



Monash University Case Study

Organisational Background

Monash University is a major international university and learning organisation distinguished by high quality teaching, learning, research and community involvement. It is committed to promoting equal opportunity in education and employment and to being fair, equitable and sensitive to the diverse needs of its students and staff in all its activities. The University covers a very broad range of activities and its demographics include:-

- Over 50,000 students from more than 100 countries
- 8 campuses: 6 in Victoria, 1 in Malaysia and 1 in South Africa
- Centres in Italy and the United Kingdom
- Various study modes
- 10 faculties
- 75 specialist research institutes and centres

As a result, much of the responsibility for the implementation of the University's EO policy is devolved to the various faculties and divisions. The Equal Opportunity Committee reports directly to Council, the University's governing body, and is supported by faculty Equity and Diversity Committees. There is also a Vice-Chancellor's Taskforce on the Advancement of Women to monitor and advise on strategies to enhance the status of women at Monash.

QUICK FACTS

- **Industry** – Education
- **Number of Employees** – 6,501
- **Gender Split** – 45% academic staff are women, and 65% of administrative staff are women
- **Senior Levels** – 21% of senior academic staff are women, 42% of senior administrative staff are women
- **2006 EOWA Status** – Waived | EOWA Employer of Choice for Women

Promotion, Transfer and Termination

ISSUES IDENTIFIED

Internal research found that men are more likely apply for promotion and that women are less likely to be satisfied with opportunities for career advancement than men.

INITIATIVES

- The Equity and Diversity Team developed and implemented a University-wide Mentoring Scheme for Women, which was run from September 2004

to May 2005. A total of 64 mentees and 63 mentors participated in the 2004-05 Scheme, which included preparation/training sessions for mentees and mentors, a combined preparation/training session for matched pairs, individual meetings between mentee/mentor pairs, and networking forums for all participants. Evaluation focus groups were also held at the conclusion of the Scheme in May 2005.

- In 2005, the university introduced a 'relevant circumstances' clause into the academic promotions process. Candidates can now include in their application for promotion, a statement of 'relevant circumstances' which provides details of factors that have had an impact on their career progression. Relevant circumstances include family responsibilities (for example child rearing, elder-care, illness of a dependant). Guidelines for preparing these statements have been developed for candidates and promotion committees are provided with information on how to evaluate these statements in light of EO legislation. To further support this process, all promotion committees are provided with equal opportunity training to empower promotion committee members to ensure that the decisions they make or sign off on in relation to promotion are free from instances of discrimination (both direct and indirect).
- Academic career planning and promotion workshops for women have been conducted for women at specific levels in the organisation.

RESULTS

- The results obtained from the mentoring program evaluation found very positive outcomes in that nearly half of those who had been mentored reported that they had achieved career changes such as:
 - Secondment
 - Promotion
 - Change of job with higher pay
 - Being moved from fixed-term to an ongoing position
 - Reclassification of level
 - Higher duties
 - Appointment to a new department
 - Return to study to extend their qualifications.

Furthermore, nearly 50% of mentees planned to seek career advancement in the next 12 months. They also indicated that there were benefits to Monash University through participation in the Scheme, which included:

- A conference paper being accepted for publication
 - Increased motivation
 - The decision being made not to resign but rather stay in the organisation.
- Women represented over a third of all applications for promotion in 2005 and over three quarters of these were successful. The 2005 promotion success rate for women represents the highest success rate during the last 5 years.

Arrangements for Pregnant or Potentially Pregnant Employees, or Employees who are Breastfeeding

ISSUE IDENTIFIED

Early research within the various faculties and administration indicated that there were opportunities to assist women to return to work after maternity leave and to provide additional services and information about pregnancy and dependant care issues.

INITIATIVES

- The University's revised maternity leave policy provides women with paid maternity leave comprising 14 weeks at full pay and a further 38 weeks at 60% pay on a pro rata basis. This has been designed to provide flexibility and accommodate the needs of different women. For example, staff can take the entire 38 weeks at 60% pay, or after 14 weeks at full pay, staff on maternity leave may choose to return to work on a part-time basis and use the outstanding entitlement to increase the fraction that they are paid. Staff also have the option of requesting that any outstanding entitlement from the 38 weeks at 60% pay be directed to the payment of child-care fees when the Monash child-care facilities are used.
- The University also provides web-based information on pregnancy, child-care, health and wellbeing and superannuation. There is also a Family and Children's Services Coordinator.
- A breastfeeding room is available on each campus and staff can also access pre-natal care leave for attending medical appointments during pregnancy.
- Staff can return to work after parental leave on a part-time or flexible work arrangement. A return to work policy has been developed that requires managers to consult with the Work Life Consultant about arrangements for staff.
- A 'Populate and Publish' Grant from the Faculty of Science of \$15,000 is available for female academics returning from maternity leave. This is intended to help staff to maintain the momentum of their research whilst they are on leave.
- General staff are able to work from home on an ongoing basis where appropriate and the University may pay the costs of setting up a home-based office.

RESULT

- The return from maternity leave is now in over 92%, a significant increase since 2002.

QUOTES

"In our Statement of Purpose Monash University seeks to improve the human condition by advancing knowledge and fostering creativity through education and research. Monash is a great university and recognises the importance of attracting and retaining outstanding academic and general staff in order to achieve this objective. We continue to recognise the need to identify and mitigate the traditional disadvantages faced by women in the workplace in order to maximise the intellectual capital of our female staff. The programs highlighted here are examples of two such positive initiatives that reflect our aims of strengthening career development opportunities for women and more particularly for those with carer responsibilities."

Richard Larkins, Vice-Chancellor