

**Australian Technology Network
Women's Executive Development Program
(ATN WEXDEV)**

**Integrating
Executive Development for Women:**

**How 5 Australian Universities
Collaborated to Enhance and Embed
Leadership Activities for Women**

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Background to WEXDEV

The Australian Technology Universities' Women's Executive Development Program (ATN WEXDEV) began operation in 1996. It involves senior women from the academic and administrative staff of the five universities of the ATN: Curtin University, Queensland University of Technology, RMIT University, University of South Australia, University of Technology, Sydney.

The objectives of WEXDEV move from the individual, through the institution, the network and the wider society and highlight the importance of working collaboratively with other organisations.

1. To enhance personal professional development opportunities for senior women to gain appropriate skills and experience for emerging management opportunities.
2. To support the growth of organisational cultures that value diversity and encourage improved representation of women in senior executive positions.
3. To build on the tangible benefits of the collaborative network between ATN universities by providing significant cross-institutional activities for senior women.
4. To strengthen strategic alliances with other organisations, nationally and internationally

At national level WEXDEV is overseen by a Management Committee of senior staff from each of the universities. It is administered by a part-time National Office, with a Program Director and Executive Assistant. The role of the National Committee and Office is to encourage the development of relevant institutional programs and to forge stronger links between these programs across the five participating universities. National Office also works on projects of common interest with industry and public sector partners and establishes international contacts.

In each university there is a nominated Institutional Contact, working part-time, with responsibility for managing the implementation of ATN WEXDEV within their own institutions and building links between the ATN WEXDEV program and other institutional initiatives for women employees. A University Implementation Committee oversees the program. Convened by a senior woman, it brings together representatives of all areas with a role in gender equity and leadership development, such as equal opportunity, professional development and staff development.

Embedding WEXDEV in the ATN Universities

When ATN WEXDEV began in 1996, it did not emerge into a vacuum. The ATN universities already demonstrated a shared commitment to valuing diversity and ensuring gender equity. All have maintained strong equity and equal opportunity units and they are now rated as leading edge performers by the Commonwealth Equal Opportunity for Women in the Workplace Agency. All five universities also had professional and staff development networks which provided a basis for WEXDEV.

The existence of ATN WEXDEV has however both added commitment and energy and developed mechanisms for sharing successful practice. It has been recognised within the ATN universities, nationally and internationally as an innovative and effective program. Evaluations suggest it has had an impact on the institutions, the participants and the sector in general.

The concept of embedding the goals, procedures and activities of WEXDEV within the five institutions of the ATN has been an integral part of policy and planning since the inception of the program. It is based on the assumption that a dedicated WEXDEV National Office, although desirable, may be time-limited. As the National Director will be engaged part-time in a WEXDEV research project on gender and organisational cultures in 2001-2, this is a propitious time to establish models for embedding and sustaining local and national activity.

Embedding in this context includes both integrating and mainstreaming the WEXDEV program, aiming for equity for senior women and using appropriate strategies to achieve this goal.

This paper aims to provide both an analysis of what have been the achievements of WEXDEV and to derive broad principles to ensure that these will be maintained and extended as the program evolves and changes.

Outcomes of WEXDEV

In six years of operation to April 2003, WEXDEV has achieved a number of successful outcomes:

- A Strategic Partnerships with Industry Grant, in partnership with the five state public service commissioners and two major financial institutions, to work with academics from the ATN researching the impact of senior women executives on managerial cultures. The report will be available in late 2003.
- A major IDP/AusAid-funded project to establish a WEXDEV training and support network among senior women in South African higher education.
- Preparation of training modules on mentoring for the Association of Commonwealth Universities Women & Management Training and training of senior women in Pakistan with these.
- Establishment of a strong network across the ATN, with an e-mail discussion list linking 450 women around Australia.
- A leadership capability workshop preparing 10 female academics from ATN universities for academic leadership positions, January 2003.
- A major international conference on *Researching Research Agendas: Women, Research and Publication*, at Curtin University, June 2003.
- A national conference on *Managing the e-World in Universities*, held at UTS in August 2001 – papers available.
- A national conference on *Networking and Collaboration in Higher Education* held at RMIT in September 1999 – papers available.
- Establishment of Clare Burton Memorial Lectures held in all five universities and in other partner universities with support from the state women's advisers and the private sector. These have had high attendances and considerable media attention.

