



MONASH University

**Student and Community
Services Division**

Equity Plan

2006 – 2008

DRAFT

For Consultation

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FOREWORD

Student and Community Services Division Equity Plan.

A Divisional Plan Working Party will be formed to implement the Plan on behalf of the Senior Management Team. The Working Party would operate for a limited time period e.g. two years. Its immediate task would be how to continue the Plan into 2007.

**Peter Yates
Divisional Director
Student and Community Services Division**

EXECUTIVE SUMMARY

The Student and Community Services Equity Plan 2005 – 2008 (the Plan) details strategies required to ensure that the Division's operations and activities are consistent with Monash University's Key Equity Principles.

Seven Equity Key Result Areas and related strategies have been developed to ensure that

- the Division complies with all legislative requirements and observes all Monash University policies to ensure the elimination of unlawful discrimination and harassment;
- the Division ensures that there is close alignment between its Strategic Plan and the values highlighted in the University's Excellence and Diversity Strategic Framework;
- the Division is fully committed to providing the a family-friendly working environment, and
- the Division provides services to students which are inclusive of the diversity of the University's student population.

For each of the Key Result Areas a series of objectives has been detailed together with performance indicators, strategies, target timelines and people responsible for their implementation.

KEY RESULT AREAS (KRAs) AND RESPONSIBILITIES FOR IMPLEMENTATION OF THE PLAN

The Key Result Areas (KRAs) of the Plan are designed to address all of the Division's operations.

KRA 1

- establishing and following procedures to ensure compliance with all the relevant legislative requirements, and ensuring that compliance is regularly audited and documented.

KRA 2

- facilitating full compliance with the Monash University Staff Disability Policy and Procedures, and Divisional staff's support of students in the designated equity groups

KRA 3

- endorsing and supporting all aspects of Monash University's "Equal Opportunity for Women in the Workplace Program", as mandated in the Equal Opportunity for Women in the Workplace Act (1999).

KRA4

- implementing the Work Life flexible employment opportunities made available by Monash University, and supporting the provision of facilities and practices designed to assist staff through all stages of their working life at Monash

KRA 5

- endorsing and supporting Monash University's strategies and policies designed to provide employment and career development for Indigenous Australians.

KRA 6

- building cultural competence in all the Division's student administrative and employment practices.

KRA 7

- promoting, managing, monitoring and reviewing the implementation of the Divisional Equity Plan.

MONITORING AND REPORTING ON PROGRESS OF THE PLAN

The Divisional Equity and Diversity Committee will have oversight of the progress of the Plan and will seek regular feedback from key stakeholders. The Chair of the Committee will provide a regular report to the Divisional Director and Senior Management Team. An annual report on behalf of the Division will be submitted to the University's Equal Opportunity Committee (a Committee of Council).

GLOSSARY OF TERMS FOR PLAN RESPONSIBILITIES

AIE	Australian Indigenous Employment
DLU	Disability Liaison Unit
EDC	Equity and Diversity Centre
EOC	Equal Opportunity (Standing Committee of Council)
ITS	Information Technology Services
IPDC	Inclusive Practices Disability Committee
IPSEC	Inclusive Practices Student Equity Committee
IPWEC	Inclusive Practices Workplace Equity Committee
KRA s	Key Result Areas
SEU	Student Equity Unit
UCS	University Community Services
VCG	Vice Chancellor's Group
WLAS	Women in Leadership and Advancement Scheme

REPORTING LINES AND LINKAGES BETWEEN FACULTY AND UNIVERSITY COMMITTEES WITH EQUITY RESPONSIBILITIES

The following pages contain diagrams that set out the relevant structures

Figure 1 describes the proposed structure for handling equity responsibilities within the Division and indicates how information flow between the relevant Divisional and University Committees can be achieved

Figure 2 illustrates the current Equity Committee structure for Monash University

Figure 1: Student and Community Services Division Equity and Diversity Flowchart 2006

