Human Resources Division

EMPLOYMENT EQUITY AND WORKFORCE DIVERSITY POLICY

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First approved by: University Council

Custodian title & e-mail address: Director, Human Resources Division

Author: Director, Human Resources Division

Responsible Division & Unit: Human Resources Division

Supporting documents, procedures & forms of this policy:
- Bullying Prevention Policy
- Conflict of Interest Policy
- Delegations of Authority Policy
- Disability Action Plan
- Disability Policy – Staff
- Grievance Policy
- Indigenous Employment Strategy
- Procedures for Investigating Grievances
- Recruitment and Selection Policy
- Reference Check Policy
- Respect for Diversity Policy
- Sexual Harassment Prevention Policy
- University Code of Conduct

References & Legislation:
- Anti-Discrimination Act 1977 (NSW)
- Workplace Gender Equality Act 2012 (Commonwealth) (formerly the Equal Opportunity for Women in the Workplace Act, 1999)

Audience: Public – accessible to anyone

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1 Purpose of Policy

1. This policy replaces the Equal Employment Opportunity and Affirmative Action Policy. It seeks to uphold the values set out in the UOW Strategic Plan 2013-2018, which include:

   a. Integrity
   b. Mutual respect and collegiality
   c. Diversity of cultures, ideas and peoples
   d. Indigenous perspectives and reconciliation
   e. Foresight, quality and accountability as an institution
   f. Equity and social justice

2. This policy also seeks to support the achievement of goals and objectives set out in the Strategic Plan, which include:

   2.1. Leverage our reputation for opportunity and innovation, strong workplace culture and commitment to people to attract and retain the most talented people.
   2.2. Sustain UOW's culture of excellence and innovation by robust and universal performance and career planning supported by effective leadership at all levels, clear expectations, and strongly aligned reward and recognition frameworks.
   2.3. Promote collaboration, teamwork, diversity and inclusive practices as valued, enduring and distinctive characteristics of our workforce.
   2.4. Ensure UOW's work environment continues to support our people in balancing their University roles and responsibilities with their lives and wellbeing and is uncompromising in maintaining workplace health and safety of the highest standards.
   2.5. Promote and celebrate inclusion, based on equity, diversity and reconciliation, and embed our people values and the principles of ethical action in our Code of Conduct in all that we do.
   2.6. Play an active role in advancing and championing social, cultural, environmental and economic developments in our regional communities.

3. This policy also underpins the Employment Equity and Diversity Management Strategy.

4. This policy outlines the principles of managing diversity in the workforce and has evolved from the preceding Equal Employment Opportunity and Affirmative Action Policy.

5. Compliance with this policy is a requirement for all staff where stated in position descriptions and performance plans.

6. The University is committed to being an employer of choice in the higher education sector.

2 Definitions

<table>
<thead>
<tr>
<th>Word/Term</th>
<th>Definition</th>
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<tbody>
<tr>
<td>Affirmative action</td>
<td>Action taken to help redress an imbalance, e.g. promoting nursing positions to</td>
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</tbody>
</table>

The University has chosen to adopt a proactive approach to affirmative action that positions workforce diversity as an asset which reflects Australian society and promotes the University as an equitable employer.

<table>
<thead>
<tr>
<th>Discrimination</th>
<th>Means someone is treated unfairly or unequally because they happen to belong to a particular group of people or have a particular characteristic.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversity management</td>
<td>Managing the composition of the workforce to reflect the composition of the community. The principle of the &quot;best person for the job&quot; still applies.</td>
</tr>
<tr>
<td>Equity</td>
<td>Means fairness for all. Treating people equitably does not mean treating all people the same.</td>
</tr>
<tr>
<td>Equity group</td>
<td>The following are equity groups for the purposes of this plan:</td>
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<tr>
<td></td>
<td>- People with a disability</td>
</tr>
<tr>
<td></td>
<td>- a gender which is traditionally under-represented, according to relevant benchmarks, in a particular area</td>
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<tr>
<td></td>
<td>- Aboriginal people and Torres Strait Islanders</td>
</tr>
<tr>
<td></td>
<td>- People whose first language is not English</td>
</tr>
<tr>
<td></td>
<td>- People who are gay, lesbian, bisexual, transgender or intersex</td>
</tr>
<tr>
<td>Workforce equity imbalance</td>
<td>The NSW State Government provides equity targets so that employers can benchmark their performance against State standards. The difference between the State targets and the actual workforce composition, where the actual composition does not meet the targets provided, is often referred to as an equity gap. The University has chosen to use the more proactive term “workforce equity imbalance” in recognition that the State targets are generally the minimum standard that the University wishes to achieve. From time to time UOW targets may vary from the State targets depending on desired workforce composition and opportunities to build workforce diversity.</td>
</tr>
</tbody>
</table>

3 Application & Scope

1. This policy applies to all job applicants and currently employed staff of University of Wollongong at campuses located within Australia and to all staff of the University of Wollongong employed within Australia undertaking activities overseas.