- Establishment of Clare Burton Memorial Scholarship for postgraduate study in gender equity at any ATN University: first awarded in 2002.
- Development of collaborative projects such as Curtin's Financial Management Modules, presented at other universities.
- Senior executive placements for women in private companies and government departments, with many organisations offering subsequent placements.
- Increasing numbers of women undertaking developmental projects within their institutions and projects and reviews for other institutions.
- Nationally organised WEXDEV seminars and workshops on critical management issues such as entrepreneurialism, strategic partnerships and planning as well as full workshop programs for WEXDEV participants in each institution.
- Presentations on WEXDEV at major international conferences, focusing on gender and higher education, in UK, USA, Europe, Malaysia and China, and successful visits to major higher education bodies in UK, USA & Malaysia.
- Successful publications including *The WEXDEV Model*, *Women's Leadership in Higher Education*, *Mentoring, Networking and Collaboration* and *Equal Pay* and articles on WEXDEV in refereed journals and books.
- A home-page with up-to-date information on the WEXDEV program and its activities.
- Recognition by women in the ATN that the program has heightened their commitment to professional development.

What successes has WEXDEV had in reaching its objectives?

WEXDEV has also gone some way to achieving success in its major objectives, both at institutional, network and national levels.

Within institutions

- Through local committees WEXDEV has provided a framework for linking and integrating the activities of equity, professional and staff development units, thus ensuring coherence and full coverage in the programs provided by these divisions and a joint opportunity to identify problems and gaps.
- WEXDEV has evolved within each institution into a form relevant and appropriate to that institution, its strategic priorities and professional development models.
- It has expanded in some institutions to form a university-wide women's program.
- It has provided useful networking opportunities where women within an institution can reflect on strategic career development.

Between institutions

- WEXDEV has strengthened the links between the five institutions.
- The national Management Committee has provided an effective base for sharing information and resources and establishing guidelines for action.
- WEXDEV has set up a framework for sharing resources, programs and personnel across the ATN.
- The home-page and e-mail discussion list have provided mechanisms for exchanging ideas, developing collaborative projects and building knowledge.

General

- WEXDEV has shown the advantage for senior women of ‘Just in Time’ programs providing flexibility and the opportunity to choose between a number of elements so that women can be involved at different times, with different levels of commitment, according to personal and career demands.
- Links between general and academic women have been strengthened.
- WEXDEV has developed and provided high quality workshops and seminars, a number of which have become the model for or part of general management training programs, some with formal accreditation.
- It has systematised the use of placements and projects for skills development, visibility and strategic partnership opportunities.
- WEXDEV has highlighted impressive programs within ATN universities, such as leadership development and mentoring, and has underlined their importance.
- WEXDEV has shown that gender equity in management is important for the organisational culture of the organisations and for developing strengths in contemporary management skills.

Building on Initiatives

Embedding WEXDEV in each institution does not replace gender equity policies and machinery, or staff and professional development machinery, but builds on both, by ensuring that policies and activities that relate to women and leadership/executive development are always part of broad programs. Gender equity and professional/staff development programs are a necessary precondition for WEXDEV as a specific program and for embedding.

Embedding WEXDEV also involves maintaining the linkages between the five institutions that have been developing during the course of the program, exemplified by the Management Committee, by the ongoing e-mail discussion list and by the joint development of research proposals and training modules. These networks have been shown as vital for exchanging ideas and programs and establishing communities of practice in women's executive development.

Vigilance in embedding involves a continuous and ongoing assessment of policies, structures and activities within and between the five universities to ensure that the commitment to developing women for leadership positions remains strong and that the knowledge and understanding of the critical issues for women continues to grow and be shared between the five universities.

The next section examines the ways each university has embedded WEXDEV. Following this, the critical indicators for embedding are summarised. Underlying these are three basic questions which point to the leadership factors that are necessary to continue to be effective.

