EOWA Employer of Choice for Women (EOCFW)

2011 Application Form
(for inclusion on the 2012 EOCFW list)
**EOWA Employer of Choice for Women (EOCFW) Criteria**

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

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

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

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

- have in place a comprehensive and transparent sex-based anti-discrimination policy that also deals with electronic and IT usage (covering discrimination, harassment and bullying);
- provide sex-based harassment prevention training at induction for all staff, and ensure all staff (including managers, casual and contract staff) have received refresher education within the last two years; and
- have had no judgment or adverse final order made against it by a court or other tribunal relating to gender discrimination or harassment, for a period of three years prior to its EOCFW application.

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

- include equal opportunity for women as a standing agenda item on a committee chaired by the CEO or his/her direct report;
- include equal opportunity for women as a standing agenda item or discuss equal opportunity for women proactively at least twice yearly at Executive meetings; and
- include equal opportunity for women as a standing agenda item or discuss equal opportunity for women proactively at least twice yearly at Board (or equivalent) meetings;

and

The CEO **must** demonstrate:

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

**Criterion 6**
An organisation **must** deliver improved outcomes for women which must include:

- a minimum of 6 weeks’ paid parental leave after a maximum eligibility period of 12 months’ service;
- women in management and leadership roles being able to work part-time; and
- conducting a detailed analysis of the remuneration of its entire workforce to demonstrate whether there are gender pay equity issues in its workplace.
## EOWA Employer of Choice for Women Cover Sheet

*Organisations must complete the following:*

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<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>Name of Organisation:</strong> RMIT University</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1</strong></td>
<td>This organisation has completed and attached all the details requested in this application form.</td>
<td>X</td>
</tr>
<tr>
<td><strong>2</strong></td>
<td>This organisation is compliant with the Equal Opportunity for Women in the Workplace Act 1999 (including organisations with a current waiver from reporting).</td>
<td>X</td>
</tr>
<tr>
<td><strong>3</strong></td>
<td>Organisations are required to advise all staff they are applying for the EOCFW citation. Provide details in the space on the right on how your organisation has advised ALL staff it is applying for EOCFW.</td>
<td>All staff were notified that RMIT was applying again for the EOWA award in 2011 through the weekly RMIT University newsletter ‘RMIT Update’ in September 2011. This update is circulated to all RMIT staff via e-mail and is also made fully available on the staff intranet.</td>
</tr>
<tr>
<td><strong>4</strong></td>
<td>Please insert in the space on the right, the organisation’s name exactly as you wish it to be printed on the EOCFW certificate and on EOWA public lists, should your application be successful.</td>
<td>RMIT University</td>
</tr>
</tbody>
</table>

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### CEO ENDORSEMENT

I, Margaret Gardner AO the CEO of RMIT University fully endorse and support this application.

I agree that, if the EOCFW citation is granted, it will be used in accordance with EOWA guidelines and time frames.

_____ X _____________

CEO Signature *

*EOWA requests that the actual signature of the CEO is not emailed to EOWA but kept on file at the organisation. Please confirm that the CEO has signed this application by ticking the box on the right.*

X
Please provide on one page, background information on your organisation, your industry group and your ongoing challenges in removing barriers to women.

RMIT is a global University of technology and design operating in the Higher education and TAFE industry sectors and is focused on creating solutions that transform the future for the benefit of people and their environments. We are global in attitude, action and presence; urban in orientation and creativity; and connected through active partnerships with professions, industries and organisations.

RMIT University enjoys an international reputation for excellence in professional and practical educational programs and high quality outcome-oriented research.

One of Australia’s original educational institutions founded in 1887, RMIT is now the nation’s largest tertiary institution. The University offers an extensive range of postgraduate, undergraduate and vocational programs.

RMIT has three Melbourne campuses – in the central business district and in Brunswick and Bundoora in the city’s northern suburbs – and campuses in Hanoi and Ho Chi Minh City in Vietnam. With significant partnerships in Hong Kong, China, Malaysia and Singapore, RMIT has a strong educational presence in the Asia-Pacific region. The University’s total student population of 74,000 includes 30,000 international students (onshore and offshore).

RMIT is a leader in technology, design, global business, communication, global communities, health solutions and urban sustainable futures, and is ranked in the top 100 universities in the world for engineering and technology in the 2010 QS World University Rankings.

RMIT prides itself on the fact that it has held the EOWA award since 2007, demonstrating commitment to removing barriers for women and supporting women’s development and promotion within the University. The University has a sound history of supporting and promoting women, by undertaking a number of proactive initiatives to work to overcome the challenges it faces in this area.

Promotion and development of women to key senior executive and academic positions within the University is one of the challenges RMIT currently faces, and for this reason it is reflected as a key strategic goal at the University to ensure adequate representation of women at a senior level. To address this, RMIT is one of eight Universities that make up the ATN (Australian Technology Network) ‘Women’s Executive Development Programs’ (WEXDEV) and is an active member within this network. The programs’ objectives are to enhance personal professional development opportunities for senior women through skills and experience development, networking and promoting strategic alliances. RMIT also provides training for promotions to women within academic positions, to assist their progression to senior levels of the organisation. Progress is being made in this area, and in 2011 there were 30 senior appointments of women within the organisation including 6 Executive and 8 Senior Management appointments, 4 to Professor level and 3 appointments to Associate Professor.

The University has also made some significant improvements towards improving the gender pay gap over recent years, and in 2011 has made a 0.18% reduction from 2010. RMIT recognises that this gap can still be improved upon and regular pay audits are conducted to track this trend and to consequently create action plans to address this. Through a job classification system and pay scales, using the BIPER and Mercer job evaluation methods, RMIT ensures that there is consistency of pay rates across genders and where salary is determined and pay loadings are applied, these are based on job type and content, not gender.

Additionally, supporting women to return to work after maternity or parental leave has posed a challenge in the past. However, changes to the parental leave policy in 2010 to provide generous terms to benefit employees is already showing positive results in terms of improving return rates and ensuring that it in no way detrments the career of those who take this leave.

RMIT continues to be progressive in addressing the challenges it faces in the areas of removing barriers and ensuring equitable representation of women within the University, in line with its organisational values and to create a diverse and representative workforce to deliver its future organisational strategy.
Important Information
To be read BEFORE completing the following pages

- Listed on the following pages are the requirements and questions for a) the Workplace Profile and b) all of the six EOCFW criteria.

- So that EOWA can make an informed decision about an organisation’s status, it is important to answer ALL questions comprehensively, providing detailed information supported by data/metrics (in numbers AND percentages of men and women as required) in the Workplace Profile, and across all six criteria in this application.

- For first time applicants, ALL questions in this document need to be answered.

- For CURRENT EOCFW organisations, Criteria 1 and 2 do not need to be completed unless significant changes have been made since the previous year’s EOCFW application. Should this be the case, details of those changes only need to be provided.

- Where the application form states “an organisation must...”, organisations that do not have that required program/activity in place will not be eligible for EOCFW this year.

- EOWA may seek further information and/or ask for evidence that the organisation meets such a requirement.

- Applications must be submitted to eocfwapplication@eowa.gov.au by 15 October annually.

- Applications will only be accepted by email. Organisations will receive a system-generated receipt of application.

- EOWA Employer of Choice for Women applications, including salary data, are confidential.

- Where organisations are required to provide a YES or NO answer, a NO will not render an organisation ineligible. However, where there is a large number of NO answers it indicates an organisation is not yet at EOCFW level.
**a) Complete Workplace Profile**

**Workplace Profile Instructions:**

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

*It is acceptable to add actual salaries and divide by full-time equivalents to get annualised average salaries. However headcount, not full-time equivalents, needs to be provided in the employee numbers in the profile.
## Workplace Profile Format:

<table>
<thead>
<tr>
<th></th>
<th>Full-Time</th>
<th>Part-Time</th>
<th>Casual</th>
<th>Total Employees</th>
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<tbody>
<tr>
<td></td>
<td>Female %</td>
<td>Male %</td>
<td>Female %</td>
<td>Male %</td>
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<tr>
<td>EXEC</td>
<td>36 62</td>
<td>36.73%</td>
<td>2 100.00%</td>
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<tr>
<td>HEW 1 - 3</td>
<td>9 8 52.94%</td>
<td>12 36.84%</td>
<td>1 6 21.65</td>
<td>2 62.91%</td>
</tr>
<tr>
<td>LEVEL A</td>
<td>27 34 44.26%</td>
<td>33 11 75.00%</td>
<td>1 42.26%</td>
<td>9 51.46%</td>
</tr>
<tr>
<td>LEVEL B</td>
<td>175 216 44.76%</td>
<td>73 40 64.60%</td>
<td>0.00%</td>
<td>27 45.15%</td>
</tr>
<tr>
<td>LEVEL C</td>
<td>112 222 33.53%</td>
<td>20 15 57.14%</td>
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<td>24 71.43%</td>
</tr>
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<td>LEVEL C+</td>
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<td>LEVEL D</td>
<td>41 93 30.60%</td>
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<td>LEVEL E</td>
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<td>SNR ED 1</td>
<td>18 26 40.91%</td>
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<td>SNR ED 2</td>
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<td>TEACHER 1</td>
<td>3 6 33.33%</td>
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<td>100.82 123.12</td>
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<td>TEACHER 2</td>
<td>12 57 17.39%</td>
<td>19 15 55.88%</td>
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<td>31 70.46%</td>
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<td>TEACHER 3</td>
<td>7 6 53.85%</td>
<td>16 3 84.21%</td>
<td>0.00%</td>
<td>23 71.43%</td>
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<td>TEACHER 4</td>
<td>9 12 42.00%</td>
<td>3 4 60.00%</td>
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<td>15 50.00%</td>
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<td>TEACHERS 5</td>
<td>58 107 35.15%</td>
<td>75 28 72.82%</td>
<td>0.00%</td>
<td>133 50.00%</td>
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<tr>
<td>C/CARE 1</td>
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<td>1 100.00%</td>
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<td>C/CARE 2</td>
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<td>C/CARE 3</td>
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<td>C/CARE 4</td>
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<td>C/CARE 5</td>
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<td>Grand Total</td>
<td>1,555 1,651 48.50%</td>
<td>581 200 74.39%</td>
<td>707.29</td>
<td>45.26%</td>
</tr>
</tbody>
</table>
b) Complete information in relation to each EOCFW criterion

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

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

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

i) List the organisation’s policies under each of the seven employment matters that advance women or remove barriers. The seven employment matters are found at:


For full list of policies under each of the seven employment matters, please see previous year’s application.

