Gender and Sexuality Action Plan Australia 2017 – 2020: Facilitating Diversity and Inclusion

Action Plan

About Curtin University

Curtin University is led by our values of integrity, respect, courage, excellence, and impact as we support our staff, promote Indigenous reconciliation and contribute to a fairer and more just society for all.

Mission
Transform lives and communities though education and research.

2030 Vision
A recognised global leader in research, education and engagement.

Values and Signature Behaviours
Our values define what is important to us collectively and how we work together to achieve our strategic ambition, mission and vision. These values and signature behaviours are:
- **integrity:** to act ethically, honestly and with fairness
- **respect:** to listen, value and acknowledge
- **courage:** to lead, take responsibility and question
- **excellence:** to strive for excellence and distinction
- **impact:** to empower, enable and inspire.

Building on a foundation of integrity and respect, and through courage, we will achieve excellence and have an impact on the communities we serve.

Principles of Diversity and Inclusion
Our principles are contained within the University's Diversity and Inclusion policy and founded on Curtin's Values and Signature Behaviours and the Universal Declaration of Human Rights. Our diversity and inclusion principles are:
- **Right**: each member of the University community has a right to be treated with respect, equality and dignity, and to be able to participate in all aspects of University life on an equal footing
- **Opportunity:** Curtin will provide equitable opportunity for individuals to access and advance in employment and education
- **Recognition**: each member of the University community will be recognised and valued for their diversity. The significance of Aboriginal and Torres Strait Islanders as the nation's First Peoples is particularly acknowledged
- **Inclusion:** the local, national and global community will be reflected within the University community by attracting and retaining staff and students from a broad range of backgrounds

The Gender and Sexuality Action Plan Australia 2017 – 2020 (GSAPA) commits to the University's Values and Signature Behaviours and Principles of Diversity and Inclusion in its actions for the benefit of our students, staff and community; and further, makes the Curtin culture and environment one that enables our people to flourish.

Facilitating Diversity and Inclusion through the Gender and Sexuality Action Plan

Strategic Alignment

Curtin's Strategic Plan 2017 - 2020 is the University's guiding document. It identifies who we are, describes where we want to be by 2020, and shows us how we will get there. Our focus is on *delivering excellence* over this planning period. As Curtin heads towards 2020, we will position ourselves as a leading global university, ensuring that we:

- Strengthen our capacity to be future looking
- Maintain a focus on excellence in everything we do
- Strive to be both industry-facing and industry-embedded
- Deepen our well-established culture of innovation
- Build life-long connections with an engaged alumni
- Above all, be led by our values as we support our staff, promote Indigenous reconciliation and contribute to a fairer and more just society for all

The Strategic Plan 2017-2020 includes Diversity and Equity KPIs and Second Tier Measures designed to focus the University's effort in enhancing the participation of Diversity Groups currently under-represented within the University as illustrated in *Table 1 and 2*.

Curtin 2017 – 2020 Strategic Plan KPIs, Measures and Targets	2017	2018	2019	2020
Professional – females at HEW >10	48%-58%			
Academic – females at Academic Level E	24%	26%	29%	32%

Table 1: Curtin 2017 – 2020 Strategic Plan KPIs, Measures and Targets

Curtin 2017 – 2020 Secondary Measures and Targets	2017	2018	2019	2020
Gender Pay Gap	12.6%	12.4%	12%	11.7%
Academic Women in Management Tiers 1-4	32%	33%	34%	35%
Professional Women in Management Tiers 1-4	47%	48%	49%	50%
Women on Governing Boards and Committees	40%			
LGBTIQ+ Engagement	11%			

Table 2: Curtin 2017 – 2020 Secondary Measures and Targets

Statement of Intent

The Gender and Sexuality Action Plan Australia 2017 – 2020 (GSAPA) is determined by Australian legislation (Equal Employment Opportunity Act 1984; Workplace Gender Equality Act 2012) and best practice commitments (Australian Workplace Equality Index; Athena Swan Science Australia Gender Equity; and White Ribbon), and applies to Curtin University's Australian campuses only.