Where will new ideas to solve emerging problems come from?

Who will put these ideas and proposed solutions in place?

Who will have accountability to ensure that the problems are solved?

Diversity of Models for Embedding WEXDEV

The successful embedding of the WEXDEV program is taking different forms across the ATN. It necessarily reflects the particular institutional culture and context, current strategic direction, as well as the general human resource management approach and shape and organisational position of the equity program. The WEXDEV program demonstrates that with clear shared goals and support across the institutions, different paths can be taken. Each university has provided the following description of how WEXDEV has been embedded and integrated into ongoing activity.

University of Technology, Sydney

UTS has a leadership development program which is linked to the overall strategic direction of the University. WEXDEV is situated both within this framework and within the University's equity and affirmative action program. There are a number of initiatives which are specifically targeted towards groups of women including WEXDEV forums, placements, career development programs for women, research on career issues for female staff and a general Women's Forum for staff and students.

There is no 'umbrella' women and leadership program, but rather a linked set of initiatives. The University also takes advantage of the mainstream leadership programs to work with groups of women and deal with gender-related issues. There are processes in place which provide opportunity for joint planning or program delivery between the equity and staff development/academic development areas.

Elements of Embedding

Commitment

UTS's overall commitment is evidenced in a number of areas. At the corporate strategic level there is an explicit statement of support for the values of equity, diversity, indigenous cultures and the process of reconciliation. The corporate plan for 2001-2004 incorporates goals in relation to Staff Support and Organisational Effectiveness, part of which focuses on building staff capability and enhancing leadership development at all levels in the University.

Strategy

The University sets Leadership Development priorities each year. These acknowledge that leadership exists at all levels and that the growth of leadership capacity is a process of life-long learning. WEXDEV is situated within this broader framework. Apart from specific development programs for women the University attempts to optimise mainstream programs to facilitate networking among women and to address women's particular development needs. WEXDEV is also linked to the University's strategies for equity and affirmative action. A number of initiatives are developed by the Equity and Diversity Unit in conjunction with staff development and academic development units.

Coordination, Management and Resourcing

Linking UTS with ATN WEXDEV activity is the responsibility of the Director Building Capability Project who reports to the Deputy Vice-Chancellor (Academic). There is an institutional coordinating group (Women@UTS) with representation from academic and administrative areas and representatives from equity, staff development and academic development support units. They meet at least quarterly to plan,

communicate and evaluate women's development programs. Part of this overall coordination focuses on the needs of senior women. A small sub-committee identifies activities to meet the needs of this group. The Manager Staff Development is the WEXDEV institutional contact.

Resources for local activities and links with WEXDEV are largely drawn from the Staff Development and Equity and Diversity areas with special initiatives being funded by the Vice-Chancellor.

Communication and Consultation

Consulting and communicating with the pool of potential WEXDEV participants and with women at all levels at UTS is critical. This will involve specifically targeted consultation, utilising the general equity and staff development channels, preparation of information for distribution and on the Website which publicises activities and demonstrates their integration as part of the university's commitment to development.

Reporting and Evaluation

UTS already has well-established processes for evaluating and reporting on the impact of leadership development and equity programs. These include formal mechanisms through sub-committees of Council or senior management, relevant parts of strategic plans and performance reviews of the senior management. It regularly analyses data to reflect on aspects of women's representation eg recruitment, promotion, distribution across occupational groups, participation on committees and in decision-making forums. Its human resource management information system allows a sophisticated degree of analysis both University-wide and by managers of their own faculty or unit data. The university will continue to use this to inform the direction and emphasis of WEXDEV.

Promoting an inclusive culture

Overall, the culture and environment at UTS has been perceived as supportive of women. Recent research shows that staff see it as relatively egalitarian, open and progressive. However, the challenges facing higher education and the University, the reshaping of the academic profile and support services, and continuing pressure on resources pose challenges for the work environment and culture. It will be important that UTS maintain a high level of focus on those elements that support an inclusive culture. In 2003 a number of activities are planned to review what needs to be sustained and changed in the current culture in order to better support women.