In addition to pervious year’s applications, in 2010/2011 there were some significant changes to key policies affecting all staff, the most relevant policies for the advancement and removal of barriers for women are outlined below. These policies were designed in 2010, and implemented in 2010/2011 and they demonstrate RMIT’s commitment to creating an environment that supports the advancement of women and the removal of barriers to that advancement:

**Additional/updated policies for 2011:**

**Flexible working policy and procedure**

RMIT recognises the increasing importance of flexible working arrangements in maintaining a diverse and adaptable workforce and will reasonably consider all staff requests for flexible working arrangements. In 2010 RMIT developed a new Flexible working policy suite, which has been rolled out during late 2010 and 2011, and which:

- Provides employees with a better ability to balance work, life and family needs/ responsibilities. Flexible work arrangements have been broadened to include changes to start and finishing times, changes in patterns of work, changes in location of work.
- Provides guidelines to managers and staff to support them to clearly understand their obligations, how to apply for, approve and manage flexible work arrangements.
- Supports RMIT and its managers to ensure compliance with new legislative requirements under the Fair Work Act and its obligations under the new Union Collective Agreement for academic and professional staff.

**Parental leave guidelines**

RMIT’s Parental leave guidelines have been updated to enable the staff member and their family to work together to establish a framework for the future care of their child/ren. Parental leave also provides them with the added security of knowing that they can return to the workforce when the parental leave period is over. The guidelines provide clear and comprehensive information about RMIT’s parental leave entitlements, ways of staying connected with RMIT during parental leave, returning to work including flexible work arrangements, RMIT’s Return to work bonus and supporting information as well as Frequently Asked Questions.

**Workplace Fairness policy suite**

RMIT’s Workplace Fairness policies on Equal Opportunity, Sexual Harassment, Bullying and Occupational Violence, Anti-racism and Religious Tolerance, as well as the Staff complaints procedure were updated in 2010/2011 to reflect a more integrated complaints management and fairness process.

The updated Staff complaints procedure supports an environment where staff with concerns can feel comfortable about raising them and feel confident that their concerns will be dealt with respectfully and responsibly.

There have also been updates to the Equal Opportunity (EO) online training (see Criterion 4 (iii)), in that all casual staff are now also required to complete RMIT’s EO Online Training and also that reminder e-mails are sent out to employees and their line managers to
remind them of training that is due to be completed.

**Recruitment and Induction policy**

RMIT’s Recruitment and Induction policy has been updated to state that the selection panel should have appropriately mixed gender representation.

RMIT continues to regularly review and improve its policies in all areas, including the advancement of, and removal of barriers for women.

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

All HR and EO related policies, procedures and guidelines were comprehensively reviewed in 2010/2011, involving full consultation with all staff, which led to a consolidation of policies to improve quality, clarity and effectiveness for all staff and managers (refer to 2010 application for full details).

Following this, subject matter experts were allocated to take ownership of each policy and to take responsibility for regular reviews of individual policies thereafter. Subsequently, all policies have been reviewed again in 2011, and updates made where required. Thus far, there have not been any significant changes to the policies relevant to this application as all policies were felt to be fit-for-purpose and in line with legislative and best-practice guidelines.

From a University-wide perspective, all policies, processes and relevant reviews of these policies and processes, are subject to the University’s ‘Policy on policies’ which governs the development and review of policies and processes across the University. The intent of this policy is:

- To ensure that University policies and procedures are necessary, current, relevant and useful by providing a framework for their design, approval, implementation, monitoring and review.
- That University policies and procedures are clear, concise and consistent, and are communicated to staff and students as appropriate; that the content is up-to-date and reflects the requirements of the University

This policy specifies the process for development, approval, review and amendment of the policies across the University and it ensures that policies are reviewed and updated as required on the basis of feedback, legislative changes and general updates. The policy states that the policy owner(s) / subject matter experts are responsible for reviewing and updating the policy and also specifies which level of management/ executive is required to authorise the updates, this can be up to Vice-Chancellor level depending on the degree of variation. Below is an extract from this policy:-

**6. Amendments to policies and procedures**

6.1. Substantive amendments to policies and procedures shall be approved by the relevant approval body (as outlined in clause 5).

6.2. Minor nomenclature changes, changes to correct errors or clarifications of wording shall be approved by the University Secretary.

6.3. Minor amendments to academic policies and procedures to reflect legislative changes or for consistency between policies and procedures shall be approved by the Vice-Chancellor and reported to Academic Board and to Council.

6.4. Minor amendments to services and governance policies and procedures to reflect legislative changes or for consistency between policies and procedures shall be approved by the Vice-Chancellor and reported to Council.

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

In addition to previous application, in 2011 RMIT ran a specific training programme for women to address the advancement of women within a targeted area within the University.

**Training course: ‘Career planning for academic women’ (May 2011)**

It was noted in the 2011-2014 HR strategy – ‘Realising strategy through high performing people’ - that women were under-represented at senior academic positions compared to a higher level of representation in early-career academic positions and professional positions. The ‘Career planning for academic women’ training program was designed to address this by encouraging women to examine their own current capabilities and career preferences and understand the need to build effective career plans, in addition to teaching/research skill development strategies. It provides insights to help develop networks within the academic community and colleagues within RMIT and foster effective personal practices to better manage the demands of the role of career academic.

The learning outcomes for the course are:
• Examined the characteristics of an academic career
• Discussed the skills and capabilities needed to succeed in an academic career
• Reviewed their own current skills and capabilities against those identified
• Formulated a personal career development plan
• Explored common issues and questions with other RMIT peers
• Acquired new perspectives, tools and techniques to assist career development
• Developed a network of colleagues at a similar career stage

This program has been well-received, with 13 women completing this targeted and in-depth training course. The course has received positive feedback.

Women are now well-represented in the group accessing this and other professional development courses across the University with a 63% participation rate in University training and development programs by women.
### Criterion 2: An organisation must have effective processes (across the seven employment matters) that are transparent and gender inclusive

<table>
<thead>
<tr>
<th>i)</th>
<th>How does the organisation ensure its processes are effectively implemented, accessed by employees and measured for their advancement of women / removal of barriers?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Please refer to previous year’s application.</td>
</tr>
<tr>
<td>ii)</td>
<td>How does the organisation ensure all new processes are communicated effectively and through various communication channels?</td>
</tr>
</tbody>
</table>

When policy/ process reviews are undertaken, as per the process outlined in Criterion 1 ii), this will involve a thorough consultation process, including (where applicable) input and feedback from:

- Human Resources staff
- Posting the proposed policy and procedures on the policies website for consultation and inviting feedback from all University staff prior to formal approval
- School Managers, Directors Planning and Resources, RMIT Union and Heads of School
- Legal Services
- Vice-Chancellor and Vice-Chancellor’s Executive members
- All policies and procedures are on the University policies website and available to all RMIT staff

Depending on the nature of the policy, comprehensive training and briefing will be conducted with all those affected by the new process/ policy to ensure full understanding of all implications, and to ensure that it is fully embedded within the RMIT structure.

On an ongoing basis, all formal policies, procedures and processes are available to all staff on the RMIT intranet. This ensures they are fully accessible and transparent and widely communicated. Notifications of these changes may also be made through the ‘RMIT Update’ e-mail which goes to all staff on a weekly basis.
Criterion 3: An organisation must have strategies in place that support a commitment to fully utilising and developing all staff, removing barriers to women

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

**RMIT’s strategic plan 2015**

RMIT’s principles of advancing equal opportunities, and removing barriers for women are strategically positioned in the organisation within RMIT’s 2015 Strategic Plan – ‘Transforming the Future’. To ensure that our strategies become embedded in the culture and performance of the organisation, the plan is used to direct departmental and school plans as well as individual work plans for employees.

RMIT’s 2015 strategy incorporates the University’s values of:- Creative, Connected, Fair, Passionate and Committed to making a difference. All of these values work in conjunction with each other and the overall strategy to support equal opportunity for all across the University, but the value of ‘Fair’ relates most closely to the strategic objective of promoting the advancement of, and removal of barriers for women. This value is reflected through the following aspects:-

- Learning opportunities support a diverse range of students, including those who may be disadvantaged.
- Respect for Indigenous cultures is reflected in our work.
- Intellectual freedom and tolerance are nurtured and debate encouraged.
- A physically, culturally and socially safe work and study environment is provided for all staff and students.
- Ethical, honest and open dealings characterise relationships with students, staff and partners.

Employee diversity is also a key aspect outlined in the Human Resources five-year plan (2011-2015) – ‘Realising strategy through high performing people’ - which outlines the key HR priorities across the organisation for the next 5 years. The diversity strategy covers all aspects of employee diversity including our key strategy of ensuring representation of women in across all departments of the University, and at all levels of seniority.