The GSAPA aims to promote and maintain structural and cultural changes that advance gender equality and Lesbian, Gay, Bisexual, Transgender, Intersex and Queer (LGBTIQ+) inclusion within Australia. In particular, this means recognising the complex intersectional nature of gender equality including LGBTIQ+ inclusion. Recognising intersectionality, the GSAPA has as a key focus on increasing the representation of women in senior leadership roles, women in Science, Technology, Engineering, Mathematics and Medicine (STEMM) and LGBTIQ+ and gender diverse staff and students. A further focus of this plan is to increase the representation of Indigenous Australian women, men and women with family and caring responsibilities, women with a disability and women from culturally and linguistically diverse (CALD) backgrounds. Over the next four years, the GSAPA will guide our work toward achieving the following social change outcomes:

- **Awareness:** increase awareness of diversity and inclusion
- **Capability:** increase capability to deliver on diversity and inclusion
- **Inclusion:** include diversity and inclusion thinking into everyday practices
- **Leadership:** demonstrate leadership in diversity and inclusion

In accordance with Curtin's planning framework the GSAPA aligns to the University's Strategic Plan 2017 – 2020 and Enabling Plan

2017 – 2020, and will be supported by the Diversity and Inclusion Strategy 2017 – 2020 (forthcoming) (see *Figure 1*). The Gender and Sexuality Action Plan Australia 2017 – 2020 (GSAPA) will be Curtin's first GSAPA. It builds on previous University gender equality and LGBTIQ+ inclusion plans, including at Australian campuses, and will be monitored and reported annually to Curtin Planning and Management Committee (PMC) and Curtin University Council. The GSAPA will be reviewed in its final year in conjunction with the review of the Curtin University Strategic Plan 2017 - 2020.
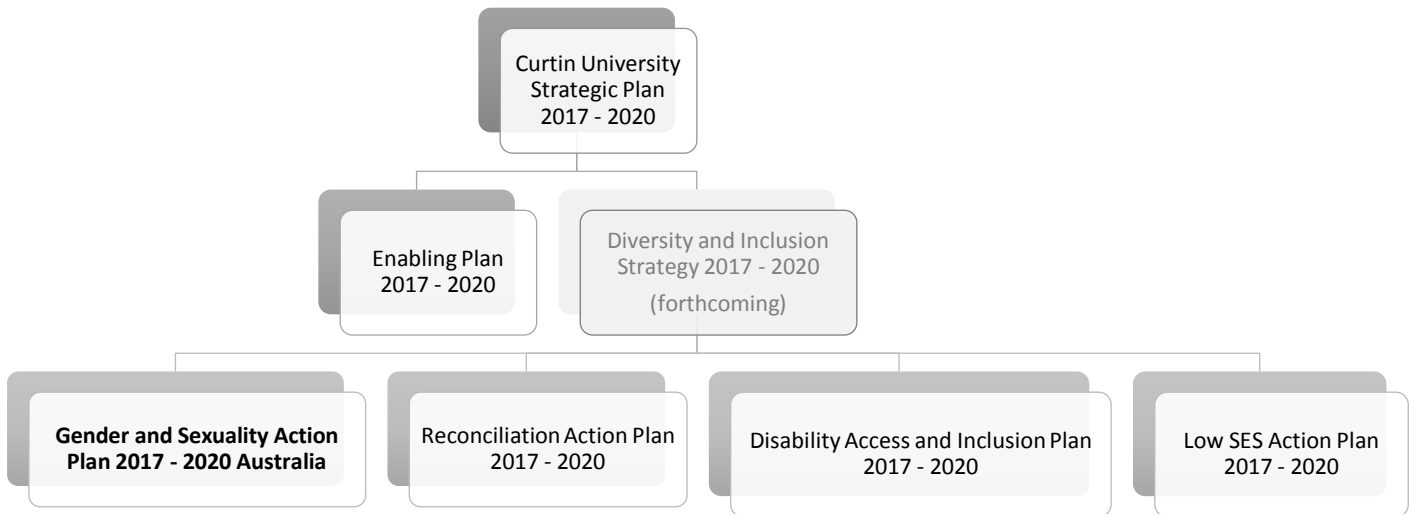

Figure 1: Gender and Sexuality Action Plan 2017-2020 Strategic Alignment

Measuring Inclusion

The University is required to provide, in line with legislative and reporting agency requirements, an annual report to the Western Australian Public Sector Commission (PSC) and the Workplace Gender Equality Agency (WGEA) on progress in achieving equity and inclusion. This includes reporting achievement against agreed targets, pay gap analysis, gender equality and LGBTIQ+ inclusion metrics.