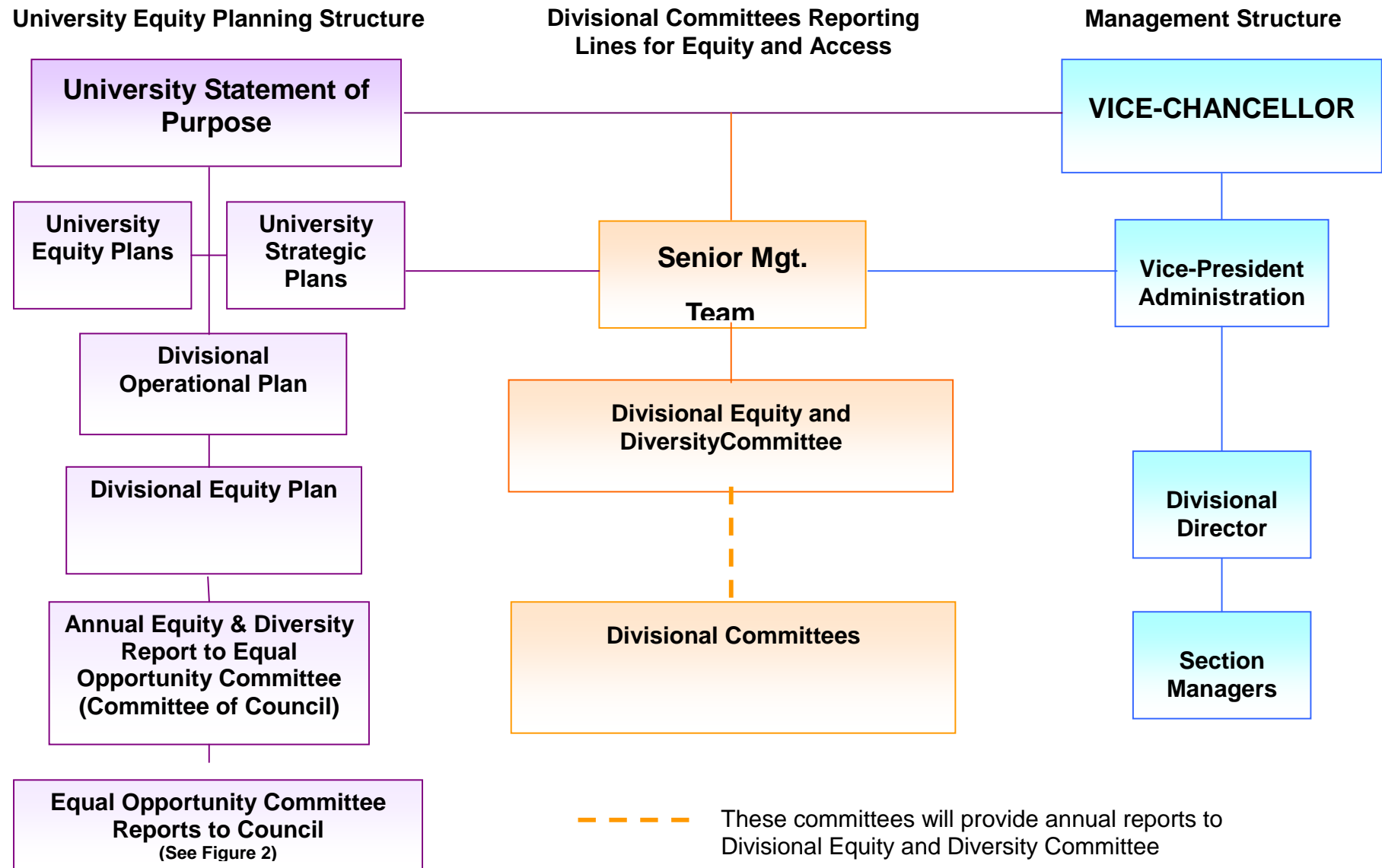
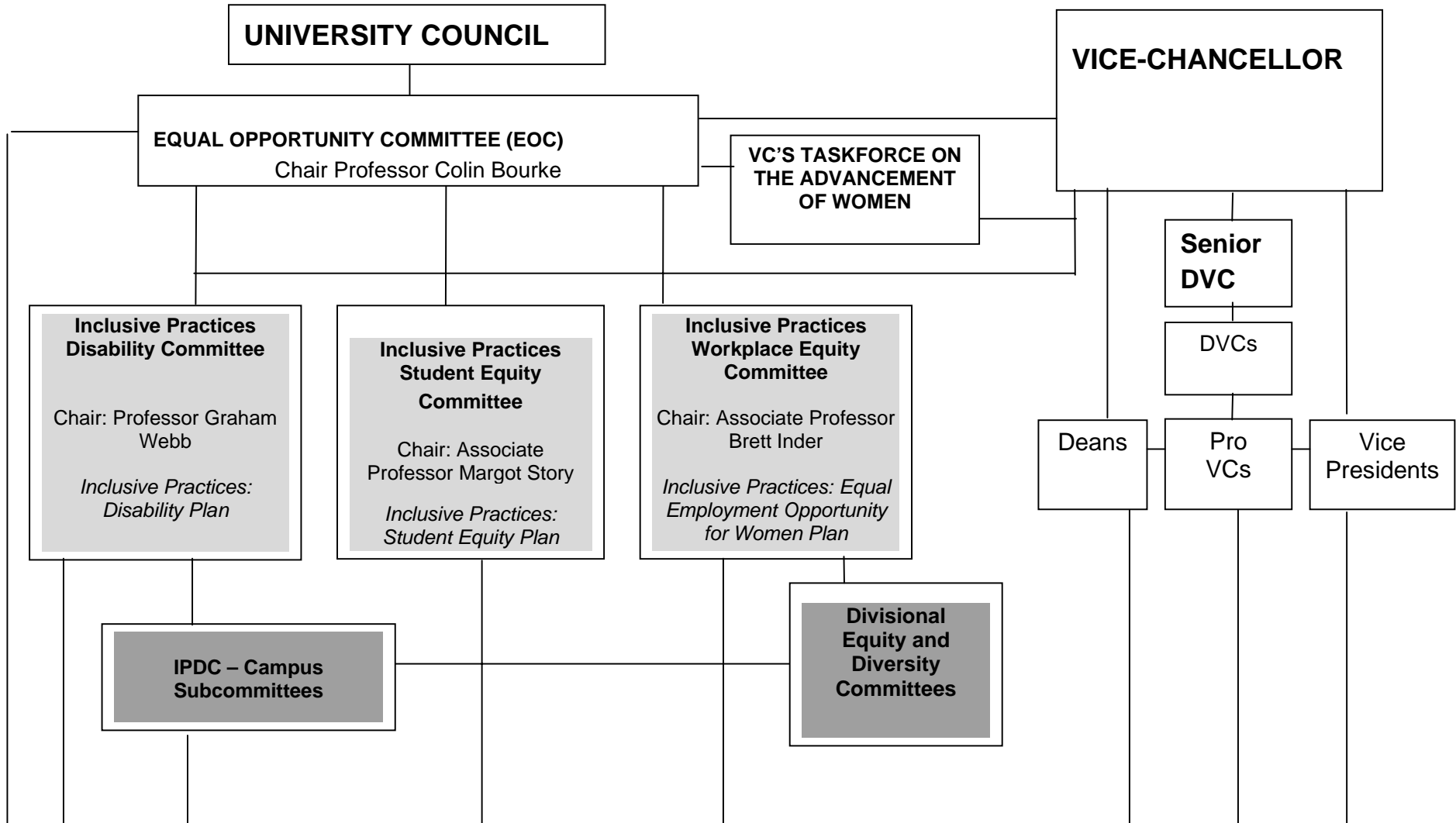