This strategy is put into practice through the number of initiatives that RMIT is both involved in, and drives, as part of our commitment in this area to work towards our strategic goals of ensuring representation of women and removing barriers to progression, as outlined below.

**ATN WEXDEV**

RMIT is an active member of the ATN (Australian Technology Network) ‘Women’s Executive Development programs’ (WEXDEV). The program’s objectives are to enhance personal and professional development opportunities for senior women in order to:

- gain appropriate skills and experience for emerging management opportunities
- support the growth of organisational cultures that value diversity and encourage improved representation of women in senior executive positions
- build on the tangible benefits of the collaborative network between ATN universities by providing significant cross-institutional activities for senior women
- strengthen strategic alliances with other organisations, nationally and internationally

**ATN WEXDEV Leadership Capability Building Workshop – Annual Program 2011**

Three women identified as potential academic leaders from each of the Academic Colleges (including Science and Technology) were fully funded by RMIT to attend the ATN WEXDEV Leadership Capability Building program during 2011, which is a high profile national program.

The objectives of the program are to:

- run a leadership forum for a group still numerically under-represented in academic leadership
- provide an opportunity to strengthen personal capacities in leadership
- focus on current critical organisational issues in senior University management, e.g: changing nature of academic work, supportive cultures, innovation, business development and planning
- involve emerging academic leaders in the ATN conference
• strengthen the network of senior academic women managers across the ATN universities
• foster a community of practice and peer mentoring network for women entering senior academic management, and meet both individual and organisational needs and priorities

In 2011 one of the women selected for this program was from Property Construction and Project Management department which is traditionally underrepresented area for women, demonstrating RMIT’s commitment to addressing its strategic objectives in the arena of equal opportunities for women, and encouraging progression of women within traditionally underrepresented areas.

International Women’s Day 2011

RMIT University joined in recognising International Women’s Day 2011 on 3rd March 2011.

In 2011, RMIT continued its support of the United Nations Women (formerly UNIFEM) breakfast event. Speakers at this year’s event were Ms Unity Dow, a human rights activist, lawyer and writer from Botswana, and Dr Shand who has worked in the non-government organisations (NGO) sector for the past 14 years in relief, development, advocacy, food security, governance and HIV prevention.

RMIT Vice-Chancellor and President, Professor Margaret Gardner AO once again reiterated her support for RMIT’s involvement in this event by making the following statement in a University wide communication:

“I am proud to lead an organisation that places great importance on gender equity; both RMIT Council and RMIT’s senior management group have an equal gender representation. This gender balance in senior leadership is unusual in large organisations, and is testament to our commitment to selecting and developing women for governance and management roles”.

Women from the RMIT Senior Leadership Group and RMIT Alumni of the ATN WEXDEV (Women’s executive development) Program attended a UNIFEM breakfast on 3 March 2011 in recognition of International Women’s Day.

RMIT Clare Burton Memorial Lecture 26th October 2011

The Clare Burton Memorial Lecture is presented annually by the Australian Technology Network (ATN) Women’s Development Program and commemorates Dr Clare Burton (1942–1988), a leading researcher, public sector administrator, academic and author in the area of employment equity. RMIT supports by hosting this lecture annually.

At the 2011 lecture to be held on 26th October, Dr Cordelia Fine, will be discussing how contemporary social attitudes about gender subtly shape the neuroscience of sex differences and, less subtly, its popularization, in her lecture entitled: ‘How the New Neurosexism Helps Sustain the Status Quo: Charting the journey from scanner to sound bite to society’.

Abstract

For as long as there has been brain science there have been – in retrospect – misguided explanations and justifications of sex inequality: women’s skulls are the wrong shape; their brains too small; their hemispheres too unspecialised. These hypotheses eventually fine themselves hurled on the scientific scrap heap, but not before they become part of cultural lore, and reinforce social attitudes about men and women in ways that hinder progress towards greater sexual equality.

It’s still happening.

In this lecture Cordelia will show how contemporary social attitudes about gender subtly shape the neuroscience of sex differences and, less subtly, its popularization. These over-confident claims about ‘his brain’ and ‘her brain’ then reinforce old-fashioned gender stereotypes. Evidence is growing that these stereotypes, invigorated by neurosexism, can influence attitudes and behaviour in the workplace in self-fulfilling ways. Neurosexism, in other words, helps to sustain the very differences it is supposed to explain.

RMIT Vice-Chancellor and President, Professor Margaret Gardner AO hosts and is wholly supportive of this event :-)

“RMIT has a demonstrated history of commitment to gender equity. Among other initiatives, we host the Annual Clare Burton Memorial Lecture to raise awareness of gender equity issues, we aim for gender representation on all selection panels, and most recently, we included gender pay equity as a stated objective in our Remuneration Policy”.

Women’s Coaching Sessions for Academic Promotion

Senior RMIT female academics undertook a coaching role for women in small informal groups to discuss tips, benefits and barriers to applying for promotion in the 2011 Academic Promotion round. These sessions are open to women who would like the opportunity to discuss academic promotion with senior RMIT women who have progressed through this process in the past. These sessions are not discipline specific, and are open to women at all academic levels.

Universities Australia - Critical Targets and Measures

RMIT is a member of Universities Australia represented by Professor Margaret Gardner AO, Vice-Chancellor and President and Chief Executive Officer of RMIT. In 2007, Professor Gardner was made an Officer of the Order of Australia in recognition of service to tertiary education, particularly in areas of University governance and gender equity.

The Universities Australia Action Plan for Women 2011-2014 supports ongoing efforts to bring about improved employment equity and an inclusive culture in the University sector. The critical targets and measures for academic women and objectives of this strategy are outlined below, and are wholly supported by RMIT:-

- Encourage universities to continue to take responsibility for ensuring equitable work practices and to incorporate equity strategies and targets in their strategic planning, with unambiguous leadership by the Vice-Chancellors.
- Increase the recognition of the contributions of women to the productivity and advancement of Australia’s universities (FASTS recommends a stronger business case linking diversity and innovation)
- Improve representation of women in Higher Education at all levels to more strongly reflect representation in society, including Indigenous women.
- Increase the proportion of women in senior leadership positions particularly at the Vice-Chancellor level, and including Deans, Directors and Senior Managers and in a wider range of portfolios and discipline groupings.
- Identify women in middle management and mentor them as the future senior leaders in Higher Education (Nature, June 2010, p1107).
- Test the effectiveness of interventions at critical points in women’s careers.
- Showcase senior executive women via media profiling at strategic points throughout the course of the plan.

Universities Australia is contributing to a national research project on Gender Pay Equity in partnership with the NTEU, UniSuper, Griffith University and Universities Australia Executive Women. This is an ongoing 3 year ARC project looking at pay equity in the higher education sector.

EOWA Equal Pay Day - September 2011

RMIT signed up for and promoted the EOWA Equal Pay Day through the University on 1st September 2011.

Advance Women’s Leadership Summit Awards – February 2011

In May 2011 the Vice Chancellor announced that the President of RMIT International University Vietnam, Professor Merilyn Liddell was to be honoured as one of Australia’s Top 50 women leaders in the Asia-Pacific region at the Advance Women’s Leadership Summit Awards.

The summit is backed by Australia’s Department of Foreign Affairs and Trade with Australian Prime Minister Ms Julia Gillard as its patron. Professor Liddell was recognised for her outstanding contribution to development of business, social innovation, commercialisation and culture in the Asian region, in previous roles and now with RMIT Vietnam.

Women in Leadership Forum – 7th April 2011

At the ‘Women in Leadership Forum’: Dr Elaine Saunders of the College of Science, Engineering and Health was named ‘Asia’s Leading Woman in Healthcare’ at the Women in Leadership Forum Asia.

Victorian Honour Roll of Women – April 2011

Dr Di Sisely was among 20 women inducted into the Victorian Honour Roll of Women. Dr Sisely, who established the Australian Centre for Human Rights Education at RMIT University in 2007, was recognised as a champion of human rights and equal opportunity in Victoria.
ii) Does the organisation’s strategy for advancing women and their representation in management / senior management include the following? Actual numbers are required.

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No*</th>
<th>No. of women currently accessing program</th>
<th>No. of men currently accessing program</th>
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</thead>
<tbody>
<tr>
<td>Succession planning</td>
<td>X</td>
<td>See below</td>
<td>See below</td>
<td></td>
</tr>
<tr>
<td>Mentoring</td>
<td>X</td>
<td>See below</td>
<td>See below</td>
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<tr>
<td>Networking</td>
<td>X</td>
<td>See below</td>
<td>See below</td>
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<tr>
<td>Multi-skilling opportunities</td>
<td>X</td>
<td>See below</td>
<td>See below</td>
<td></td>
</tr>
<tr>
<td>Line management experience</td>
<td>X</td>
<td>See below</td>
<td>See below</td>
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<tr>
<td>Stretch assignment opportunities</td>
<td>X</td>
<td>See below</td>
<td>See below</td>
<td></td>
</tr>
<tr>
<td>Career development training/education</td>
<td>X</td>
<td>See below</td>
<td>See below</td>
<td></td>
</tr>
<tr>
<td>Leadership development training/education</td>
<td>X</td>
<td>See below</td>
<td>See below</td>
<td></td>
</tr>
</tbody>
</table>

Provide details of other strategies for advancing women the organisation has in place

Please see below.

* If you have answered NO to any of the above, you **must** provide reasons why these initiatives are not in place in your organisation

Not applicable.

iii) Provide details of the above-mentioned career development training/education and leadership development training/education available to men and women.