To strive for excellence and distinction the University will continue to pursue best practice recognition through international measures such as the Athena Swan Charter and Stonewall Charter, as well as national measures such as the SAGE Athena Swan piolit, Workplace Gender Equality Agency Employer of Choice for Gender Equality Citation and Australian Workplace Equality Index Recognition. In addition, the biannual Curtin YourVoice survey seeks to measure inclusion by asking a staff for their views on discrimination, diversity and work/life balance. The survey helps Curtin understand the quality of current work practices that affect engagement and organisational performance.

Governance

The Planning and Management Committee (PMC) is responsible for overseeing the University's 2017 – 2020 Strategic Plan and monitoring performance against plans. The Vice-Chancellor, as chair of PMC, reports to the University's Council on progress relative to equity and diversity key performance indicators, measures and targets. The Deputy Vice-Chancellor, Academic (PMC member) oversees the implementation of the Gender and Sexuality Action Plan Australia (GSAPA) 2017 – 2020. The GSAPA will be operationalised with appropriate accountabilities through organisational unit plans in accordance with Curtin's planning framework.

The Director Corporate Values and Equity is responsible for the coordination, review, evaluation and reporting of the GSAPA. Assurance of implementation is currently provided by PMC. The Gender Equity Working Group (GEWG) and Lesbian, Gay, Bisexual, Transgender, Intersex and Queer (LGBTIQ+) Advisory Group, with executive sponsorship from the VC and Vice President Corporate Relations (VPCR), is responsible for contributing to the implementation of the University's gender and LGBTIQ+ priorities and actions, guiding the Athena SWAN SAGE pilot, providing specialist advise to the University, and actively encouraging the development of an open and collaborative culture at Curtin in line with our Values and Signature Behaviours and Principles of Diversity and Inclusion.

Strategic Alignment: Engagement and Impact
Social Change Objective: Awareness

2017 – 2020 Initiatives	Actions	Accountability	Responsibility	Milestones/Indicators	Priority	Timeline
1.0 Communication	1.1 The Senior Executive demonstrably champion gender equality, gender pay equity, flexible work arrangements, LGBTIQ+ inclusion and prevention of discrimination, harassment and violence	SET	DCV&E, CMO, DSC	• Implementation of a communications strategy to promote and celebrate gender equality and LGBTIQ+ inclusion • WGEA Compliance • EEO Compliance	Legislative	Annual
	1.2 Develop a formal communications strategy to communicate, promote and celebrate Curtin's commitment to gender equality and LGBTIQ+ inclusion within the Curtin community, and local and global communities	VPCR	DCV&E, CMO, DSC	• Curtin's communications in all modes are inclusive • Communications strategy developed	Best Practice	2018
	1.3 Deliver on WGEA and AWEI communication objectives, including VC and Executive Ally Champion commitments	VC, VPCR	DCV&E, DPR, DSC	• External recognition of Curtin's commitment to gender equality and LGBTIQ+ inclusion • Successful WGEA Compliance • Gold AWEI Recognition	Legislative	Annual
	1.4 Develop guidelines for University events to ensure inclusivity of our diverse community, including gender equality and LGBTIQ+ inclusion	VPCR	DCV&E, DPR, DSC	• Inclusive Curtin event guidelines developed • Implementation at all campuses of communications and events guidelines to ensure gender equity and diversity	Best Practice	2018
	1.5 Support through effective communications, key University networks that promote gender equality and LGBTIQ+ inclusion	VPCR	DCV&E, CMO, DSC	• Key networks are visible and accessible for staff and students	Best Practice	2019
	1.6 Clearly identify and communicate contacts for women at senior classifications, management and STEMM, and LGBTIQ+ people, Indigenous women and women from other underrepresented groups wishing to speak to a staff member in regard to their employment, education, or personal issues faced	VPCR	DCV&E, DSC, DP&C	• Contacts are clearly identified and this information is easy to find	Best Practice	2018

