

Minutes - confirmed

COMMITTEE	SAGE Self-Assessment Team
MEETING NO.	7
DATE / TIME	22 June 2017, 2.30pm
VENUE	Ross Hohnen Room
ATTENDING	Professor Richard Baker, Ms Melissa Austin in place of Dr Nadine White, Ms Richelle Hilton, Professor Andrew Roberts, Professor Steve Eggins, Professor Elanor Huntington, Dr Joanna Sikora, Ms Cecilia Phung, Ms Sara Rowley, Dr Megan Head, A/Professor Mark Nolan
APOLOGIES	Dr Naomi Priest, Professor Stephen Blackburn, Professor Paul Pickering, Dr Nadine White, Mr Jamiyl Mosley, Professor John Evans, A/Professor Emma Shultz, Ms Sarah O'Callaghan.
OBSERVERS	Lucy McPherson, SAGE Project Officer Professor Brian Schmidt, Vice-Chancellor

Part 1. Procedural items

1. Introduction and apologies

Professor Richard Baker welcomed members to meeting seven and outlined the agenda.

Apologies were noted.

2. Previous meeting minutes

Ms Cecelia Phung moved a motion to have the minutes accepted as a true and accurate record of the SAT meeting held 22 May. The motion was seconded by Professor Elanor Huntington.

Resolution	Minutes from meeting six held on 22 May 2017 were accepted by the committee.
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2.1. Matters arising and action items

The chair advised that there were no outstanding action items for the SAT to complete.

Part 2. Key business items

3. Vice-Chancellor Professor Brian Schmidt on change at ANU

Vice-Chancellor Professor Brian Schmidt discussed the importance of the SAGE Athena SWAN project, both for himself as Vice-Chancellor and the University and how the project will help to drive positive change in gender equity at the university. Professor Schmidt stated that both the Male Champions of Change and the Athena SWAN projects should work together to achieve change at ANU. Professor Schmidt stated he was willing to try new approaches at ANU if the SAT presented him with evidence to support these new initiatives. Professor Schmidt outlined his vision for change at ANU as follows:

1. Acknowledge the gender equity issue.
 - It is an issue in most academic areas within ANU.
 - Some areas have more acute gender equity challenges and therefore require prioritisation.
2. Convince people the issue is worth addressing.
 - Once you have the majority of people's support others will follow.
3. Create innovative change, don't just go through the same motions as other universities.
 - Also be willing to stop things that are not working.
4. Show support from the top.
 - Professor Schmidt emphasised the importance of evidence based recommendations from the SAT.

Professor Schmidt then spoke about why equity and diversity changes are important to him:

- It is the right thing to do.
- The university will be more attractive for staff and students.
- Strategically it makes sense and will assist in making the university the best in the world.

The Vice-Chancellor stated he had already seen benefits, such as opportunities to hire great people, from the small changes already made. As the Athena SWAN project progresses there are opportunities for the project to help drive truly transformative changes at ANU that will make us a global leader.

The Vice-Chancellor finished by asking the SAT if there were any actions he could start doing now, and to reflect on what is missing at ANU.

Questions and possible actions raised by the SAT included:

- Academics on short term contracts
- Staff flexibility
- How are spousal appointments managed at ANU?
- Staff focused processes, such as staff on boarding, should be reviewed.
- Support for staff with caring responsibilities and more childcare centres on campus.

The Vice-Chancellor indicated his support for exploring all discussion points raised.

4. View from Research School of Earth Sciences

Professor Stephen Eggins, Director of the Research School of Earth Sciences (RSES), presented to the SAT about the Equity and Diversity initiatives he has implemented at his school. He stated that despite having 50% female higher degree research students the overall percentage of women at the school has remained below 30% since 1993.

RSES created an Equity & Diversity Committee (EDC) in 2014, led by Dr Penny King. The EDC ran a cultural survey in 2015 and Professor Eggins shared their findings and lessons learnt with the SAT:

- The results were more negative than expected and showed there was a problem with bullying and harassment in the school.
- When split by gender, the results showed that more women were unhappy compared to men.
- Initially, an effective follow up plan was not created which caused delays.
- There was some reputational damage from the results however the negative results created a strong shared imperative for change.
- From the cultural survey results the EDC produced 4 recommendations:
 1. Cultivate a positive workplace culture
 2. Implement flexible and family-friendly policies

3. Improve communication, supervision and mentoring
 4. Focus on attracting, retaining and supporting people
- These recommendations are taking longer to implement than expected.
 - Some initiatives are already in place such as:
 - Training sessions
 - Carers' spaces
 - Single offices for nursing mothers
 - Core hours: 9.30am-2.30pm (meetings scheduled within these timeframes)
 - School seminars & sponsored workshops requested to promote women (50% of speakers or presenters should be women)
 - Expectation for inappropriate behaviour to be 'called out' in meetings
 - 50:50 short listing for recruitment processes
 - Communication about equity and diversity in all school forums
 - Calling out behaviour, such as derogatory comments, was started by Professor Eggins and is making a big difference to culture.
 - Seminars and workshops have not been hitting 50% target of women speakers or presenters
 - Professor Schmidt suggested that the school only give funding to those who reach the target.