RMIT has a thorough program of tools and initiatives for the training / education of all staff, including leadership training / education opportunities, in line with its strategy of developing a high-performance culture across its diverse workforce. These initiatives and tools are offered openly to all employees across the University in order to ensure equal opportunity and access to development and training opportunities. This covers the breadth of initiatives outlined in the table above, and these initiatives compliment and overlap with each other in order to ensure relevance and accessibility for all staff:

**Online learning at RMIT – DevelopME program**

DevelopME is RMIT’s professional development portal. It is a one-stop-shop for development opportunities for academic, professional and TAFE staff supporting organisational, team and individual learning. DevelopME includes a professional development calendar showing when development/ training opportunities are available so employees can easily select the training development course/ opportunity that they wish to undertake. DevelopME provides diverse solutions across eight core curriculum themes to help employees to identify training and development based on their area of interest or development need, including:

- Learning and teaching
- Research and innovation
- Managing people and performance
- Personal effectiveness
DevelopME allows employees to direct their own learning to meet their own personal development objectives, and also to control the pace and way in which they learn. DevelopME offers a range of different methods of learning to meet the different learning styles of each employee, to meet the differing requirements of RMIT’s diverse range of employees across the University, so that employees can find a method and pace to suit their needs through a combination of:

- Workshops
- Online business programs
- A library of resources

Starting in 2011, RMIT is rolling out suite of new tools in addition to DevelopME to develop the competence of its employees and leaders, and assist with career development, covering the following areas as outlined in the table above.

‘MyPerformance MyCareer’

The Human Resources plan, ‘Realising Strategy Through High Performing People’ 2011–2015, ensures RMIT has the capabilities to create the future of the University, as set out in RMIT strategy ‘2015 Transforming the Future’. Two significant initiatives to support achievement of the HR plan endorsed by the Vice-Chancellor’s Executive (INT/2011/TRIM 04612) and subsequent paper (INT/2011/TRIM 04612) are:

- Project 1: Behavioural Capability Framework
- Project 2: Performance Workplan (on-line)

**Behavioural Capability Framework**

RMIT needs to clearly define behavioural expectations of staff. For many years the appraisal was silent on how RMIT staff achieve results, go about their work, connect with colleagues and students and act ethically promoting a culture of inclusion. The inclusion of RMIT’s values in the 2010 appraisal template, implementation of a Code of Conduct in March 2011, and the implementation of the Behavioural Capability Framework late 2011 is a planned progression of providing clear guidance to managers and staff on what RMIT expects from staff. These initiatives reinforce equal opportunity for women in the workplace.

**Performance Workplan online**

Over the past two years RMIT’s appraisal processes have been updated with the commencement of the new Executive Director, Human Resources.

There has been a:

- review of the appraisal
- the process itself
- partnered with significant investment in training and development.

There is a focus on the wider more critical concerns of how staff set expectations, receive feedback, are developed and supported in their roles, set and achieve realistic targets, understand behavioural expectations and are motivated to excel.

The take-up of appraisals has improved. In 2011, 89% of appraisals were submitted to Human Resources for analysis which is an increase of 30% since 2010. Prior to 2010, organisationally, there was no line of sight of effective appraisals with many areas undertaking work planning inconsistently.

The Performance Workplan online will create greater transparency about how staff plan and commit to objectives, what their career goals are and assists with transparency around understanding promotion and succession planning. This capability information will provide data to RMIT on the quality of appraisal as well as directing how we support more progression of women in the workforce and ensure their participation in the appraisal process.
RMIT Senior leadership development programs

In 2011, RMIT has increased its leadership development suite of programs to further develop leadership competence within the organisation. The specific groups who have access to this targeted leadership training are:

<table>
<thead>
<tr>
<th></th>
<th>Number of men</th>
<th>Number of women</th>
</tr>
</thead>
<tbody>
<tr>
<td>RMIT Senior Leadership Group</td>
<td>62</td>
<td>36</td>
</tr>
<tr>
<td>RMIT Leadership Group (Middle management)</td>
<td>189</td>
<td>164</td>
</tr>
</tbody>
</table>

These groups of RMIT leaders are offered specific leadership development programs based on their level within the organisation and their individual training needs.

Leadership Coaching Program RMIT – ECI/ILS

As part of RMIT’s leadership development programs, two key multirater tools have been selected, the Inventory of Leadership Styles (ILS™) and the Influence Strategies Exercise (ISE). These tools provide leaders with a picture of their leadership style, or their ability to successfully influence for successful outcomes. Leaders are coached on their results and provided with a comprehensive report. The objective of the exercise is to allow individuals to assess their current position in relation to their style in either leadership or influence, to inform personalised future professional development activity.

About the tools:–

The Influence Strategies Exercise (ISE) is a questionnaire for staff who work closely with others to achieve outcomes. ISE helps individuals identify the influencing strategies that they tend to use in the workplace, evaluate their effectiveness and stretch their ability to impact others by developing alternative strategies.

The ILS™ survey is an assessment tool for managers who have direct reports and indicates six basic leadership styles, each of which has a direct and unique impact on working atmosphere and, in turn, on performance.

289 leaders underwent this activity in 2011 including coaching. 144 women (49.8%).

This is followed up with coaching for each individual leader to provide feedback on the assessments and coach them in how to use this assessment to improve and develop their leadership ability.

Diploma for Management

RMIT offers the Diploma for Management to develop the competence of its leaders. The part-time program is designed for people with work experience and employment history. It caters for the formal training and personal development needs of current or future managers. The part-time program has one full day Saturday workshop a month complemented with work-based projects.

Such knowledge and capabilities form the foundation of a management career with specific skills including:

- people management and personal development skills
- technical skills in areas such as finance, marketing, project management and team effectiveness
- business development and planning skills in strategic management.

This program has been well-received by women leaders within the organisation, as shown in the figures below:
<table>
<thead>
<tr>
<th>Programs / Assignments</th>
<th>Number of men accessing program / assignment</th>
<th>Number of women accessing program / assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diploma of Management</td>
<td>13</td>
<td>19</td>
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</tbody>
</table>

**General training and development programs**

Across the whole suite of training, development and education programs offered through the RMIT DevelopME program, there is a greater proportion of women taking up the opportunities than men:

<table>
<thead>
<tr>
<th>Programs / Assignments</th>
<th>Number of men accessing program / assignment</th>
<th>Number of women accessing program / assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Training and Development Programs offered through the “DevelopME” Program</td>
<td>418</td>
<td>595</td>
</tr>
</tbody>
</table>

iv) Do all staff and managers receive performance appraisals at least once a year?  

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
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<tbody>
<tr>
<td>X</td>
<td></td>
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</table>

v) Are results from the performance appraisals analysed by gender?  

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
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<tbody>
<tr>
<td>X</td>
<td></td>
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</table>
**Criterion 4: An organisation must educate all employees (including managers, casual and contract staff) on their rights and obligations regarding sex-based harassment**

i) Organisations **must** have in place a comprehensive and transparent sex-based anti-discrimination policy that also deals with electronic and IT usage (covering discrimination, harassment and bullying). Confirm this is in place by marking the box on the right.

| **X** |

ii) Organisations **must** provide sex-based harassment prevention training at induction for **all** staff (including management, casual and contract staff), and **all** staff (including management, casual and contract staff) **must** have received refresher education* within the last two years. Confirm this by marking the box on the right.

*Refresher education/training can take the form of face-to-face sessions, management/employee meetings, on-line training, video presentations, email updates.

| **X** |

iii) Provide details of the induction training and refresher education/training offered by the organisation.

**Induction Training:**

All new staff (including fixed term, contract and casual staff) are required to complete a series of online training courses as part of their induction with RMIT. This includes the two online courses outlined below. These courses must be completed within the first 1 month of commencing employment at RMIT and form part of their probationary review.

Once the staff member has completed the online module, they are required to complete an online assessment to validate learning. A certificate is issued to confirm successful completion once this is achieved and this certificate is required as part of the process of confirming successful completion of the probation period.

With developments in our employee service system and database, completion of these courses is now tracked and reminder e-mails are now sent to new starters and their line manager notifying them out outstanding training courses and informing them of their requirement to complete the courses within the timeframe.

**The way we work at RMIT** – online induction module

This online module contains information on many aspects of RMIT University and the way that the organisation operates, and also provides an introduction to key policies of which staff must be aware.

This includes RMIT’s Fairness policies:

- Anti-Racism and Religious Tolerance
- Bullying
- Equal Opportunity
- Sexual Harassment
- Staff complaints procedure.

**Equal Opportunity (EO) – online training program**

EO Online (Module 1) is an equal opportunity online training program for all staff (including fixed term, contract and casual staff) covering the following aspects:

- Theoretical knowledge and a practical understanding of how to apply equal opportunity principles in work and study environments
- Real life case studies, examples and interactive learning techniques for self-assessment.

Supervisors and managers are also required to complete a follow-on EO module (EO Module 2) in addition to Module 1 to provide them with additional knowledge on the following aspects:

- Learn how to deal with and prevent discrimination and harassment in the workplace
- Understand your legal rights and responsibilities to achieve a discrimination and harassment free campus
• Increase your awareness of equity policies, issues and strategies at RMIT
• Have a reference for dealing with grievances.

These training courses cover sex-based discrimination and harassment across all employment matters. The purpose of these programs is to provide staff with a better understanding of equal opportunity and discrimination issues and their application and prevention across the University.

**Refresher Training / Education:**

**EO online training**

All staff, supervisors and managers (including fixed term, contract and casual staff) must complete a refresher in the EO online training modules every 2 years during their employment. This involves the EO Module 1 for all staff, and the EO Module 1 and 2 for all managers and supervisors of staff.

