Minutes - Confirmed

COMMITTEE	**SAGE Self-Assessment Team**
MEETING NO.	4
DATE / TIME	22 March 2017, 9.30am
VENUE	Mills Room
ATTENDING	Professor Richard Baker, Dr Nadine White, Ms Richelle Hilton, Professor Stephen Blackburn, Professor Elanor Huntington, A/Professor Mark Nolan, Professor Andrew Roberts, Dr Joanna Sikora, Dr Megan Head, Dr Naomi Priest, A/Professor Emma Shultz, Mr Jamiyl Mosley, Ms Sarah O'Callaghan, Ms Cecilia Phung, Ms Sara Rowley
APOLOGIES	A/Professor Kuntala Lahiri-Dutt Senior Fellow, Professor Steve Eggins, Professor John Evans, Professor Paul Pickering
OBSERVERS	Lucy McPherson, SAGE Project Officer

Part 1. Procedural items

1. Introduction and apologies

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

Apologies were received from Professor Steve Eggins, Professor John Evans, Professor Paul Pickering, and Associate Professor Kuntala Lahiri-Dutt.

2. Previous meeting minutes

Associate Professor Emma Schultz moved a motion to have the minutes accepted as a true and accurate record of the SAT meeting held 28 February. The motion was seconded by Ms Sarah O'Callaghan.

Resolution	Minutes from meeting three held on 28 February 2017 were accepted by the committee

2.1. Matters arising and action items

The chair advised that the following actions are still outstanding:

Action ID	Description	Responsibility	Status	Notes
5	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 contact all SAT Members requesting examples	Ongoing	Areas with good practice will be invited to present to SAT

6	Profiling of data required for Athena SWAN application	SAGE Support Staff	Ongoing	Data profiling will continue throughout the project cycle
7	SAT Members to send feedback on Communication Plan, Project Overview flyer, and Component Update to SAGE@anu.edu.au	Lucy McPherson to contact all SAT Members	Ongoing	As these documents will be public feedback is needed before the April SAT meeting
8	Final Draft of Communication Plan to be present at SAT Meeting 5	Sara Rowley	Ongoing	
9	SAT members to send feedback on Maturity Model to SAGE@anu.edu.au	All Members	Ongoing	

Part 2. Key business items

3. Project Update

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

- The SAGE project management support team are working on the project documentation presented at the last SAT meeting and all feedback on the project materials was welcomed.
- The process of collecting quantitative data for the Athena SWAN application has commenced.
- The SAGE project management support team are attending the ACT & Regional Network Meeting on Thursday 23 March (consisting of University of Canberra, CSIRO, Charles Sturt University and ANU).

Part 3.   Other Matters

4. Voice Presentation

2016 Voice Survey data, cut by staff demographics, was presented. In summary this showed:

- Respondents predominantly like working at ANU, feel their work has purpose, and that they are satisfied with the teams.
- The least satisfied groups were Level C academic staff, staff with a disability requiring adjustment, and staff who did not wish to identify their gender.
- Another group with lower than average satisfaction were staff who did not identify their classification level. This may indicate that these staff were concerned about being identified, despite ANU having no access to raw data which makes identification impossible.
- The results were discussed by the SAT and provided the following points for consideration:
  - A range of activities are planned to follow-up on 2017 results, including additional surveys and focus groups.
  - The next Voice survey is planned for Spring 2018, which will be too late for results to be considered for the Bronze application.
- Additional cuts of data can be requested (where 10 or more respondents in the group exist). The SAT were asked to think of any demographic cuts that may be useful to the project and to send them to sage@anu.edu.au, bearing in mind many intersectional groups are quite small and it may not be possible to report to that level.

Action ID	Description	Due Date	Responsibility
10	SAT members to identify possible data cuts to be requested of Voice	17 April 2017	All SAT Members

5. Preliminary Data for Bronze Application

Preliminary data, collected for the application, was presented as follows:

- The ANU academic pipeline follows the "scissor" pattern shown in all academia.
- The proportion of female academic staff has remained steady around 37-38% for the last five years.
- The proportion of female professional staff has remained steady around 60% for the last five years.
- The HASS disciplines had a better proportion of female staff (43%) than the STEMM Colleges (31%).
- There is a consistent drop in female numbers at higher levels across both STEMM and HASS disciplines.
- The presentation will be uploaded to the Alliance site and members should share the presentation within their local areas.

The SAT were reminded that this is just the start of the data collection process that needs to be collected for the project and the following comments were made:

- Professor Baker requested that turnover data be reviewed.
- Mr Jamiyl Mosley proposed an investigation of current Level A's and B's due to potential turnover issues.
- Professor Elanor Huntington recommended a focus on problem areas of the University which will drive positive change versus filling out an application.
- Ms Richelle Hilton explained that she and Ms Rowley had created a "wish list" of data to collect for the application:
    - some of the data on the list was going to be easy to collect
    - other elements she expects are lacking
    - It is an important step for the project to identify these blind spots as they will form the basis of the action plan.
- Inferential analysis could identify issues that descriptive methods may hide.
- Data and analytics methods must balance what is needed for the application and what is wanted long term for the University.
- Dr Naomi Priest recommended a self-nominated data working party sub-group be established to discuss data techniques.
- It was agreed that Ms Hilton would share the wish list via the Alliance site and SAT members would share their ideas via sage@anu.edu.au before the next meeting.