Professor Eggins key takeaway was that you need good planning before undertaking cultural changes and that change management expertise is needed. He also said that monitoring was needed to ensure progress and success.

Dr Penny King has written a paper on implementing a workplace cultural survey and the lessons learned that was previously circulated to the SAT. This paper is available through the Alliance site.

Action ID	Description	Due Date	Responsibility
26	SAT members to read Dr Penny King's paper on cultural surveys	18 August 2017	SAT members

5. Project Update

Ms Sara Rowley updated the SAT on the SAGE Project as follows:

- This project timeline is finalised and will be uploaded to alliance site.
 - Meetings will now be held every six weeks
 - Each meeting has a broad theme drawn from the application
 - Suggestions for guest speakers for each theme to be sent to Richard.Baker@anu.edu.au or sage@anu.edu.au
- SAT meetings will be promoted via the VC's blog, OnCampus, college equity and diversity committees and directly to School Directors.
 - ANU staff will be asked to submit ideas relevant to each meeting theme, these submissions will be compiled and distributed to SAT members before each meeting.
 - After each SAT meeting notes will be prepared and circulated via the same channels asking for feedback on issues, best practice or actions arising from discussion. The feedback will again be compiled and included with the next meeting agenda.
- ANU SAGE Athena SWAN website has published meeting themes and generated a submission button.
 - We are working with Marketing to increase the visibility of the website.

- The next SAGE training workshop will be held in early August. Details will be circulated and SAT members will be invited.
- The National SAGE symposium will be held in Brisbane 5/6 September.
 - The 'talent gain through gender equity' video being created by ACT and Regional SAGE network will be launched at the symposium.
- The first project steering committee meeting will be in September, following the National symposium.
 - The steering committee consists of the Vice-Chancellor, the Deputy Vice-Chancellors, the Chief Operating Officer, the convenor of the Gender Institute, Professor Richard Baker and Dr Nadine White.
- The Sciences equity committees hosted an excellent talk by Kylie Walker, CEO of Science and Technology Australia.
 - SAT members were asked to forward any other events that the rest of the SAT may be interested in to sage@anu.edu.au

Action ID	Description	Due Date	Responsibility
27	Project timeline to be uploaded to Alliance site	7 July 2017	Lucy McPherson
28	SAT Members to suggest guest speakers for each theme	21 July 2017	Lucy McPherson to email SAT members

6. A Picture of the Institution

Ms Sara Rowley started a discussion of the quantitative data collected for section 4 of the Bronze Application. She reminded the SAT to treat the data as anonymous and confidential.

First, the Academic Turnover paper was discussed and the following noted:

- As the numbers are small qualitative data will need to be collected to answer all the questions in the application.
- Include length of service, age, career progression, and whether they are full-time or part-time, or fixed term or continuing.
- Pooling the data together over a few years to get a more representative data set.

Next, the SAT discussed A Picture of the Institution and the following noted:

- The proportion of female staff has been stable over the last 5 years.
- For the university as a whole female staff make up 50%.
- For academic staff the biggest loss of women is between Level C and Level D.
- The number of women promoted to Level E vs. external hires
 - This will be investigated at the next SAT meeting

Finally, the 2017 Pay Equity report was discussed the following noted:

- The report showed that the biggest pay gaps occur for total salary, which includes loadings and bonuses.
- Anecdotally for high level appointments men will negotiate more than women.
 - CECS are now making the process more transparent by telling all candidates what is available before the negotiation process
- A large gender pay gap emerges at older ages was suggested an area for further in depth analysis.

Any other comments or suggestions about the quantitative data collected for section 4 of the Bronze Application should be sent to sage@anu.edu.au.

Action ID	Description	Due Date	Responsibility
29	Comments or feedback about the quantitative data to be sent to sage@anu.edu.au	7 July 2017	Lucy McPherson to email SAT members

Part 3. Other Business

7. Other Business

This meeting was the last for Professor Andrew Roberts as he is stepping down as Dean of CPMS. Professor Richard Baker thanked him for his contribution to the SAT.

8. Next meeting

The next meeting is scheduled from 10.30-12pm on 18 August 2017.

9. New and ongoing action items

New, ongoing and completed action items are identified in the tables below for review and comment at the next meeting.