Regular email updates are provided to employees and their line managers through our employee services system remind employees of when their refresher training is due.

**DevelopME program**

The DevelopME program offers a workshop for managers giving them an overview of discrimination/harassment legislation including the amendments to the 'Equal Opportunity Act' and assists managers in understanding RMIT's policies and procedures, and how to consider and appropriately respond to requests for flexible working under the new provisions. These workshops are designed to:

- familiarise managers with RMIT's Equal Opportunity policies & procedures
- provide an overview of discrimination/ harassment legislation, key definitions and their intersection with RMIT's policies and procedures, including the amendments to the Equal Opportunity Act in relation to employment activity and family responsibilities and the new definition of 'industrial activity'
- explore the considerations managers need to take into account when assessing requests for flexible working practices
- explore effective intervention strategies to prevent discrimination/harassment occurring and to minimise the impact upon individuals and the organisation when it does occur
- explore the role of managers in resolving informal complaints

In addition to the online training and the DevelopME Program, employees are able to access face-to-face training on equal opportunity, discrimination, sexual harassment, bullying and occupational violence conducted locally and with work teams.

**RMIT EEO contact officer program**

RMIT has a strong commitment to providing an environment that is free from harassment and discrimination for employees and is implementing an EEO Contact Officer Program across the University. In accordance with the Equal Opportunity Policy, Equal Opportunity for Women in the Workplace Act 1999, Disability Discrimination Act 1992 (Commonwealth), Racial Discrimination Act 1975, Sex Discrimination Act 1984, Human Rights and Equal Opportunity Commission Act 1986, Victorian Equal Opportunity Act 1995, Age Discrimination Act 2004, Racial and Religious Tolerance Act (Vic) 2001, Fair Work Act 2009, our Contact Officers will be the ‘frontline’ of this commitment and EEO Contact Officer information will be included in the RMIT online Induction Program.

RMIT is committed to implementing this program and RMIT management are very supportive of this initiative. This initiative has been have extensively consulted upon and reviewed and we are currently in the process of deciding on the best implementation approach, with the aim of implementing this program in the first quarter of 2012.

**Equality and anti-bullying brochures**

RMIT is currently in the process of updating a series of brochures to be distributed to all employees highlighting RMIT’s approach to equality and fairness, and outlining our code of conduct, behavioural standards and anti-bullying/ harassment policies. These brochures will pull together information from all of RMIT’s existing policies and will put it in an easy-to-read, accessible format. The brochures will make it clear to all employees what standards of behaviour are expected throughout the University, what bullying and harassment are, how and why they are prohibited and the channels employees can use to report breaches of this.

iv) An organisation must have had no judgment or adverse final order made against it by a court or other tribunal relating to gender discrimination or harassment for a period of three years prior to this EOFCFW application. Confirm this is the case by marking the box on the right. #

X
An organisation **MUST** advise EOWA immediately if, subsequent to its submission of an EOCFW application, a judgment or adverse final order is made against it by a court or other tribunal relating to gender discrimination or harassment. This will result in the organisation’s EOCFW application being unsuccessful. If the organisation is a recipient of the EOCFW citation, its EOCFW status will be rescinded.
**Criterion 5:** An organisation must have a gender inclusive organisational culture that is championed by the CEO, driven by senior executives and holds line managers accountable

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<table>
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<tbody>
<tr>
<td>i) Equal opportunity for women <strong>must</strong> be a standing agenda item on a committee chaired by the CEO or his/her direct report. Confirm this occurs by marking the box on the right.</td>
<td>X</td>
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<tbody>
<tr>
<td>ii) List the <strong>name</strong> of the committee in point i) above and the <strong>job titles</strong> of the members of this committee (including the Chair). Please highlight any committee members who are non-management staff.</td>
<td></td>
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**RMIT's Equity and Diversity Committee**

This is an advisory committee reporting to the Vice-Chancellor through the Deputy Vice-Chancellor Academic and Vice-President. The main objective of the committee is to provide advice to the Vice-Chancellor to inform the development, implementation and review of strategies, plans and developments that support student and staff equity and diversity at RMIT.

The membership of this committee consists of:

- Deputy Vice-Chancellor (Academic) – Chair of committee
- Dean of Students – Deputy chair of the committee
- Director of Student Services Group
- Deputy VC and Vice-President (International Development)
- Chief Operating Officer and Vice-President (Resources)
- Pro Vice-Chancellor and Vice-President (Business)
- Pro Vice-Chancellor and Vice-President (Design and Social Context)
- Pro Vice-Chancellor and Vice-President (Science, Engineering and Health)
- Manager Equity and Diversity, Student Service Group
- Manager with responsibility for Diversity, Human Resources
- Director TAFE or nominee
- Academic Registrar or nominee
- Two students nominated by the Student Advisory Committee, one TAFE Student and one Higher Education student (non-management staff)

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<tr>
<td>iii) Equal opportunity for women <strong>must</strong> be a standing agenda item or discussed proactively at least twice-yearly at <strong>executive</strong> meetings. Confirm this occurs by marking the box on the right.</td>
<td>X</td>
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<tbody>
<tr>
<td>iv) Equal opportunity for women <strong>must</strong> be a standing agenda item or discussed proactively at least twice-yearly at <strong>Board</strong> (or equivalent) meetings. Confirm this occurs by marking the box on the right.</td>
<td>X</td>
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</tbody>
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<tbody>
<tr>
<td>v) Are the following issues included as standing agenda items at committee, executive and Board meetings:</td>
<td></td>
</tr>
</tbody>
</table>
Committee chaired by CEO or direct report  | Executive meetings  | Board meetings  
---|---|---
Yes | No* | Yes | No* | Yes | No* 

| Gender pay equity: | X | X | X |
| Representation of women in senior/executive management: | X | X | X |
| Representation of women on the organisation’s Board: | X | X | X |

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

Not applicable.

vi) The CEO **must** demonstrate his/her commitment to staff in addressing gender pay equity (refer Criterion 6). How does he/she specifically demonstrate this commitment? Please provide details of the communication to staff.

**RMIT Remuneration Policy**

RMIT’s updated Remuneration strategy (2010) which has been given assent by the Vice-Chancellor, confirms the Vice-Chancellor’s and the University’s commitment to addressing the gender pay gap, both in its general statement and in the specific objectives of the policy, both of which are outlined below:

**Intent and objectives:**

“The University will support our staff to maintain our level of excellence and reach our strategic goals by having a remuneration policy and procedures that attract the right people, motivates them to stay and rewards them fairly and consistently”.

**Objectives:**

- To be fair and consistent
- To ensure gender pay equity

‘RMIT update’ – 7th February 2011

The Vice-Chancellor Margaret Gardner AO used her statement confirming her support of International Women’s Day in 2011 on 7th February 2011 to also reiterate her commitment to addressing the gender pay gap, and highlight the proactive steps the University is taking to improve performance in this area:

“RMIT has a demonstrated history of commitment to gender equity. Among other initiatives, we host the Annual Clare Burton Memorial Lecture to raise awareness of gender equity issues, we aim for gender representation on all selection panels, and most recently, we included gender pay equity as a stated objective in our Remuneration Policy”.

(Source: Professor Margaret Gardner AO, Vice-Chancellor and President)

Claire Burton lecture – 26th October 2011

The Vice-Chancellor actively promotes and contributes to the Claire Burton annual lecture which is a public lecture to which members of the public external to the University are invited and attend, and key representatives and sponsors in the arena of promoting equal opportunity and promoting women within organisations. At this lecture, the Vice-Chancellor re-iterates her commitment to the issue of achieving appropriate representation of women at senior levels of the University publically.

‘RMIT update’ – September 2011

The VC showed her commitment to promoting gender equity and proactively addressing challenges in this arena, through the ‘RMIT Update’ in September 2011 notifying employees of RMIT’s 2011 application for the EOWA accreditation:
RMIT Update: ‘EOWA Accreditation’ (September 2011)

RMIT has been awarded the Equal Opportunity for Women in the Workplace Agency (EOWA) Employer of Choice for Women (EOCFW) citation every year since 2007. RMIT is again applying for EOWA accreditation for 2012. This citation is a prestigious acknowledgment of organisations that are recognising and advancing women in the workplace.

EOWA is a statutory authority located within the Australian Commonwealth Department of Families, Housing, Community Services and Indigenous Affairs portfolio. EOWA’s role is to administer the Equal Opportunity for Women in the Workplace Act 1999 and assist organisations to achieve equal opportunity for women.

RMIT champions a gender inclusive organisational culture. RMIT has a history of ongoing commitment to gender equity and the promotion of women in management and senior management positions.

Women representation on our governing body (RMIT Council) is currently 48%, with 45% representation in the Senior Executive Group. This high representation of women in senior management is unusual in larger organisations.

An important aspect of equal opportunity for women is pay equity. RMIT is committed to ensuring gender pay equity and this is a key objective in our Remuneration Policy. To achieve this objective a salary audit is undertaken annually to evaluate workforce remuneration data and identify and address any pay equity issues.

I am proud to lead an organisation that has an ongoing commitment to a fair and equitable workplace that supports all staff irrespective of gender, age, culture, sexual preference or disability.

(Source: Professor Margaret Gardner AO, Vice-Chancellor and President)

Senior Leadership Forums

Regular Senior Leadership Forums are held by the Vice-Chancellor to discuss and address key issues affecting the University. The VC uses these forums to raise and roll-out new policies and changes in policy, including the new equality and fairness suite of policies. Through these forums she champions equity, fairness and reinforces her support of gender and pay equity for women.

vii) The CEO must demonstrate his/her commitment to staff in achieving appropriate representation of women in management and senior management. How does he/she specifically demonstrate this commitment? Please provide details of the communication to staff.

