		**3**
Senior Officer	1		3		**4**
TOTAL	**33% (133)**	**23% (92)**	**33% (131)**	**11% (45)**	**100% (401)**

Table 32 General staff appointments by level, gender and type of appointment 2006

Level	Women			Men			
	Permanent	Fixed term	Rehire	Permanent	Fixed term	Rehire	Total
Trainee	5	1	1	5	6		18
ANUO1	3	1		1	4		9
ANUO2	15	3	1	6	2	1	28
ANUO3	6	16	4	11	9	4	50
ANUO4	15	26	4	8	25	5	83
ANUO5	17	46	8	9	20	4	104
ANUO6	9	13	1	6	7	5	41
ANUO7	3	7		2	4		16
ANUO8	6	5	2	3	6		22
ANUO9	3	2		7	4	2	18
ANUO10				1		1	2
SAO 1	1			1	1		3
SAO 2				1	1	1	3
Senior Officer		1			3		4
TOTAL	21% (83)	30% (121)	5% (21)	15% (61)	23% (92)	5% (23)	100% (401)

Table 33 General staff appointments by level, type of appointment and women's success rate 2006

Level	Permanent	% women	Fixed term	% women	Rehire	% women
Trainee	10	50%	7	14%	1	100%
ANUO1	4	75%	5	20%		-
ANUO2	21	71%	5	60%	2	50%
ANUO3	17	35%	25	64%	8	50%
ANUO4	23	65%	51	51%	9	80%
ANUO5	26	65%	66	70%	12	67%
ANUO6	15	60%	18	65%	6	17%
ANUO7	5	60%	7	64%		-
ANUO8	9	67%	5	45%	2	100%
ANUO9	10	30%	4	33%	2	0%
ANUO10	1	0		-	1	100%
SAO 1	2	50%		0%		-
SAO 2	1	0		0%	1	0%
Senior Officer	0	0	4	25%		
TOTAL	144	58%	213	57%	44	48%

K. GENERAL STAFF BY SEPARATION

Table 34 Separation rates of general and senior staff 2002-2006

Year	2002	2003	2004	2005	2006
General staff	9.33%	9.12%	10.39%	8.85%	9.64%
Senior staff	5.69%	5.69%	6.72%	8.22%	9.22%

L. STAFF DEVELOPMENT FOR ALL STAFF 2006

Table 35 Course attendance by gender in 2006

Program	Women	Men	Grand Total	% Women
1. Application Writing	8	4	12	67%
2. Career Planning	5		5	100%
3. Depression in the Workplace	22	5	27	81%
4. How to Succeed at Interview	19	3	22	86%
5. Leading Change	12	5	17	71%
6. Managing Underperformance	9	7	16	56%
7. Networking	1	2	3	33%
8. Project Management - Intro	4	3	7	57%
9. Staff Selection - Face to Face	21	8	29	72%
10. Supporting Your Staff-CPDS	24	10	34	71%
11. Taking Charge	27	9	36	75%
12. Thrive* at Work	18	6	24	75%
13. Career Advance	14	5	19	74%
14. Graduate Recruitment and Development Program	9	4	13	69%
Grand Total	**73% (193)**	**27% (71)**	**264**	**100%**

Other staff development programs include:
a) *CareerWise* includes the above listed programs: Application Writing; Career Planning; How to Succeed at Interview; and Networking. This career development framework provides greater opportunities for general and academic staff to improve their skills, grow professionally and enhance their careers at ANU.
b) *CareerAdvance* is a program that aims to extend the work experience, skills and career opportunities of general staff who are excelling in their current role. Participants have a unique opportunity to focus on their career via a carefully structured and supported program that includes a training and development program, work extension opportunity and a mentor.
c) *Graduate Recruitment and Development Program* provides a comprehensive and structured development program consisting of work placements and formal training that prepare graduates for a varied career with the University.
d) Career Connect: Work/Life Balance
e) Mental Health First Aid
f) THRIVE© at Work
g) Leading Change
h) Executive Assistants Network
i) On-line training programs such as:
   - Workplace discrimination and harassment, including courses for supervisors and managers
   - Cross-cultural understanding
   - Negotiation skills
   - Performance management