Strategic Alignment: People and Culture; Learning and Student Experience

Social Change Objective: Capability

2017 – 2020 Initiatives	Actions	Accountability	Responsibility	Milestones/Indicators	Priority	Timeline
2.0 Development	2.1 Implement targeted training and support for senior leaders, managers, selection panel members, unit coordinators and academic staff to address implicit gender and sexuality bias in relation to recruitment, training & development, promotions, talent identification and succession planning, admissions, enrolment, support and assessment	COO	DP&C, DSE	• Targeted implement bias awareness training conducted • Increased awareness of implicit bias • WGEA Compliance • TEQSA Compliance	Legislative	Annual
	2.2 Expand gender equality and LGBTIQ+ inclusion training and resources for staff and students, including those in decisions making roles and in key functions that support diversity and inclusion at Curtin	DVCA	DP&C, DCV&E, DSE	• Staff and students have easy access to a wide range of high quality diversity and inclusion training and resources • Improved capability to support diversity and inclusion	Best Practice	2019
	2.3 Provide training and guidelines to educate and support managers, heads of school and unit coordinators regarding flexible work and study arrangements, including support for gender transitioning people and people experiencing family or domestic violence	DVCA	DP&C, DCV&E, DSE	• Managers, unit coordinators and academic staff have easy access to flexible work and study arrangement training and guidelines • Improved workplace and educational flexibility • WGEA Compliance	Legislative	Ongoing
	2.4 Develop targeted career and leadership development programs for underrepresented groups	DVCA	DCV&E, DP&C, DSE, GEWG Chair, LGBTIQ+ Advisory Group Chair	• Targeted career development program delivered	Best practice	2018

Strategic Alignment: People and Culture; Learning and Student Experience; Global Positioning
Social Change Objective: Inclusion

2017 – 2020 Initiatives	Actions	Accountability	Responsibility	Milestones/Indicators	Priority	Timeline
3.0 Recruitment	3.1 Review and address gender and sexuality bias within recruitment, retention, performance management, promotions, talent identification and identification of high potentials, succession planning, training and development, resignations, key performance indicators for managers, remuneration, admissions, enrolment, support and assessment practices	DVCA	DP&C, DCV&E, DSE	• Review completed and implementation commenced by 2017 • Biased practices addressed • WGEA Compliance • EEO Compliance • TEQSA Compliance	Legislative	2017 - 2020
	3.2 Implement an inclusive approach toward recruitment, admissions and enrolment methods, including multi-model information, affirmative action search, global search capability	DVCA	DP&C, DSE	• Inclusive recruitment methods implemented and promoted	Best Practice	2017
	3.3 Review and expand Curtin talent acquisition and talent communities	DVCA	DP&C	• Successful launch of rebranded Curtin talent acquisition systems and process	Best Practice	2017
	3.4 Include a commitment to gender equality in the selection criteria for senior executive and management positions	DVCA	DP&C	• Inclusive selection criteria established • WGEA Compliance • EEO Compliance	Legislative	2017
4.0 Advancement	4.1 Set numerical targets (including time frames) to improve the representation of women across management tiers 1- 4, where representation is less than 40%	Council	PMC, DP&C, DSE	• Increased representation of women in management tiers 1- 4 • Representation targets met • WGEA Compliance • EEO Compliance	Legislative	2017
	4.2 Set numerical targets (including time frames) to improve the representation of women on Curtin governing boards and committees, where it is less than 40%	Council	PMC, DP&C, DSE	• Where Curtin has control over governing bodies, representation of women improved • Representation targets met • WGEA Compliance	Legislative	2017
	4.3 Develop formal succession plans for Key Management Positions and leadership roles	PMC	DP&C	• Formal succession plans delivered for Key Management Positions and leadership roles • WGEA Compliance	Legislative	2018
	4.4 Review the criteria for promotion to better reflect activities and behaviours that are valued and rewarded at Curtin	Provost	DP&C, DCV&E	• Promotion criteria framework recognises broader range of academic activities	Best Practice	2019
5.0 Retention	5.1 Monitor retention of staff from underrepresented groups, particularly women and gender minorities in STEMM	DVCA	DP&C, DCV&E, HoS	• Monitoring framework established	Best Practice	Annual
	5.2 Review and implement best practice approaches retaining high performing staff from underrepresented groups,	Provost	DP&C, DCV&E, HoS	• Implementation of best practice approaches finalised by 2018	Best Practice	Annual