RMIT’s Vice-Chancellor, Margaret Gardner, regularly confirms her commitment to achieving the appropriate representation of women in management through a variety of channels.

‘RMIT update’ – September 2011

The VC showed her commitment to promoting gender equity and proactively addressing challenges in this arena, through the ‘RMIT Update’ when she notified employees of RMIT’s 2011 application for the EOWA accreditation, in September 2011. See the full memo in Criterion 5 (vi).

Claire Burton lecture – 26th October 2011

The Vice-Chancellor actively promotes and contributes to the Claire Burton annual lecture which is a public lecture to which members of the public external to the University are invited and attend, and key representatives and sponsors in the arena of promoting equal opportunity and promoting women within organisations. At this lecture, the Vice-Chancellor re-iterates her commitment to the issue of achieving appropriate representation of women at senior levels of the University publically.

Leading by example

The Vice-Chancellor also confirms her commitment to achieving representation of women at senior levels of the organisation by leading by example. The VC currently coaches and mentors senior women within the University to support the promotion and development of women to senior positions. Also, the senior team within the University – the Vice-Chancellor’s Executive – is currently comprised of 54.5% of women, again demonstrating the VCs’s, and the University’s, commitment to ensuring high representation of women.
RMIT’s Vice-Chancellor, Margaret Gardner AO, reconfirmed her commitment to gender equity in pay and opportunity through her promotion of International Women’s Day 2011 across the University. In an update provided to all staff of the University through the ‘RMIT Update’ e-mail and online notification, the VC gave the following commitment:

International Women’s Day

“RMIT is celebrating the centenary year of International Women’s Day on 3 March 2011. RMIT is pleased to continue our support of the United Nations Women (formerly UNIFEM) breakfast event. Speakers at the event are Ms Unity Dow, a human rights activist, lawyer and writer from Botswana and Dr Shand who has worked in the non-government organisations (NGO) sector for the past 14 years in relief, development, advocacy, food security, governance and HIV prevention.

I am proud to lead an organisation that places great importance on gender equity; both our governing body (RMIT Council) and our major management group (the Senior Executive) have an equal gender representation. This gender balance in senior leadership is unusual in large organisations, and is testament to our commitment to selecting and developing women for governance and management roles.

RMIT has a demonstrated history of commitment to gender equity. Among other initiatives, we host the Annual Clare Burton Memorial Lecture to raise awareness of gender equity issues, we aim for gender representation on all selection panels, and most recently, we included gender pay equity as a stated objective in our Remuneration Policy.

I trust that you will join me in recognising the great achievements that have been made, and which we need to continue to make, in this area of equity on International Women’s Day.”

[Source: Professor Margaret Gardner AO, Vice-Chancellor and President]

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

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Does the CEO mentor women?</td>
<td>X</td>
<td></td>
<td>The VC mentors senior women in the University and the Executive Leadership Team.</td>
</tr>
<tr>
<td>b) Does s/he speak publicly on the importance of women’s advancement to the business/organisation?</td>
<td>X</td>
<td></td>
<td>This is embedded in Senior Leadership forums and the University Business Plan. On regular occasions the VC communicates with all staff via the ‘RMIT update’ regarding initiatives to address the promotion and advancement of women and the gender pay gap. Professor Margaret Gardner AO (Vice-Chancellor) also speaks about these issues at public events such as International Women’s Day and the Claire Burton public lecture.</td>
</tr>
<tr>
<td>c) Does the CEO attend meetings of any women’s network, diversity committee / council, or equivalent forum?</td>
<td>X</td>
<td></td>
<td>The Australian Vice Chancellor’s Committee Action Plan for Women Employed in Australian Universities, of which Professor Gardner is a member, supports ongoing efforts to bring about improved employment equity and an inclusive culture in the University sector.</td>
</tr>
<tr>
<td>d) Does the CEO hold his/her direct reports accountable for outcomes for women?</td>
<td>X</td>
<td></td>
<td>This is embedded in the organisational strategy, departmental plans and individual Workplans, as well as RMIT Code of Ethics and the process for Academic promotion.</td>
</tr>
<tr>
<td>e) Does the CEO utilise flexible working arrangements him/herself?</td>
<td>X</td>
<td></td>
<td>The Vice Chancellor remains committed to RMIT’s Flexible Working Policy implemented on 22 April 2010. There are a number of</td>
</tr>
</tbody>
</table>
f) Provide details below of other actions that demonstrate to staff that the CEO is a champion of equal opportunity for women.

Please refer to the full detail provided in Criterion 5 vi) and vii).

ix) Senior executives play an important role in driving the development of a workplace culture inclusive of women and diversity. Provide details below on the way in which senior executives in your organisation drive an inclusive culture.

### The Vice-Chancellor's Executive

The Vice-Chancellor’s Executive (VCE) provides strategic advice to the Vice-Chancellor across the University’s Colleges and Portfolios. Its role is to:

- advise on the strategic positioning of the University and all other matters for which the Vice-chancellor exercises responsibility
- monitor the ongoing development and implementation of a robust policy framework and effective management systems and processes aligned to the vision, mission and objectives of the University
- monitor and review performance across the University to improve strategically aligned outcomes
- ensure the responsible and effective management of University resources
- enhance the University’s performance and culture by modelling and reviewing the implementation of behaviours that evidence commitment to RMIT’s values

**Women members of the VCE are:**

- Professor Margaret Gardner, AO, Vice-Chancellor and President
- Dr Julie Wells, University Secretary and Vice-President
- Professor Gill Palmer, Deputy Vice-Chancellor Academic and Vice-President
- Professor Daine Alcorn, Deputy Vice-Chancellor Research and Innovation and Vice-President
- Professor Merilyn Liddell, President RMIT Vietnam & PVC
- Ms Christine Robertson, Director TAFE and Vice-President

Professor Joyce Kirk, ex-Pro Vice-Chancellor Students and Vice-President retired from the University in mid-2011, however she continues to play a prominent role in promoting women’s issues within the University.

### RMIT Equity and Diversity Committee

Equal opportunity and inclusiveness principles are embedded in the values of the University’s Strategic Plan, and presided over by The Equity and Diversity Committee. The committee is an advisory committee reporting to RMIT’s Vice-Chancellor, Margaret Gardner AO, through the Deputy Vice-Chancellor (Academic). The Committee provides advice to the Vice-Chancellor to inform the development, implementation and review of strategies, plans, and developments that support students and staff equity, diversity and inclusiveness in all areas, including the promotion and equal treatment of women, at RMIT.

Additionally, the Committee is responsible for:

- making recommendations regarding policy initiatives in the equity area
- providing advice on the development of institutional responses to policy and strategic initiatives taken by government and other external bodies
- providing advice on findings and analysis of trends of regular reporting to government agencies and recommends strategies
- acting as a reference group for major initiatives affecting staff and student equity and diversity, including strategic and associated planning and development
a) Are equal opportunity for women indicators included in line managers’ performance reviews?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>X</td>
<td></td>
<td>EO indicators for women are included in RMIT Strategy, the RMIT Business Plan and in individual position descriptions. The University has moved to include behaviours in the workplace in our workplans that are applicable to all employees. These workplans are completed bi-annually. The way we behave at work supports how effectively we achieve RMIT’s strategic goals. Therefore the behaviours underpin RMIT’s Code of Ethics and the completion of the RMIT EO Compliance Training is a compulsory component of these workplans for every RMIT employee.</td>
</tr>
</tbody>
</table>

b) Are equal opportunity for women indicators included in line managers’ pay reviews?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>X</td>
<td></td>
<td>Pay reviews and salaries are set by the relevant Enterprise Agreement.</td>
</tr>
</tbody>
</table>

c) Provide details on other ways in which line managers are held accountable for equal opportunity for women.

The HR Scorecard and case-management database has statistics on allegations of harassment and bullying held by Human Resources. These are reported on each month. The HR Consulting team Advisors and Senior Managers then discuss these with the relevant managers to resolve the issues appropriately and according to policy.
## Criterion 6: An organisation must deliver improved outcomes for women and the business

Provide details below on improved outcomes for women in the following areas:

### 1. Paid Parental Leave

i) An EOCFW organisation **must** provide a minimum of 6 weeks’ paid parental leave after a maximum eligibility period of 12 months’ service. Confirm this occurs by marking the box on the right and providing details below.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

a. How many weeks paid parental leave does your organisation provide?  

See below

b. What is your organisation’s eligibility period?  

See below

- Staff of less than 1 year services receive up to 52 weeks unpaid leave, including up to 14 weeks paid leave (pro rata) plus a return to work bonus equivalent to an additional 12 weeks salary upon the staff members return to work.
- Staff with 1-3 years service receive up to 52 weeks unpaid leave, including between 14 and 24 weeks paid leave (pro rata) plus a return to work bonus equivalent to an additional 12 weeks salary upon the staff members return to work.
- Staff with 3+ years service receive up to 52 weeks unpaid leave, including 24 weeks paid leave (pro rata) plus a return to work bonus equivalent to an additional 12 weeks salary upon the staff members return to work.
- Maternity leave can also be extended on request by an additional 52 weeks unpaid leave to a total of not more than 24 months. Maternity leave.

### 2. Part-Time Work and Flexible Working Arrangements

i) Does your organisation have a formal process for reviewing requests for part-time and flexible working arrangements?  

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

ii) How many women and how many men requested part-time or flexible working arrangements in the last year?