University of South Australia

ATN WEXDEV has operated as a program for senior general and academic women staff at the University of South Australia (UniSA) since 1996. During that time it has moved from being a stand-alone program for senior women at the University of South Australia to being integrated into the ATN Women's Program at the University.

The ATN Women's Program at UniSA now incorporates the following components:

- Women's Executive Development (WEXDEV) – for senior women at Level C and above for academic staff, and at Level 8 and above for general staff, since 1996

- Women's Indigenous Network (WIN) – for Indigenous women, academic and general, since 1998 – this network will include Indigenous male staff from 2003
- Women and Leadership program (WAL) – for academic and general women staff at all levels, since 1996, including a workshop program, mentoring program, and collegial groups

Programs for women at UniSA provide a means of enhancing opportunities for women staff at all levels at UniSA. The concept of embedding WEXDEV within UniSA has been an integral part of the planning since the inception of the program, based on the understanding that the interlacing of various local institutional and national elements strengthens the effectiveness and sustainability of the program as a whole. Embedding WEXDEV within UniSA has not replaced gender equity initiatives, policies, or broader staff development, but builds on both by ensuring that dimensions and activities that relate to women and leadership and women's executive development are always part of other programs. Embedding WEXDEV also involves maintaining the linkages with the other ATN institutions that have been developed in the course of the program, exemplified by inter institutional visits, contributions to the WEXDEV list serve, participation on the Management Committee, and contributions to WEXDEV national initiatives such as the organisational cultures research project and leadership capability workshop. Embedding involves an ongoing assessment of structures and activities within the University to ensure that the advancement of women into senior positions, and increasing their impact and effectiveness as managers and leaders, remains of central importance.

The ongoing presence of the ATN Women's Program and WEXDEV has assisted UniSA to broaden its activity base for senior women; to be more aware of best practice in other ATN universities; to take a more integrated view of women's programs across the University; and to establish practical connections with other ATN universities.

Elements of Embedding

Commitment

UniSA demonstrates an integrated commitment to valuing diversity and ensuring gender equity. The Vice Chancellor is committed to, and supportive of, the ATN Women's Program. Leadership for WEXDEV is provided by the Deputy Director: Human Resources working closely with the Human Resources Unit to further strategies to promote an organisational culture which values diversity. At the corporate strategic level there are two statements for the values of equity and diversity, and the process of reconciliation. The corporate plan incorporates goals in relation to organisational learning, including programs specifically for women, and a key performance indicator of staff gender ratios for academic and general staff.

Strategy

WEXDEV is situated within the framework of the ATN Women's Program.

Coordination and Management

ATN WEXDEV is the responsibility of the Deputy Director: Human Resources. At the local level it is overseen by a Local Implementation Committee, chaired by Deputy Director: Human Resources. This local committee meets throughout the year and is responsible for providing direction for all elements of the ATN Women's Program,

including WEXDEV and the University's own Women and Leadership program at UniSA. The members of the committee include women representing a range of areas across the University, including general and academic women staff, Indigenous women, and women working in professional isolation. Within the University there is a nominated institutional contact with responsibility for managing the implementation of ATN WEXDEV within the University, who is also a member of the Local Implementation Committee. The Executive Officer to the committee is a project officer in the Human Resources Unit who is responsible for the coordination of all elements of the ATN Women's Program at UniSA.

Resourcing

As well as the leadership provided by the Deputy Director: Human Resources, and the management responsibility of the institutional contact, the Human Resources Unit employs a project officer with a key focus on the ATN Women's Program at the University. Budget resources are allocated annually to the Unit to assist with the cost of program delivery.

Reporting and Evaluation

There are formal mechanisms for monitoring, evaluating, and reporting on WEXDEV as a part of the ATN Women's Program, including to members of the University's Senior Management Group through the Deputy Director: Human Resources, in relevant parts of strategic plans, and in performance management reviews of managers. Data is regularly analysed to reflect on aspects of women's representation, for example in recruitment, promotion, distribution across occupational groups, participation on committees, and in decision-making forums. The human resource management information system allows a sophisticated degree of analysis both university-wide and by managers of their own divisions, portfolios, schools, and units. The University will continue to use this data to inform the direction of WEXDEV. Information about WEXDEV and the ATN Women's Program is included in equity reporting within the University and to statutory bodies.