Action ID	Description	Due Date	Responsibility
11	Preliminary Data for Bronze Application presentation to be put on Alliance site	31 March 2017	Lucy McPherson

12	Data profiling list to be put on Alliance site and members advised to provide feedback to SAGE@anu.edu.au	18 April 2017	Sara Rowley

6. Cultural Audits

Ms Hilton briefed the SAT on the cultural audits being completed by some research schools:

- The first audit was complete by the Research School of Earth Sciences (RSES) in June 2015.
- The survey covered all current staff, HDR students, and any leavers from the last three years.
- The survey was developed for RSES by a research assistant funded with a grant from the Gender Institute. RSES have since shared the instrument with PPM and their learnings, both positive and negative.
- The biggest issues they faced came from having no plan beyond the survey.
- Since RSES completed the audit two other schools have completed a cultural audit and four more schools have made requests to administer a similar survey.
- It is a good sign that schools want to improve their culture but a survey may not always be the best tool for this as many groups are under-represented.
- The schools that requested the cultural audit have each asked for changes to be made to the survey instrument. There are several other issues with the survey in its current form, including its length, and Ms Hilton requested the SAT review the survey, which has been uploaded to Alliance, and send any suggestions to sage@anu.edu.au.
- Professor Huntington suggested there be a core group of questions and another group of questions that schools can choose from to make their own surveys.
- After the survey instrument has been reviewed and revised following feedback from the SAT it will be presented to SMG for approval as the University wide cultural audit tool.

Action ID	Description	Due Date	Responsibility
13	SAT members to review Cultural Audit on Alliance site and provide feedback to SAGE@anu.edu.au	18 April 2017	All SAT Members

7. Male Champions of Change

Professor Richard Baker briefed the SAT on the University's involvement in the Male Champions of Change (MCC) initiative, including:

- The Vice-Chancellor sat in on three focus groups of ANU staff, facilitated by Professor Baker.
- The three groups were early career women, senior male leaders, and senior female leaders.
- The main themes that came from the focus groups were:
  - Importance of better mentoring of female students, post-docs and staff
  - Importance of creating a more family friendly university with things such as avoiding after hour emails, more childcare on campus and more flexible arrangements to allow primary careers of children to re-enter or stay part time in the university workforce
  - More flexibility in how we measure excellence with less emphasis on quantity and more on quality
  - Improving recruitment processes
  - Need for different approaches in different disciplines due to different "bottlenecks"

- o Need to take pressure off small numbers of women in some areas in terms of expectations they will sit on lots of committees etc.
  - o Need to have fair workload models
  - o Need for teaching to be as equally valued as research in promotion processes
  - o Need to address bullying and have safe ways of people to report it. Questions around the possibility of an ombudsman
- The Vice-Chancellor will now take the ideas back to his peers in the MCC network.
- Each male champion will collate the feedback they received from the focus groups and develop an action plan that they will commit to within their organisations.
- They will also use their collective influence to remove barriers which might exist at the societal levels.
- The Vice-Chancellor will also reiterate that he wants this to affect the whole university not, just STEMM.

8. View from College of Engineering and Computer Science

Professor Huntington briefed the SAT on the College of Engineering & Computer Science's (CECS) gender equity initiatives as follows:

- CECS has the lowest proportion of female academic staff of any ANU College, due to both the leaky pipeline and low numbers of women entering the discipline.
- The discipline is struggling to find good talent and this will not improve if they continue drawing from such a small pool.
- The College completed a survey of undergraduate students which was run by an external provider:
  - o The results around gender equity were disappointing but not surprising.
  - o The provider gave CECS several recommendations but, as they were not framed for higher education, they were not practical.
- CECS had formed its own Access and Equity Committee but it was not effective and shutdown early 2017.
- The College is now looking to create an Associate Dean of Diversity & Inclusion. This position will guide the different areas of the College to create good policies and practices around things such as work-life balance and career progression. Their work will be based on best practice and have a strong evidence base. The Associate Dean will look at multiple dimensions of equity, not just gender.
- Professor Huntington wants the College to be a pilot for the rest of the University and to create lasting attitude changes within the College. To do this she will report back to the SAT regularly.
- Associate Professor Mark Nolan stated that the Law School had recently brought in a new practice around workload balance and organising teaching loads that may be of interest to CECS.
- Professor Baker commented that he had a podcast from Professor Iris Bohnet of Harvard that looked at best practice in equity policies that he would share via Alliance.

Action ID	Description	Due Date	Responsibility
14	Iris Bohnet "What Works" podcast to be distributed to SAT members	31 March 2017	Richard Baker

Part 4. Other Business

9. Next meeting

The next meeting is scheduled for 21 April 2017.

10. 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.

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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	All members	Ongoing	Areas with good practice will be invited to present to SAT
6 2/2017	Profiling of data required for Athena SWAN application	SAGE support staff	Ongoing	Data profiling will continue throughout the project cycle
7 3/2017	SAT Members to send feedback on Communication Plan, Project Overview flyer, and Component Update to SAGE@anu.edu.au	All Members	Ongoing	As these documents will be public feedback is needed before the April SAT meeting
8 4/2017	Final Draft of Communication Plan to be present at SAT Meeting 5	Sara Rowley	Ongoing	
9 4/2017	SAT members to send feedback on Maturity Model to SAGE@anu.edu.au	All Members	Ongoing	
10 4/2017	SAT members to identify possible data cuts to be requested of Voice	All Members	Ongoing	Feedback is needed before the April SAT meeting
11 4/2017	Preliminary Data for Bronze Application presentation to be put on Alliance site	Lucy McPherson	Ongoing	
12 4/2017	Data profiling list to be put on Alliance site and members advised to provide feedback to SAGE@anu.edu.au	All Members	Ongoing	Feedback is needed before the April SAT meeting

| 13 4/2017 | SAT members to review Cultural Audit on Alliance site and provide feedback to SAGE@anu.edu.au | All Members | Ongoing | A standard Cultural Audit needs to be created, 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 | Ongoing | |

11. 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
4 2/2017	Diversity survey to be sent to SAT members	Lucy McPherson	Completed	Sent via email 28 February