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>Men</td>
</tr>
<tr>
<td>99</td>
<td>31</td>
</tr>
<tr>
<td>44</td>
<td>6</td>
</tr>
</tbody>
</table>

- Number of employees requesting to enter new part-time or flexible working arrangements in 2011
- Number of employees requesting to adjust existing part-time or flexible working arrangements in 2011

iii) How many women and how many men were granted requests for part-time or flexible working arrangements in the last year?

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Women</td>
<td>Men</td>
</tr>
<tr>
<td>99</td>
<td>31</td>
</tr>
<tr>
<td>44</td>
<td>6</td>
</tr>
</tbody>
</table>

- Number of employees entering new part-time or flexible working arrangements in 2011
- Number of employees further adjusting existing part-time or flexible working arrangements in 2011

iv) In EOCFW organisations, female managers/leaders/heads of department **must** be able to work part-time. Confirm this occurs by marking the box on the right and providing details below.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

a. Number of part-time female managers/leaders/heads of department?  

25

b. How many female managers/leaders/heads of department requested part-time work this year?  

11
c. How many part-time requests from female managers/leaders/heads of department were granted? 11

v) How does the organisation communicate to female managers/leaders/heads of department that it supports part-time work at management level as well as at non-management level, particularly after parental leave?

Flexible Working Policies

RMIT communicates flexible work policies and procedures via our Induction Program, Flexible working policy and Parental leave guidelines which are available on the intranet. The policies are also communicated through meetings with management when updates/amendments are made, and full training is provided to new managers through the ‘Managing Staff: Your Responsibilities’ Program contained within the DevelopME package.

The HR Consulting team are actively involved in discussions with leaders/managers regarding any specific cases of flexible working to that an appropriate agreement is reached, the policy is adhered to and that there is consistency.

Leading by Example

A number of senior leaders within the organisation work flexibly from the Vice-Chancellors Executive team and down through lower levels of management. This demonstrates to new members of staff that flexible working is an accepted part of RMIT’s culture of inclusiveness and equity of opportunities for all.

3. Pay Equity

i) An EOCFW organisation must analyse the remuneration data of its entire workforce to understand whether there are any gender pay equity issues. Confirm this analysis has taken place in your organisation by marking the box on the right, and provide details below of the type of audit or analysis of male and female remuneration your organisation has undertaken and the date it was most recently completed.

The total pay gap is 14.08%. This has decreased from 14.26% last year. This gap analysis was conducted on 19\textsuperscript{th} September 2011 through a gender equity audit.

Formal job evaluation has been well established at RMIT for over 20 years. All staff position descriptions are evaluated using a position classification system called BIPERS, this is supported by position classification standards which are part of the Academic and Professional staff Union Collective Agreement 2010. Following this objective BIPERS assessment of each role and position description, each role is given a Higher Education Worker (HEW) level which is based on the job content, scope of role and inherent requirements needed to fulfil the role.

For Executive positions, RMIT uses Mercer to evaluate all positions.

At RMIT, all positions are classified in line with formal classification standards and guidelines for executive, academic and professional staff. Both the BIPER and the Mercer systems ensure that positions are aligned to levels within the organisation and job content, not gender.

iii) Is gender pay equity included in your remuneration policy as a stated objective? If yes, provide details below.

One of the stated objectives of the Remuneration policy is:

- To ensure general pay equity

iv) Does your organisation have a pay equity implementation plan for addressing gender pay?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>
gaps, both by-level and overall, within your organisation? If yes, provide details below. X

Gender pay equity is included as an objective in the University’s Remuneration policy as outlined in Criterion 5 vi). RMIT conducts regular pay audits to track progress against this policy and to identify particular actions in each area.

For all Academics and the Academic Promotions process, there is a pay equity implementation plan.

The objectives of the Academic Promotions Policy are:

- To ensure an effective and efficient process which is fair, equitable, professional and timely enabling RMIT to attract retain and motivate academic staff. It is aligned to the Federal Sex Discrimination Act 1984 and Victorian Equal Opportunity Act 1995. RMIT also provides women’s training sessions for Academic Promotion.

vi) What is your organisation’s progress in addressing gender pay equity?

RMIT has a commitment to removing barriers to the promotion of women and addressing the gender pay gap. A report is generated regularly on the gender pay gap so that RMIT remains focussed on addressing pay equity issues.

Year-on-year, there has been a reduction in the gender pay gap, demonstrating RMIT’s progress towards achieving its target (as outlined below) and ultimately removing the gender pay gap for women. From 2010 to 2011 the gender pay gap has reduced by 0.18 from 14.26% to 14.08%.

vi) Does your organisation have a target for reducing the gender pay gap?

If yes, what is your organisation’s gender pay gap target and what is the target date?

Yes Yes No

X 13 %

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

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you analyse starting salaries specifically by gender?</td>
<td>X</td>
<td>These are set on the basis of the classification of the position and the relevant enterprise agreement, not the incumbent’s gender.</td>
</tr>
<tr>
<td>Do you analyse salaries on promotion specifically by gender?</td>
<td>X</td>
<td>Academics’ salaries are set by the enterprise agreement. On promotion incumbents move to the appropriate salary level in line with the agreed rates.</td>
</tr>
<tr>
<td>Do you analyse performance bonuses specifically by gender?</td>
<td>X</td>
<td>Executives are the only group that are eligible for performance related bonuses. The bonuses are analysed on the basis of gender and in 2011 the median rating for both males and females was identical at a score of 85</td>
</tr>
<tr>
<td>Do you analyse elements of remuneration additional to base pay specifically by gender?</td>
<td>X</td>
<td>An analysis is conducted for loadings which are in addition to the base salary by gender.</td>
</tr>
<tr>
<td>Do you analyse the annual salary review increases specifically by gender?</td>
<td>X</td>
<td>Academic, Professional and TAFE staff increments are set by the enterprise agreement. In the 2011 Executive remuneration review all males and females that were eligible received an increase, with the female’s average increase 5.38% and males 5.39%.</td>
</tr>
</tbody>
</table>
viii) In the table below, organisations **must** provide:
   a) an explanation for any salary gaps **level-by-level** and **overall** as documented in the Workplace Profile at the beginning of this document;
   and  
   b) details of strategies and actions being taken to address pay equity issues.

<table>
<thead>
<tr>
<th>Level-by-level Gaps: (Please add as many rows as needed to account for level-by-level gaps)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Explanation and analysis:</td>
</tr>
<tr>
<td>Reviewing the Workplace Profile at the beginning of this document, key salary gaps are identified below, along with analysis and strategies for how RMIT is dealing with and addressing these gaps:</td>
</tr>
</tbody>
</table>

**Executive level employees:**  
In 2011 the salary gap is -2.69%, therefore positive in favour of women with female executives earning an average salary of $196,689 and male average executive salaries at $191,542.

**HEW Level employees:**  
**Level 9 and 10**  
At the senior HEW levels 9 and 10 there are salary gaps of 3.75% and 4.77% respectively. Analysis has shown that this may be due to the fact that a higher percentage of men have been with RMIT for 5-10 years and this longer period of service has resulted in higher incremental salary progression. All roles at these levels are subject to BIPERS job analysis which ensures that all employees in these positions receive payments in line with their job content, not their gender or any other subjective factor.  
**Level 1 to 8**  
At these levels the salary gap ranges from -0.11% to 1.57%, and therefore there is relative parity between the payments for men and women, and in some cases this salary gap is in favour of women.

**Category Level A – E**  
The overall salary gap in this category of employees is 11.71%, with the largest proportion of this being at the Level A (4.36%) and Level E (3.27%) categories.  
Within Level A there are 8 different incremental levels payable for each year of service. Therefore, the explanation for this is that men have longer length of service than women, and therefore have received more increments. Overall, 80% of men have more then one year of service as compared with 60% of women.

Level E Professor positions are remunerated by the value that they bring to the role. Some of these positions have loadings that are specific to the individual based on a number of factors: skill set of the individual, market demand for that particular knowledge base, and the amount of research that the person is generating. It is currently the case that a greater number of male Level E employees receive loadings than female employees; however this is solely based on the above criteria and not on the basis of gender.