		including women at senior classifications, management and STEMM, Indigenous women and LGBTIQ staff			• Reward and recognition program for underrepresented groups implemented		
6.0 Flexibility	6.1	Identify and provide support programs for staff before, during and after parental leave, including keep in touch programs, internal support networks for parents, and support for staff returning from parental leave	COO	DP&C, DCV&E	• Support programs identified • Staff have access to and utilise a range of parental leave resources and support	Best Practice	2019
	6.2	Review and implement best practice approaches to building a culture of work and study flexibility	COO	DP&C, DCV&E, DSE	• Implementation of best practice approaches finalised by 2018	Best Practice	2017 - 2020
	6.3	Embed Management, Head of School and Unit Coordinator accountability for improving flexibility arrangements, including through iPerform and the WPPR process	COO	DP&C, DCV&E, DSE	• Management, unit coordinators and academic staff held accountable for improving flexibility • WGEA Compliance	Legislative	2017
	6.4	Actively encourage parental leave uptake, including men and LGBTIQ+ staff	COO	DP&C, DCV&E	• Use of parental leave actively encouraged with key focus on men and LGBTIQ+ staff • Increased uptake of parental leave entitlements by men and LGBTI+ staff • WGEA Compliance	Legislative	Annual
	6.5	Establish inclusive facilities across Curtin to improve accessibility of built environment for LGBTIQ+ people and people with family and caring responsibilities, including gender neutral restrooms, on-site childcare and breastfeeding facilities	COO	DPF&D, DCV&E, DSE	• Inclusive facilities identified and established • Increased number gender neutral restrooms • Increased number of breastfeeding facilities • Improved accessibility of built environment	Best Practice	2020
7.0 Pay Equity	7.1	Review gender pay equity statistics, and set 2017 – 2020 gender pay equity targets	VC	PMC, DCV&E	• Review Curtin gender pay equity audits and national gender pay equity benchmarks • 2017 – 2020 Curtin gender pay equity targets set • WGEA Compliance • Gender pay equity targets have been met	Legislative	2017
	7.2	Deliver on WGEA gender pay equity analysis, biannual remuneration gap analysis, and Pay Equity Ambassador objectives	VC	DCV&E, DP&C	• WGEA pay equity analysis requirements met • WGEA Compliance	Legislative	Annual
	7.3	Conduct a formal jobs evaluation to ensure jobs are fully and fairly described without gender or sexuality bias	VC	DCV&E, DP&C	• Formal jobs evaluation completed • WGEA Compliance • EEO Compliance	Legislative	Ongoing
8.0 Mobility	8.1	Implement a formal plan to address the unique challenges faced by underrepresented staff and students when providing global learning and development opportunities	Provost	DVCI, DCV&E, DP&C, DSE, DLCS	• Formal plan addressing unique challenges faced by underrepresented staff and students of a global university developed by 2018	Best Practice	2019

					• Initiatives addressing global mobility challenges implemented		
	8.2 Identify and provide support for international LGBTIQ+ students, including outreach, admissions, recruitment, enrolment, support and placement	DVCA	DVCI, DCV&E, DP&C, DSE. DLCS		• Review current support offered for international LGBTIQ+ students • Support identified and program delivered	Best Practice	2019
	8.3 Investigate the potential impact of the GSAP on Curtin's global partnerships and alliances	DVCA	DVCI, DCV&E, DP&C, DSE, DLCS		• Impact of gender equality and LGBTIQ+ inclusion on global partnerships and alliances investigated	Best Practice	2018