Future commitments

The University of South Australia will continue various programs for women employees, consistent with the ATN's commitment to this area. As the national office refocusses from operational to strategic matters, UniSA will further embed activities such as workshops and seminars and the Annual Clare Burton Memorial Lecture as part of our local effort, and continue to participate in the ATN wide strands and initiatives as well as on the national executive committee.

RMIT University

RMIT University has developed a multi-initiative approach to embedding the aims of the WEXDEV program into the overall strategic direction of the University.

Throughout 2002, and planned for 2003, are a number of programs targeted specifically for women, and for the development of leadership capability, in general. These initiatives reflect the needs of the University identified through a series of key projects: People Management – Vision 2007 (a key workforce planning research project identifying current trends and projected needs); the Top 10 Staff Issues survey; AUQA Best Practice research; and the review of Academic Promotion scheme project.

Emerging from this body of work is a key set of leadership capability gaps; gender representation issues; and organisation culture, reward and recognition issues. The findings from these projects will continue to inform the emphasis of RMIT's WEXDEV activities. Specifically, these activities include:

Development of a leadership development framework and program for its Executive Management team; Heads of Department and Heads of School

Expansion of the Open Program (calendared University-wide development workshops) across three themes: Leadership & Management; Organisational Knowledge; Integrative Work Skills. In 2003, specific leadership development workshops include:

- Building Links with Industry
- Coaching Skills for Leaders
- Communication Skills for Women who Lead
- Effectively Managing Conflict in the Workplace
- Facilitation skills for Leaders and Managers
- Leadership and Management for Teachers and Researchers
- Leadership Styles
- Leading and Building a Successful Team
- Leading Staff through Change
- Negotiation for Commercial Outcomes
- Presentation Skills for Senior Managers
- Stepping into a Leadership Role
- Strategic Alliance and Entrepreneurship in a University Environment
- Strategic Leadership and Influence skills
- Strategic Planning
- Supporting and Managing Work Performance
- Think on Your Feet

Appointment of a Diversity Management Project Officer, Workplace Initiatives & Policy Team, People Services, who will have a key role in the coordination and development of WEXDEV initiatives

Specific information sessions for Women Academics participating in the Academic Promotion Scheme. These sessions involve a panel of senior women academics sharing their own stories of success and providing advice as to how to approach academic promotion

Organisation and promotion of the Clare Burton lecture at RMIT

Continuing involvement in the development of the WEXDEV Leadership Development program associated with the ATN Conference

Monitoring of women academics participation rates at senior academic and management levels

RMIT was successfully awarded in 2002 and 2003 the Federal Government's Agency Equal Employment Opportunities for Women 'Employer of Choice' Award

The development of an Executive Performance Scheme that has a strong focus on demonstration of behaviours that reflect the University's values of inclusiveness; diversity management; and collaboration.

RMIT's overall commitment to the development of women is evidenced in many areas: the corporate strategic level; the operational level; and at the organisational cultural level. The embedding of WEXDEV's aims into these three levels is a deliberate strategy that fits well with the culture, expectations and aspirations of RMIT staff.

Queensland University of Technology

At QUT, development programs are provided for women at all levels of employment. Within this broad menu, WEXDEV activities for senior and near-senior women are an integral part.

The emergence of WEXDEV has meant that QUT's existing programs for senior and near-senior women became richer, and that more opportunities became available for these women, particularly inter-institutional opportunities and industry placements. The ongoing presence of WEXDEV has assisted QUT to deepen and broaden its activity base for senior women; to be more aware of best practice in other ATN Universities; to take a more wholistic and integrated view of all women's programs across the University; and to establish practical connections and symbolic bonds with other ATN Universities.