**Teacher and Senior Educator level employees:**  
**Teacher Level 1-3**  
At the lower teaching levels the overall salary gap is -0.11% in favour of women, however this varies vastly between Level 1 (-11.61%) to Level 2 (8.30%). This gap is explained by the incremental pay increases staff receive as they obtain longer service with RMIT, as 80% of men have more then one year of service as compared with 60% of women. Therefore men are at higher incremental levels within their classification, and are therefore on higher salaries.
<table>
<thead>
<tr>
<th><strong>Childcare Levels 1 – 6 Employees</strong></th>
<th>Due to the predominance of women within these roles, there is no salary gap at most levels to require analysis. At Childcare Level 5 there is 1 male employee which is shown in the Workplace profile document.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy and actions to address gaps:</strong></td>
<td>The salary gaps outlined above are being addressed by the RMIT strategy and its Remuneration policy objective to achieve the set target and ultimately achieve salary equity. This strategic objective is being implemented through the initiatives outlined in this report, and specifically:</td>
</tr>
<tr>
<td></td>
<td>• Leadership programs offered to all employees, and specific career development and training programs developed for women</td>
</tr>
<tr>
<td></td>
<td>• Mentoring for women at all levels up to senior levels of the organisation</td>
</tr>
<tr>
<td></td>
<td>• Involvement in the ATN WEXDEX programme</td>
</tr>
<tr>
<td></td>
<td>• Universities Australia Action Plan for Women</td>
</tr>
<tr>
<td></td>
<td>• Raising general awareness of the issue through signing up for Equal Pay Day, distributing posters throughout the University, the Claire Burton lecture and regular communications concerning the topic from the VC</td>
</tr>
<tr>
<td></td>
<td>• Recruitment policy to ensure that selection panels have appropriately mixed gender representation</td>
</tr>
<tr>
<td></td>
<td>• The academic promotions processes which ensures full transparency, fairness and maximum objectivity to deliver promotions based on competence rather than gender</td>
</tr>
<tr>
<td></td>
<td>In a number of employee categories, including at the Executive level and HEW levels 1-8 there is a positive salary gap in favour of women and therefore there is no corrective action currently required.</td>
</tr>
<tr>
<td><strong>Overall Gap:</strong></td>
<td>The overall gender salary gap is 14.08%, which is a positive reduction of 0.18% from 2010.</td>
</tr>
<tr>
<td><strong>Explanation and analysis:</strong></td>
<td>When this salary gap audit report was conducted earlier in 2011, the salary gap was lower than the above figure at 13.87%. Therefore, it is believed that the retirement of Professor Joyce Kirk, Pro Vice-Chancellor Students and Vice-President, who was a member of the VCE, has led to this slightly increased salary gap figure of 14.08%. Joyce still works as a contractor within the University, and is actively involved in the arena of women's equality within RMIT, although she is no longer a payrolled employee of the University.</td>
</tr>
<tr>
<td></td>
<td>Through analysis, one of the reasons for this gap has been identified as the fact that 80% of men have more then one year of service as compared with 60% of women. RMIT’s incremental progression procedure allows for annual incremental progression through the salary points in each classification level. Therefore, as men have longer service with the University, they will have received a greater number of salary increments and women with less length of service will be on lower incremental levels and therefore on lower salaries.</td>
</tr>
<tr>
<td></td>
<td>RMIT will continue to monitor any gaps and take action as required. It is expected that as women’s length of service increases, women will progress through the incremental levels and salaries will increase accordingly.</td>
</tr>
</tbody>
</table>
### 4. Increasing the Representation of Women In Management

<table>
<thead>
<tr>
<th></th>
<th>Increased</th>
<th>Decreased</th>
<th>Same</th>
</tr>
</thead>
<tbody>
<tr>
<td>i) Has the percentage of female managers /leaders/heads of department changed from last year?</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>If so, by how much?</td>
<td></td>
<td>1.82%</td>
</tr>
<tr>
<td>ii) Does the organisation have a target for increasing female managers/leaders/heads of department?</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>If so, what is the target and what is the target date?</td>
<td>50%</td>
<td></td>
</tr>
</tbody>
</table>

**iii) Where the percentage of female managers has decreased or remained the same, please explain why:**

The figure for the number of female managers/leaders/heads of departments includes all female employees in the University who are involved in the management of people. In 2010 this figure was 265 (49.44%) and in 2011 this has increased to 280 (49.56%). This is a positive trend within RMIT, demonstrating that the initiatives designed to remove barriers and to promote the progression of women within the University are taking a positive effect. RMIT’s strategic objective of pay and opportunity equality for women is the overarching driver for the positive trend in this area, supported by the initiatives are outlined in brief below, and explained in other sections of this report:

- Flexible working policies
- Workplace fairness and equality policies
- Parental leave policy
- ATN WEXDEV involvement and support
- ‘Career planning for academic women’ training

<table>
<thead>
<tr>
<th></th>
<th>Increased</th>
<th>Decreased</th>
<th>Same</th>
</tr>
</thead>
<tbody>
<tr>
<td>i) Has the percentage of female executive managers changed from last year?</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>If so, by how much?</td>
<td></td>
<td>0%</td>
</tr>
<tr>
<td>ii) Does the organisation have a target for increasing female executive managers?</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>If so, what is the target and what is the target date?</td>
<td></td>
<td>2011: The current representation of women within the Vice-Chancellor’s Executive (VCE) team is 54.5%.</td>
</tr>
</tbody>
</table>

**iii) Where the percentage of female executive managers has decreased or remained the same, please explain why:**

This figure demonstrates that the overall number of female executives within the University has remained the same, as although there have been changes in individual roles and their incumbents, the male/female split has remained the same. There are no current plans to change this as female executive managers are currently well represented.
### 5. Other Outcomes for Women

i) Provide details and supporting statistics below in the form of **NUMBERS**, not percentages, on ALL of the following:

<table>
<thead>
<tr>
<th>Category</th>
<th>No. of women</th>
<th>No. of men</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruited into non-traditional roles</td>
<td>49</td>
<td>111</td>
</tr>
<tr>
<td>(definition provided at the end of this application)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promoted or recruited into line manager roles</td>
<td>21</td>
<td>23</td>
</tr>
<tr>
<td>(definition provided at the end of this application)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exit the organisation</td>
<td>282</td>
<td>265</td>
</tr>
<tr>
<td>Took parental leave (maternity or paternity leave)</td>
<td>47</td>
<td>48</td>
</tr>
<tr>
<td>Returned after parental leave full-time</td>
<td>8</td>
<td>48</td>
</tr>
<tr>
<td>Returned after parental leave part-time</td>
<td>21</td>
<td>0</td>
</tr>
<tr>
<td>Resigned after parental leave</td>
<td>3</td>
<td>0</td>
</tr>
</tbody>
</table>

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

**Senior academic / research / professional appointments**

In 2011, 30 women were either promoted or recruited into senior leadership roles within the University. This includes a range of positions in different areas of the University, across the academic, research and professional portfolios. At the senior level specifically, this includes 4 Level E Professor positions, 3 Level D Associate Professors, 6 Executive level positions including Deputy Director, Deputy Pro Vice-Chancellor, and Executive Director and 8 Senior Manager HEW10 positions including Directors, Assistant Directors and Senior Managers. This demonstrates RMIT’s commitment to its policy of supporting the promotion and development of women internally through the organisation, and also its commitment to having a diverse senior leadership team including equity in the representation of men and women.
Explanations of Terminology

**Stretch Assignments**
Opportunities for staff to be developed for future management opportunities. This may include a transfer or secondment, but it also refers to staff working in their usual roles who have taken on additional developmental activities such as membership of a project team, representing the organisation in an external forum, chairing an internal committee etc.

**A formal job evaluation study**
An in-depth analysis of job roles and their components and a comparison with other job roles in the organisation to ensure each role is appropriately valued and remunerated.

**Line management experience**
Experience in operational management roles as opposed to support management roles (such as HR, Legal, Accounting).

**Non-traditional roles**
Roles in traditionally male areas such as, but not limited to, trades, engineering, manufacturing, mining, operations management, building maintenance, IT, accounting/finance, scientific research/teaching are referred to as non-traditional roles for women. Not all organisations will have non-traditional roles.
## 1. ORGANISATION’S DETAILS

<table>
<thead>
<tr>
<th>Legal name of your organisation:</th>
<th>Royal Melbourne Institute of Technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trading name <em>(if applicable)</em>:</td>
<td>RMIT University</td>
</tr>
<tr>
<td>Total No. of employees:</td>
<td>8500</td>
</tr>
<tr>
<td>ABN:</td>
<td>49781030034</td>
</tr>
<tr>
<td>Total No. of employees:</td>
<td>8500</td>
</tr>
<tr>
<td>ASX Codes for Orgs listed on Aust Securities Exchange</td>
<td></td>
</tr>
</tbody>
</table>

**Postal address:**
RMIT University  
GPO Box 2476  
Melbourne  
Switchboard No: (03) 9925 0600  
Facsimile No: (03) 96632764  
State: Vic  
Postcode: 3001

**Physical address:**
440 Elizabeth Street  
Melbourne  
State: VIC  
Postcode: 3001

## 2. CONFIRM YOUR ORGANISATION’S HIERARCHY DETAILS BY COMPLETING BELOW

<table>
<thead>
<tr>
<th>Name of the ultimate AUSTRALIAN Parent Company for your organisation/s?</th>
<th>Not applicable</th>
</tr>
</thead>
</table>

**List ALL organisations covered in this Application (if too many to list here, please attach a separate document):**

**Have there been changes to ANY of your organisations since your last application/report? *(If yes, detail below)*:**

<table>
<thead>
<tr>
<th>Reason For Change</th>
<th>Previous Org Name</th>
<th>New (Current) Org Name</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Change of Name</td>
<td>Not applicable.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b) Sold</td>
<td>Not applicable.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c) Ceased Trading</td>
<td>Not applicable.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## 3. CONTACT INFORMATION

<table>
<thead>
<tr>
<th><strong>CEO Details</strong></th>
<th><strong>Report Contact Details</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Title <em>(eg Ms, Mr, Dr etc)</em>:</td>
<td>Professor</td>
</tr>
<tr>
<td>Family Name:</td>
<td>Gardner</td>
</tr>
<tr>
<td>First Name:</td>
<td>Margaret</td>
</tr>
<tr>
<td>Job Title:</td>
<td>Vice Chancellor and President</td>
</tr>
<tr>
<td>Telephone:</td>
<td>(03) 99251078</td>
</tr>
<tr>
<td>Facsimile:</td>
<td>(03)99250788</td>
</tr>
<tr>
<td>E-mail Address <em>(or PA for CEO)</em>:</td>
<td><a href="mailto:vc@rmit.edu.au">vc@rmit.edu.au</a></td>
</tr>
<tr>
<td>Postal Address <em>(if different from above)</em>:</td>
<td></td>
</tr>
</tbody>
</table>
EOWA may send your company non-reporting related material from other organisations for the sole purpose of notifying you of relevant equal opportunity information such as lectures, events, programs or publications. If you DO NOT want EOWA to send your Report Contact or CEO this information please advise EOWA by email at eowa@eowa.gov.au or by phone on (02) 9448 8500.