2. This policy relates to all aspects of employment, including sourcing, attraction and selection, progress, retention, talent identification/identification of high potentials, staff training and development succession planning, performance management, resignations, job classification, reward, resolution of conflict and interpersonal relationships.

4 Legislative Requirements: Equal Opportunity, Affirmative Action and Managing Diversity


2. The University has a longstanding commitment to the elimination of unlawful direct and indirect discrimination and harassment on the basis of:
   a. race, colour, descent, national or ethnic origin, religion;
   b. sex;
   c. marital status;
   d. pregnancy (including potential pregnancy);
   e. family responsibility;
   f. carers’ responsibilities;
   g. criminal record;
   h. disability: - physical, intellectual, psychiatric, sensory, neurological or learning disabilities; physical disfigurement; disorders, illness or diseases that affect thought processes, perceptions of reality, emotions or judgement, or results in disturbed behaviours; presence in body of organisms causing disease or illness (e.g. HIV virus);
   i. medical record;
   j. age;
   k. sexual preference;
   l. homosexuality;
   m. transgender status;
   n. trade union activity; and
   o. political opinion.

5 Policy Principles of Equal Opportunity, Affirmative Action and Managing Diversity

1. “Equal opportunity”, the previous paradigm, was somewhat perceived as externally driven based on legal and moral obligations. Managing diversity, the new paradigm, is driven internally, follows on from progress made with Equal Employment Opportunity and Affirmative Action policy, and, reflects workforce diversity as an asset, not a cost.

2. Affirmative action supports the principles of equal opportunity by redressing the imbalances of past inequity. The University operates in a diverse community and is committed to reflecting this diversity in its employment practices and its workforce. In place of a specific affirmative action strategy the University has an Employment Equity and Diversity Management Strategy. The terms “affirmative action” and “employment diversity” do not mean preferential treatment for minority groups but, rather, positive action to manage workforce diversity and, where possible, rectify imbalance.

3. The principles of the “best person for the job” still apply and all applicants, regardless of equity status, are required to satisfy competitive recruitment processes.

4. Treating people equitably does not mean treating all people the same way.

5. Equality of opportunity and employment diversity will be actively supported by:
   a. Creating an environment free of discrimination and harassment;
   b. Providing clear and accountable policies and practices;
c. Developing, implementing, monitoring and reporting on diversity strategies and plans;

d. Developing and implementing employment diversity programs to increase access and promote success in employment for designated under-represented equity groups;

e. Providing the campus community with comprehensive learning and awareness programs on equity and diversity issues, and;

f. Providing effective mechanisms to resolve complaints.

6 Building Workforce Diversity

1. Equitable employment results when the person best qualified for the position is successful without discrimination through processes that are open, transparent, competitive and based on merit.

2. The University is committed to policies and programs that enable persons with equivalent skills and qualifications to have an equal chance of obtaining a position; advancing within the University; and being rewarded appropriately.

3. The University is committed to providing employment opportunities for people in equity groups who are under-represented in the workforce: that is, people with a disability, Aboriginal and Torres Strait Islander people, people whose first language is not English, people who are gay, lesbian, bisexual, transgender or intersex, and people of a gender which is traditionally under-represented, according to relevant benchmarks, in a particular area.

4. At the point where any vacant position or future opportunity is identified (for example, an individual giving notice of retirement) managers and team leaders are required to consider whether the opportunity can be used to redress an equity imbalance, and, whether specific sourcing methods are appropriate to attract applicants from an equity group.

7 Facilitating Workforce Diversity

1. The following steps are to be taken to source, attract, select and progress employees within the principles of affirmative action and the management of workforce diversity.

2. The Executive Dean or Director must identify that there is a business need to create a position, or a need to fill a vacant position, and identify the skill set required.

Source and Attract

3. Sourcing strategies, as specified in the Employment Equity and Diversity Management Strategy and the Recruitment and Selection Policy, should be used, where appropriate, to promote employment opportunities to members of targeted equity groups.

4. If the skill sets match, the Executive Dean or Director, in conjunction with the Recruitment Unit, may seek to employ a person currently employed at UOW, or a person who has previously worked at the University, or, has applied for a similar position at the University and has been deemed appointable.

5. The candidate should have gained access to employment at UOW, or have applied for employment at UOW through:
   a. a pre-employment program or provider;
   b. a specialist recruitment agency/group;
   c. extensive work experience;
   d. targeted advertisement; or,
e. the talent pool for equity groups.

Select

6. The candidate should have undergone a selection committee based interview, based on merit, on at least one occasion, and have been deemed appointable, prior to appointment in a similar continuing or fixed term position.

7. A standard probationary period must be successfully completed in any appointment prior to a continuing or fixed-term appointment.

8. Any employment at UOW prior to a continuing or fixed term appointment must be satisfactory in all aspects.

9. An Executive Dean/Director, in consultation with the Recruitment Unit and/or the Director, Human Resources Division may directly appoint a candidate into a new continuing or fixed term position in their work unit without consideration of other candidates if all the above conditions have been met and, in addition:
   a. the candidate has completed a period of employment (or extensive work experience) of at least 6 months in the specific work area or a similar work area;
   b. the candidate meets the inherent requirements of the position;
   c. the Executive Dean/Director is satisfied with all aspects of the candidate’s performance during this period; and,
   d. there is a record of regular feedback between the candidate and supervisor or program provider, which the Executive Dean/Director considers reflects positively on the candidate.