Strategic Alignment: People and Culture
Social Change Objective: Leadership

2017 – 2020 Initiatives	Actions	Accountability	Responsibility	Milestones/Indicators	Priority	Timeline
9.0 Accountability	9.1 Senior Leaders are held accountable for implementing initiatives to achieve KPIs, targets and measures in relation to gender equality and LGBTIQ+ inclusion	SET	DCV&E, DP&C, DSE	• Senior Leaders required to implement gender equality and LGBTIQ+ inclusion initiatives • WGEA Compliance • EEO Compliance	Legislative	Annual
	9.2 Review gender equality and LGBTIQ+ governance structure and take action to address any issues identified	DVCA	DCV&E, DP&C, GEWG Chair, LGBTIQ+ Advisory Group Chair	• Governance structure reviewed • Actions taken to address issues identified	Best Practice	2018
	9.3 Reward and recognise staff who embed gender equality and LGBTIQ+ inclusion in their teaching and workplace activities	DVCA	DCV&E, DP&C	• Reward and recognition program established • Staff formally recognised for contribution toward equality and inclusion	Best Practice	2020
	9.4 Provide additional special measures to help facilitate reporting of LGBTIQ+ bullying and harassment	COO	DISU, DCV&E, DP&C,	• Special measures identified and implemented • YourVoice results	Best Practice	2019
10.0 Monitoring and Reporting	10.1 Monitor and report gender equality and LGBTIQ+ inclusion KPIs, targets and measures by manager and non-manger categories to Curtin Planning and Management Committee (PMC), Curtin University Council, and Academic Board, including: • pay equity metrics • utilisation of flexible working (including part-time) • gender and sexuality composition of Curtin • promotions by gender and sexuality • utilisation of, and return from parental leave • number of harassment claims	DVCA	DCV&E	• WGEA Compliance • Curtin Equity and Diversity staff *gender balance* KPIs	Legislative	Annual
	10.2 Report diversity and inclusion progress to staff, including utilisation of flexible working (including part-time), gender and sexuality composition of Curtin, promotions by gender and sexuality, utilisation of, and return from parental leave and number of harassment claims by manager and non-manger categories	DVCA	DCV&E	• WGEA Compliance • Curtin Equity and Diversity staff *gender balance* KPIs	Legislative	Annual
	10.3 Monitor and report equal employment opportunity data to meet legislative obligations, including gender equality	DVCA	DCV&E	• EEO Compliance	Legislative	Annual
	10.4 Undertake international and national benchmarking activities, and monitor best practice at Curtin	DVCA	DCV&E	• Bronze Athena Swan Accreditation • Employer of Choice for Gender Equality Citation • Gold AWEI Recognition	Best Practice	Annual

				• White Ribbon Accreditation		
	10.5 Monitor, analyse and report engagement data of LGBTIQ+ people across Curtin and compare to general populations	DVCA	DCV&E	• Reporting framework established • YourVoice results	Best Practice	Annual

GLOSSARY

ALE	Academic Level, E
AWEI	Australian Workplace Equality Index
EEO	Equal Employment Opportunity Act 1984 (WA)
HEW	Higher Education Worker
GSAP	Gender and Sexuality Action Plan
KPM	Key Management Position
LGBTIQ+	Lesbian, Gay, Bisexual, Transgender, Intersex, Queer + (plus denotes gender and sexuality continuum)
Management Tier 1-4	EEO terminology, linked to decision-making responsibility, rather than salaries.
Tier 1	Directs and is responsible for the public authority, as well as its overall development. Has ultimate control of, and responsibility for, the upper layers of management. Typical titles include Director General, Chief Executive Officer, General Manager, Executive Director and Commissioner.
Tier 2	Tier 2 reports to Tier 1 and assists Tier 1 by implementing organisational plans. Is directly responsible for leading and directing the work of other managers of functional departments. May be responsible for managing professional and specialist employees. Does not include professional and graduate staff, such as engineers, medical practitioners and accountants, unless they have a primary management function.
Tier 3	Tier 3 reports to Tier 2 and formulates policies and plans for areas of control. Manages a budget and employees. Does not include professional and graduate staff, such as engineers, medical practitioners and accountants, unless they have a primary management function.
WGEA	Workplace Gender Equality Act 2012 (Cwlth)
WPPR	Work Planning and Performance Review

OFFICERS TITLES

CMO	Chief marketing Officer	DPF&D	Director, Properties, Facilities and Development
Council	Curtin University Council	DS	Director, Secretariat
DCI	Director, Curtin International	DSE	Director Student Experience
DLCS	Director, Legal and Compliance Services	GWEG	Gender Equity Working Group
DVCA	Deputy Vice-Chancellor Academic	PMC	Planning and Management Committee
DCV&E	Director, Corporate Values and Equity	SET	Senior Executive Team
DFO&SP	Director, Financial Operations & Strategic Procurement	VC	Vice-Chancellor
DP&C	Director, People and Culture		