A fish is the last one to know what water is

Chinese Proverb

Key Drivers

• Global university – ‘Excellence’

• Competitive market

• Innovation and new research frontiers

• ‘Citizens of the Globe’
Four Layers of Diversity

Source: Internal Dimensions & External Dimensions are adapted from Marilyn Loden & Judy Rosener. Workforce America! (Business One Irwin, 1991) From Diverse Teams at Work. Gardenwartz & Rowe (Irwin, 1995)

Dominant Cultural Paradigm

- Masculine ➢ 50% female staff and students
- Anglo/Christian ➢ 5% staff and students from diverse cultural, linguistic and religious backgrounds; over 80 nationalities represented
- Heterosexual ➢ diverse sexualities in staff and student body
- Ability-oriented ➢ 2.5% of staff reporting a disability
Race in contemporary Australia

- Still evolving, finding it’s way, complex
- Need to move from ‘romantic’ multiculturalism (May, 2001) to ‘revolutionary’ multiculturalism
- Characterised by invisibility and denial
- Need for ‘grass roots’ education, awareness raising and interaction
- Policy development – Still race ‘shy’

Romantic Multiculturalism?

- Indigenous Australian life expectancy is 16-20 years less than non-Indigenous Australians
- AVCC and Group of 8 have no CALD or Indigenous representation
- Whitest Parliament in the Western World
- Almost 35% of CALD Australians are under-employed
- Cultural diversity is ‘invisible’ in the corporate sphere
Culture – some features

- Both similarities and differences
- Dynamic, not Static
- Complex (but friendly), not simple
- Continual process of change
- Culture and behaviour - expectations

Opinion
Way of Life

Punctuality
Queue when Waiting

In the restaurant
Handling of Problems

The Boss
Themes of Heroic Leadership
Sinclair, 2001

• **Heroism** - rejecting weakness, valuing displays of courage

• **Physical toughness** - exhibiting physical stamina and endurance, capacity for work, experience in working in difficult conditions

• **Emotional toughness** - stoic, not showing weakness or doubt

• **Self-reliance** - exhibiting strong drive, not dependent or vulnerable to others

Corporate norms and practices can reinforce these values through:

– expectation of very long working hours
– rarely taking leave and often accumulating leave
– preparedness to sacrifice family and personal time as necessary for the job
– travel at short notice, life fits around work
– an interest in sport and social rituals centred around sport celebrating masculine physical achievement
Rules of Masculinity

• ‘No sissy stuff’: avoid all behaviours that suggest being weak, ‘not up to it’
• ‘Be a big wheel’: success, status and superiority to command others
• ‘Be a sturdy oak’: reliability and dependability are defined as emotional stoicism
• ‘Give ‘em hell’: exude an aura of aggression, daring and risk-taking, ‘go for it’

The gendered (and diversity) experience of engineering employment

Women & ‘diversity’

• Exclusion
• Different
• Resistance
• Boundaries
• Barriers
• Less opportunity to ‘accrue merit’
• Isolation

Men & ‘dominant paradigm’

• Group solidarity
• Inner circle
• Networks
• Exclusive club
• Camaraderie
• High profile tasks and special assignments
• Bonding
Heterosexual privilege in the University context

Heterosexual people:

• will not hear in the University grounds comments such as; “that heterosexual looking one over there”;
• can hold hands with their partner without being stared at or have rude comments made to them;
• do not have to be frightened about being beaten up because they are straight;
• will not have to fear rejection from their friends or workmates if they talk about their partner;

• will probably not contemplate suicide just because they are unhappy with their sexuality;
• will not become adept at the use of third person impersonal pronouns;
• will not be in a position of having to lie about their lives to avoid ridicule; and
• would not consider their sexuality a reason for not getting a job or promotion.
Sexual Prejudice

Gregory Herek (Professor of Psychology at the University of California at Davis) suggests that Sexual Prejudice is a more useful term for the understanding and scientific explanation of these attitudes.

Sexual Prejudice has 3 Principal Features
- It is an attitude (an evaluation or judgement)
- It is directed at a social group and its members
- It is extremely negative, involving hostility or dislike and sometimes physical violence

Consequences of Sexual Prejudice for LGBT people
- Extreme physical violence
- Discrimination and harassment
- Self-hatred which may lead to mental illness or suicide
- Social ostracism
- Loss of family, friends or meaningful work or social contact
ALLY network aims to:

- Provide a visible network of identified ALLIES to the GLBTI community
- Create a safe, nurturing, inclusive and affirming environment
- Build a support and advocacy network
- Develop further awareness and visibility of GLBTI staff and students and their issues
- Forge cultural change

Understanding Disability

- It can be argued that disabilities are not something individuals have. What individuals have are impairments.
- This can result in a reduction of opportunity to take full part in society due to physical, social, attitudinal and psychological barriers that we can remove.
- UWA, in acknowledging it’s social and legal responsibilities, is committed to providing equal opportunity and access in both employment and education for students and staff with disabilities.
### Cont’d…

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<th>Disability</th>
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<td>Physical</td>
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<td>Learning</td>
<td>Comprehension, Information processing</td>
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<td>Mental</td>
<td>Emotional well-being, psychological adjustment</td>
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<td>Health</td>
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<td>Sensory</td>
<td>Vision, hearing, bodily &amp; mental functions</td>
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<tr>
<td>Medical</td>
<td>Lifestyle, physical well-being</td>
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### Overview of Anti-Discrimination Law

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<td>racial harassment</td>
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**Equal Opportunity for Women in the Workplace Act 1999**

Reporting requirements for organisations of 100 or more employees

**Racial Discrimination Act 1975**

- race discrimination
- racial harassment
- racial vilification

**Sex Discrimination Act 1984**

- sex discrimination
- sexual harassment
- pregnancy
- marital status
- family responsibilities

**Disability Discrimination Act 1992**

- disability whether physical, mental, learning, disease or illness

**Human Rights & Equal Opportunity Commission Act 1986**

- national extraction
- trade union activity
- medical record
- criminal record
UWA Policy and Accountability Framework

- Code of Ethics and Code of Conduct
- Equal Employment Opportunity and Affirmative Action for Diversity Policy
- Guidelines for Conduct in the Workplace
- Professional Relationships in the Workplace Policy
- Workforce Diversity Strategy
- UWA Disability Policy & UWA Staff with Disabilities - Employment Policy
- A Guide to Work and Family at UWA
- UWA Reconciliation Statement
- UWA Internationalisation Strategy
- Children in the Workplace Policy
- A Charter of Student Rights