Embedding and Governance

Oversight of WEXDEV is through the Women in Leadership Committee of QUT, which is a free-standing, ad-hoc committee which reports to a number of areas, including Chancellery. Its members are representatives of relevant work units (Human Resources and Equity), plus former participants from the flagship program, Quality Women In Leadership (QWIL) as described in the next paragraph. A mix of academic and general members is a conscious strategy. The Committee is currently chaired by the Equity Coordinator, who is also on the WEXDEV National Management Committee. The WEXDEV institution contact, who coordinates the University's Senior Management Development Program (SMDP) is also on the WIL Committee.

The WIL Committee is responsible for designing and delivering two major programs. Quality Women in Leadership Program (QWIL) is an 18-month leadership development program for women at near-senior management level and includes career-planning activities, facilitated workshops, projects, networking opportunities, committee observations, and access to activities/events of the SMDP and local WEXDEV program. A new Women In Research Program is currently being developed at QUT. The 2003 Program consists of a range of information sessions, key-note addresses and a practical support scheme which will be piloted in 2003.

WIL is also responsible for running Senior Women's Forums (in partnership with SMDP); for advising the Vice-Chancellor re AVCC program participants; for managing local elements of the WEXDEV Program; and for monitoring all other women's activities, including national WEXDEV. The Committee has a budget which includes allocations to support local WEXDEV activities, and the QWIL/Women In Research programs.

The embedding of WEXDEV is apparent through the partnership arrangements which exist in the WIL Committee; by the seamless use of WEXDEV activities within the programs which exist locally; and by the embedding of WEXDEV activities in the planning and reporting cycles of QUT, including reporting to external agencies.

Future Plans

In the foreseeable future, QUT will continue its various programs for women employees, consistent with the ATN's commitment to this area. As well, QUT will further embed activities such as industry placements, seminars, and the Clare Burton Annual Lecture as part of its local effort, and continue to work in partnership with the national office.

Curtin University of Technology

The Australian Technology Network-Women's Executive Development Program (WEXDEV), for senior women only, commenced at Curtin as part of an inter-institutional ATN project in 1996.

During 2000 this Program was expanded to include all women and is responsive to the objectives of the AVCC's Action Plan for Women (1999). Curtin Women's Program (CWP) goals are aimed at transforming both individual capabilities and institutional cultures viz:

- To provide support for, and contribute to the development of all women at Curtin University of Technology with specific emphasis on leadership capabilities in line with Curtin University of Technology's vision, mission and goals.
- To provide particular support for the development of women for senior positions within the University.
- To encourage the growth of an organisational culture that values innovation, diversity and respect for indigenous cultures.
- To foster collaboration across the University community and within the ATN network.

These goals are closely aligned to ATN-WEXDEV national program goals.

The Program also aims to achieve the following objectives:

- Flexibility in the development and delivery of Program elements that align with the organisational and program goals and priorities;
- Commitment to work with all members of the University community.
- Provision or facilitation of lifelong learning that encompasses new and emerging paradigms of leadership.

CWP links to Curtin's Ethics, Equity and Social Justice Plan and targets the following streams:

- All women senior staff at HEGS levels 8 and above, Senior Lecturer and above (ATN-WEXDEV is HEGS 10 and above and Associate Professor and above)

- Lecturers A & B including Associate & Sessional Staff
- Women at HEGS Level 1-7
- Women's Indigenous Network (WIN)
- Women in Professionally Isolated areas (WIPI)

CWP is funded and supported from the Office of the Senior Deputy Vice-Chancellor and located within the Learning Support Network. The Program is operated by two full time staff members, a manager and a program co-ordinator. The appointment of the Curtin Leadership Program (CLP) manager (who was previously the WEXDEV institutional contact) at the beginning of 2000 enabled CLP and WEXDEV to operate as one administrative unit now known as the Leadership Development Unit.

The Program operates with an Implementation Committee made up of representatives from the Office of Ethics, Equity and Social Justice, Staff Services, WIN and WIPI, the Curtin Administration Network as well as representation across academic and general staff at all levels. During 2002/3 the Committee is chaired by a senior academic who also represents Curtin on the WEXDEV management committee. CWP works closely with the Office of Ethics, Equity and Social Justice and Staff Services to plan programs and other initiatives.

CWP provides professional development in specific areas including Research, Project Management, Financial Management, Career Development, Intellectual Property, and Communication Skills.