Action ID	Description	Responsibility	Status	Notes
6 2/2017	Profiling of data required for Athena SWAN application	SAGE support staff	Ongoing	Data profiling will continue throughout the project cycle
23 6/2017	Project plan to be distributed to SAT members once finalised	Lucy McPherson	Ongoing	
26 7/2017	SAT members to read Dr Penny King's paper on cultural surveys	SAT members	New	
27 7/2017	Project timeline to be uploaded to Alliance site	Lucy McPherson	New	
28 7/2017	SAT Members to suggest guest speakers for each theme	Lucy McPherson to email SAT members	New	
29 7/2017	Comments or suggestions about the quantitative data to be sent to sage@anu.edu.au	Lucy McPherson to email SAT members	New	

10. Completed action items

Action ID	Description	Responsibility	Status	Notes
1 1/2016	Circulate HR practitioners' presentation on SAGE pilot	Lucy McPherson	Completed	Uploaded on SAT Alliance page
2 2/2017	Item for meeting 2 "how SAT members will work within their area"	Richard Baker	Completed	Discussed at meeting 2
2/2017	Invitations to be sent for meeting 19 January 2017	Lucy McPherson	Completed	Invitations for all 2017 SAT meeting have been emailed

Action ID	Description	Responsibility	Status	Notes
4 2/2017	Diversity survey to be sent to SAT members	Lucy McPherson	Completed	Sent via email 28 February
8 4/2017	Final Draft of Communication Plan to be present at SAT Meeting 5	Sara Rowley	Completed	
11 4/2017	Preliminary Data for Bronze Application presentation to be put on Alliance site	Lucy McPherson	Completed	
12 4/2017	Data profiling list to be put on Alliance site and members advised to provide feedback to SAGE@anu.edu.au	Lucy McPherson to write to SAT requesting information	Completed	Feedback is needed before the April SAT meeting
14 4/2017	Iris Bohnet "What Works" podcast to be distributed to SAT members	Richard Baker Lucy McPherson	Completed	
19 5/2017	Summarisation and circulation of action items requiring urgent response	Lucy McPherson	Completed	Urgent action items circulated immediately after meeting
9 4/2017	SAT members to send feedback on Maturity Model to SAGE@anu.edu.au	Lucy McPherson to write to SAT requesting information	Completed	
10 4/2017	SAT members to identify possible data cuts to be requested of Voice	Lucy McPherson to write to SAT requesting information	Completed	Feedback is needed by 26 April
13 4/2017	SAT members to review Cultural Audit on Alliance site and provide feedback to SAGE@anu.edu.au	Lucy McPherson to write to SAT requesting information	Completed	A standard Cultural Audit needs to be created, feedback is needed before the April SAT meeting

Action ID	Description	Responsibility	Status	Notes
17 5/2017	SAT members to provide feedback on the proposed new structure and propose possible topics for the meetings to sage@anu.edu.au	Lucy McPherson to write to SAT requesting information	Completed	Feedback is needed by 28 April
7 3/2017	SAT Members to send feedback on Communication Plan, Project Overview flyer, and Component Update to SAGE@anu.edu.au	Lucy McPherson to write to SAT requesting information	Completed	As these documents will be public feedback is needed before the April SAT meeting
22 5/2017	SAT Members to provide feedback on the SAGE consultation document to sage@anu.edu.au	Lucy McPherson to write to SAT requesting information	Completed	Feedback is needed by 1 May
16 5/2017	SAT members to suggest female academics who could be interviewed for ACT & Regional Network video to sage@anu.edu.au	Lucy McPherson to write to SAT requesting information	Completed	
24 6/2017	Peer review panel nomination document to be distributed to SAT members.	Lucy McPherson	Completed	
15 5/2017	SAT members to suggest possible events that could be included in Gender Equity Week to sage@anu.edu.au	Lucy McPherson to write to SAT requesting information	Completed	
18 5/2017	SAT members to review data wish list and identify other areas to review to sage@anu.edu.au	Lucy McPherson to write to SAT requesting information	Completed	
5 2/2017	Committee members to forward details of best practice initiatives to Dr White to enable representatives from the local area to be invited to meetings to present	Lucy McPherson to write to SAT requesting information	Completed	Areas with good practice will be invited to present to SAT

Action ID	Description	Responsibility	Status	Notes
15 5/2017	SAT members to suggest possible events that could be included in Gender Equity Week to sage@anu.edu.au	Lucy McPherson to write to SAT requesting information	Completed	
16 5/2017	SAT members to suggest female academics who could be interviewed for ACT & Regional Network video to sage@anu.edu.au	Lucy McPherson to write to SAT requesting information	Completed	
18 5/2017	SAT members to review data wish list and identify other areas to review to sage@anu.edu.au	Lucy McPherson to write to SAT requesting information	Completed	
20 5/2017	Professional staff to send short biography to sage@anu.edu.au	Professional Staff on SAT	Completed	
21 5/2017	SAT members to nominate for the Data Sub-Group via SAGE@anu.edu.au	Lucy McPherson to write to SAT requesting information	Completed	
24 6/2017	Peer review panel nomination document to be distributed to SAT members.	Lucy McPherson	Completed	
25 6/2017	Information on SAGE Symposium to be distributed to SAT members.	Lucy McPherson	Completed	