10. Alternatively an Executive Dean/Director, in consultation with the Recruitment Unit, may call for expressions of interest from other candidates in the equity group who have met the conditions specified above:
   a. candidates should have completed a period of employment (or extensive work experience) in a similar work area at the University or at another organisation;
   b. eligible candidates must attend a standard recruitment interview and may be asked to complete competency based testing or assessment;
   c. references must be sought in accordance with the Recruitment and Selection Policy and the Reference Check Policy;

11. The Director, Executive Dean or their delegated representative must be satisfied that the candidate has the knowledge, skills and attributes required for the appointment and must be satisfied with the referees’ feedback.

12. All appointments must be endorsed by the Executive Dean/Director of the work unit.

13. Final approval is determined in accordance with the Delegations Policy.

Progress

14. When opportunities for professional development and progression arise, for example secondment, reclassification and promotion opportunities, the Faculty/Division should refer to the Faculty/Division Business Plan and consider whether any equity imbalance can be addressed by following the aforementioned steps.

14.1. Career Development Planning will consider the opportunity for all staff to undertake training and development to enhance their performance and career progress. Annual analyses of trends in training participation by gender should be undertaken to ensure staff from all equity group are presented with equal opportunity to undertake staff...
development activities.

14.2. The Strategic Retention Planning process will support Divisions and Faculties with the identification of high performers and high potential staff, retention planning and succession planning. A review of the distribution of targets and associated rewards from this process should reflect the profile of the faculty, specifically in the representation of staff from equity groups.

15. Similarly, analyses of staff performance management and resignations should be conducted to identify equality of practice. Alarming trends will be investigated to ensure the absence of bias in decision making or discriminatory practice.

Conflict

16. Where complaints arise regarding inconsistency, bias or discrimination in job classification, opportunity, reward, relationships or responsibilities, staff should follow the formal grievance policy. Where alleged bias or discrimination is systematic, for example, the language used in Policy documents, concerns should be reported to the relevant Policy Owner.

8 Roles & Responsibilities

1. Senior Executive and Executive Deans have particular responsibilities for employment equity and management of employment diversity.

2. Development, coordination and implementation of the employment equity and workforce diversity policy is the responsibility of Director, Human Resources Director (in consultation with the EED Committee and the Workforce Diversity Reference Group).

3. Accountability for ensuring that equal employment opportunity is implemented throughout faculties, schools, departments and divisions rests with all Executive Deans, Associate Deans, Directors and unit Heads.

4. Adherence to equal employment opportunity legislation, policy and principles is the responsibility of all staff.

5. All recruitment, selection and progression activities must be conducted in accordance with the Delegations Policy and other relevant policies.

6. Heads of units, managers and supervisors are required to demonstrate and promote equity, and support diversity in the workplace on a day-to-day basis. In practice, this includes but is not limited to:
   a. positively promoting actual examples of imbalance redress and workforce diversity outcomes;
   b. taking active steps to prevent and eliminate discrimination and harassment;
   c. dealing fairly and equitably with complaints or grievances from staff;
   d. managing staff fairly, including consulting staff about decisions affecting them;
   e. providing all staff with equitable access to development opportunities (i.e. training, study leave) to achieve career goals;
   f. conducting recruitment and selection processes fairly and in accordance with correct procedures;
   g. forward-planning of workforce changes and requirements so that development and succession opportunities can be identified and acted upon;
   h. considering whether an employment diversity strategy can be used to potentially redress an imbalance in the work unit; and,
   i. providing support and assistance to members of equity groups.
## Version Control and Change History

<table>
<thead>
<tr>
<th>Version Control</th>
<th>Date Effective</th>
<th>Approved By</th>
<th>Amendment</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>13 August 1982</td>
<td>University Council</td>
<td>New Policy</td>
</tr>
<tr>
<td>2</td>
<td>9 October 1987</td>
<td>University Council</td>
<td>Adopted amended policy.</td>
</tr>
<tr>
<td>3</td>
<td>26 November 2004</td>
<td>University Council</td>
<td>Adopted amended policy.</td>
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<tr>
<td>4</td>
<td>6 May 2009</td>
<td>Vice-Principal (Administration)</td>
<td>Migrated to UOW Policy Template as per Policy Directory Refresh</td>
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<tr>
<td>5</td>
<td>9 March 2010</td>
<td>Vice-Principal (Administration)</td>
<td>Future review date identified in accordance with Standard on UOW Policy</td>
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<tr>
<td>6</td>
<td>3 September 2013</td>
<td>Finance and Resources Committee</td>
<td>Major re-write</td>
</tr>
<tr>
<td>7</td>
<td>15 July 2015</td>
<td>Vice-Chancellor</td>
<td>Alignment of Policy with Workplace Gender Equality Act 2012 and Workplace Gender Equality Agency reporting and amendments to accommodate removal of EED Unit</td>
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