As at March 2002, 278 female staff members at Curtin received information by email about the Curtin Women's Program (WEXDEV-target group). During 2003, this number will greatly increase to include all female staff.

Further information can be obtained from the website:

www.lsn.curtin.edu.au/leadership

Indicators of Successful Integrating and Embedding of WEXDEV

These models from the five universities show the steps that have been taken to ensure that WEXDEV continues, particularly if structures such as a funded National Office do not exist in their current form. To generalise from these examples, it is apparent that the following are important indicators for a successful integration of a program for women's executive development:

- **Commitment** at the most senior levels to the full integration of women into senior management. Leadership of institutions should be active and visible in promoting their commitment, including acknowledging gender equity at senior levels in corporate objectives.
- A clearly articulated **strategy** for appropriately resourced professional/leadership/executive management development, integrating gender issues and women's development needs, within the university's own strategic direction and priorities.
- Development of strategic **links** and establishment of effective channels for communication, consultation and cooperation between all bodies within the institution engaged in policy or activities for gender and leadership, such as equal employment opportunity, managing diversity and staff and professional development. These links should be extended to other institutions and networks where appropriate.
- **Funds** and human resources explicitly supporting the professional development of women staff at different levels and across the university, providing separate opportunities for networking and training if/as appropriate. There should be a commitment to 'Just in Time' programs – flexible, with a range of program offerings to address changing needs, and at appropriate times.
- Appropriate **tools and techniques** to monitor the application of merit-based selection and performance appraisal at senior levels from the perspective of gender equity. These should include maintenance and analysis of relevant statistics; affirmative action strategies to broaden applicant pools; specific actions for retaining, developing and promoting existing women staff and attracting more in areas where women are under-represented; monitoring the composition of policy, advisory, and decision-making committees to ensure women's full participation and analysis and assessment of any disproportionate impact on women of budgetary constraints and institutional restructuring.
- Identifiable strategies/mechanisms to encourage **organisational cultures** that integrate and value diversity and are integrated into university's strategic priorities. There should be, for example, opportunities for raising awareness throughout the university about women's contributions, experiences and competencies.
- Nomination of a **senior manager** with responsibility to monitor embedding of women's professional development. This should be accompanied by development of expertise in gender equity across all mainstream units and policy bodies and

accountability of team leaders and managers for success or failure in implementation of gender equity.

- Appropriate **senior-level forums** within faculties and administration and across the five universities to monitor equity and gender relations. Opportunities for consultation with women, particularly those in middle to senior management, should be provided. Managers should be prepared to undertake detailed research as and when appropriate.
- A **national structure** such as the current management committee to encourage the implementation of gender-equity principles in leadership across the five universities. This should build a knowledge base on suitable programs for senior women and exchange information on best practice. It should encourage processes for evaluating and reporting on the impact of WEXDEV and related development/leadership programs in general strategic reports and in relevant equity reporting mechanisms.

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ATN WEXDEV
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This paper has been prepared with assistance of the national WEXDEV management committee, with particular contributions from Robyn Kemmis (UTS), Eleanor Ramsay (UniSA) and Mary Kelly (QUT). Information was also provided by the institutional contacts in each university, Barbara Groombridge and Amanda Willis (Curtin), Glenys Drew (QUT), Trish Hughes and Joan McPhee (RMIT), Shard Lorenzo and Lynette Tagg (UniSA), Susan Tiffin and Anne Maree Payne (UTS). Comments by Philippa Hall, Deputy Director of the NSW Department for Women, were also pertinent.

Resources used include two useful papers prepared by Dr Clare Burton:
Preconditions for Integrating EEO into the Decision-Making Process of Agencies, Sydney, Office of the Director of Equal Opportunity in Public Employment, 1990
'Staffing the Changing Public Service: Merit, Equity and Development' in *Canberra Bulletin of Public Administration*, No 89, August 1998, pp 62-7.

For further information on integrating, mainstreaming or embedding, readers are referred to
NSW Department for Women, *Annotated Bibliography of International Material on Gender Analysis and Gender Mainstreaming* www.women.nsw.gov.au