Figure 2: Monash University Equity Committee Chart



Draft – Student and Community Services Division Equity and Diversity Plan 2005/2008

KRA 1: establishing and following procedures to ensure compliance with all the relevant legislative requirements, and to ensure that compliance is regularly audited and documented.

	OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS	TIMELINE	RESPONSIBILITY
1.1	To facilitate participation in a tailored Equal Opportunity Training Session (Arranged through the Equity & Diversity Centre email: eo@adm.monash.edu.au)	Divisional Director and 1 st and 2 nd tier of management participate in 3 hour workshop	Reviewed in performance management process	Completed by December 2006	Divisional Director
1.2	To facilitate participation in the online Equity and Diversity Training Session (Arranged through the Equity & Diversity Centre email: eo@adm.monash.edu.au)	All staff and senior divisional managers	Reviewed in performance management process	Commenced in 2006 and completed by end of 2007	Divisional Director
1.3	To facilitate participation in the online Equity and Diversity Training Session (Arranged through the Equity & Diversity Centre email: eo@adm.monash.edu.au)	All contract and continuing divisional staff (priority for new employees as part of their induction program)	Reviewed in performance management process	Roll through on a three year time span Completed by mid 2007	Divisional Director and Section Managers

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KRA 1: establishing and following procedures to ensure compliance with all the relevant legislative requirements, and to ensure that compliance is regularly audited and documented.

	OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS	TIMELINE	RESPONSIBILITY
1.4	<p>To facilitate staff attendance at face-to-face Equal Opportunity training programs and regular updates on the University's equal opportunity policies and procedures</p> <p>http://www.adm.monash.edu.au/ss/equity-diversity/equal-opportunity/training/</p>	<p>Identify key personnel and develop staff roster for attendance and to disseminate information re changes to policies and procedures</p> <p>Annual report provided to the Unit Manager and Divisional Director on attendance</p>	<p>Minimum: Key personnel in work areas and units identified and trained</p>	<p>Key personnel trained by end of 2007</p>	<p>Divisional Director and Section Managers</p>
1.5	<p>To distribute information to staff and students about equal opportunity and the University's Discrimination and Sexual Harassment Grievance Procedures and Adviser Network.</p> <p>http://www.adm.monash.edu.au/ss/equity-diversity/equal-opportunity/</p>	<p>The Divisional Director is asked to ensure that the S&CDS website is linked to appropriate staff and student web pages</p> <p>Information from the Equity and Diversity Centre is displayed in areas frequented by students and staff</p>	<p>Compliance noted in Division's Annual Equity and Diversity Report to Council</p>	<p>End of 2006</p>	<p>Divisional Director Divisional E & D Committee</p>

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KRA 1: establishing and following procedures to ensure compliance with all the relevant legislative requirements, and to ensure that compliance is regularly audited and documented.

	OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS	TIMELINE	RESPONSIBILITY
1.6	<p>To review employment practices, procedures and the working environment and to endeavour to eliminate any remaining discrimination on the grounds of the protected attributes listed in the anti-discrimination legislation</p> <p>(To review employment practices, procedures and the working environment and to endeavour to eliminate any remaining discrimination on the grounds of the protected attributes listed in the anti-discrimination legislation cont.)</p> <p><i>Consider inclusion in Learning and Growth Survey/Staff Satisfaction Survey</i></p>	<p>Construct workplace culture survey requesting the participation of all staff of the Faculty in order to monitor the working environment</p> <p>Add questions to Staff Satisfaction Survey</p> <p>Conduct survey</p> <p>Workplace survey results and recommendations reported to Divisional Executive and then the Inclusive Practices Workplace Equity Committee (IPWEC)</p>	<p>Draft survey provided to Faculty Executive</p> <p>Approval of Workplace culture survey content</p> <p>Survey distributed electronically</p> <p>Survey completed and analysed</p> <p>Report submitted to Divisional Executive</p>	<p>By final Faculty Executive meeting 2006</p> <p>By final Faculty Executive meeting 2006</p> <p>Mid 2007</p> <p>End 2007</p> <p>Final meeting 2007</p>	<p>Divisional E&D Committee</p> <p>Divisional Executive and SCERH ethics approval</p> <p>Divisional E&D Committee</p> <p>Divisional E&D Committee</p> <p>Divisional E&D Committee</p>

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KRA 2: facilitating full compliance with the Monash University Staff Disability Policy and Procedures, and Divisional staff's support of students in the designated equity groups.

	OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS	TIMELINE	RESPONSIBILITY
2.1	<p>To encourage staff who have a disability or chronic medical condition to request reasonable accommodations through their supervisor, manager or Disability Contact Officer (DCO)</p> <p>(Staff Disability Policy and Procedures found at: http://adm.monash.edu/sss/equity-diversity/disability-liaison/policies/index.html)</p>	<p>Nominate personnel to act as a Disability Contact Officer (network facilitated by the Disability Liaison Unit (DLU) Equity and Diversity Centre. Recognition of such activities acknowledged in performance management and time given to attend training.</p> <p>Information on Division's website</p>	<p>Names for network list provided to the DLU</p> <p>Monitoring establishes that all relevant information has been disseminated</p>	<p>March 2006</p> <p>Annually</p>	Divisional E & D Committee
2.2	To provide staff with inclusive practices (disability awareness raising) programs	<p>Identify key personnel and develop staff roster for attendance</p> <p>Annual report provided to the Unit Manager and Divisional Director on attendance</p>	<p>Attendance schedules provided to the Disability Liaison Unit</p> <p>Minimum: Key personnel in departments identified and trained</p>	<p>By December 2006</p> <p>Key personnel trained within 3 years</p>	Divisional Director Section Managers Director EDC

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KRA 2: facilitating full compliance with the Monash University Staff Disability Policy and Procedures, and Divisional staff's support of students in the designated equity groups.

	OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS	TIMELINE	RESPONSIBILITY
2.3	To provide employment opportunities for people who have a disability	<p>Improve the knowledge of employment opportunities for people with disabilities</p> <p>Positions advertised are emailed to Disability Job Network Providers: INFO EXCHANGE (Advertising bulletin board accessed by a range of disability employment services) http://www.employment.infoexchange.net.au/index.shtml</p> <p>Monash can post positions on this service through DEAC (Disability Employment Action Centre) or CRS (Commonwealth Rehabilitation Service) danny.swanson@crsaustralia.gov.au (CRS, Government run, largest employment agency, will also forward positions on to other disability employment agencies)</p>	<p>Advertisement records kept and sent to appropriate manager for monitoring</p> <p>Tick-boxes are included on the 'Application to advertise' forms to indicate that information about the position has been notified to Disability Job Network Providers</p>	Ongoing	Divisional Director & Section Managers

Draft – Student and Community Services Division Equity and Diversity Plan 2005/2008

KRA 2: facilitating full compliance with the Monash University Staff Disability Policy and Procedures, and Divisional staff's support of students in the designated equity groups.

	OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS	TIMELINE	RESPONSIBILITY
2.4	To raise awareness of student equity issues throughout the Division	<p>Disseminate equity and diversity information to Divisional staff via Divisional newsletter and website, brochures and posters</p> <p>Appoint divisional staff to act as student equity officers (duties outlined on Student Equity Unit (SEU) website www.adm.monash.edu.au/sss/equity/diversty/student-equity)</p> <p>Incorporate equity and diversity into induction, training and development programs for staff</p>			<p>Divisional Director</p> <p>Divisional Director</p> <p>Divisional Director</p>
2.5	To raise awareness of staff about access and retention issues of students from under-represented groups	Establish student equity as a regular agenda item for divisional decision-making committees	Student equity included as an formal item on all agendas	From 2006	Chair Divisional E&D Committee with other relevant committees

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Equity and Diversity Plan 2005/2008**

KRA 2: facilitating full compliance with the Monash University Staff Disability Policy and Procedures, and Divisional staff's support of students in the designated equity groups.

	OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS	TIMELINE	RESPONSIBILITY
2.6	To embed the university's commitment to increasing the access, participation, success and retention rates of students from designated equity groups	<p>Incorporate student equity into operational and other relevant plans</p> <p>Inform key decision- makers regarding emerging trends and strategies in maintaining student equity</p>	Annual listing of revised operational and other plans in which current student equity matters are included		<p>Director Student Administration</p> <p>Director EDC</p>

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KRA 3: endorsing and supporting all aspects of Monash University's "Equal Opportunity for Women in the Workplace Program", as mandated in the Equal Opportunity for Women in the Workplace Act (1999).

	OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS	TIMELINE	RESPONSIBILITY
3.1	To facilitate the equitable representation of female staff at senior levels within the Division.	Groups with low senior female staff representation to use targeted searches to identify and attract appropriately skilled female applicants http://www.adm.monash.edu.au/ss/equity-diversity/wlas/seach-plans.html	Documented evidence of targeted searches recorded and reported to appropriate supervisor	Ongoing	Divisional Director
3.2	To adhere to the <i>Guidelines for Ensuring Equal Opportunity in Selection of Staff</i> : http://www.adm.monash.edu.au/ss/equity-diversity/equal-opportunity/policies/guideselection.html	Chairs of Selection Committees to ensure compliance with the guidelines	Number of male and female staff on selection committees monitored to ensure appropriate female representation	Ongoing	Divisional Director
3.3	To adhere to the <i>Policy on Gender Representation on Decision-Making Bodies</i> : http://www.adm.monash.edu.au/ss/equity-diversity/equal-opportunity/policies/genderrep.html	Chairs to co-opt women if necessary	Annual audit of gender representation on decision-making bodies carried out and reported to the Equal Opportunity Committee	Annual	Divisional E & D Committee

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KRA 3: endorsing and supporting all aspects of Monash University's "Equal Opportunity for Women in the Workplace Program", as mandated in the Equal Opportunity for Women in the Workplace Act (1999).

	OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS	TIMELINE	RESPONSIBILITY
3.4	To ensure supervisors are held accountable for supporting equal opportunity for women in the performance appraisal processes of supervisors	<p>Division-specific guidelines established and included in the performance appraisal for supervisors.</p> <p>Include questions on supervisors' support of career development for women, flexible workplace options and reviews of position descriptions to eliminate indirect discrimination.</p>	Draft Guidelines produced	By mid 2006	Divisional E & D Committee
3.5	To support the career development of female staff	Performance appraisal processes used to inform staff of career development strategies and professional development opportunities	Guidelines developed for inclusion in the performance appraisal	By mid 2006	Divisional E & D Committee with WLAS Co-ordinator

Draft – Student and Community Services Division Equity and Diversity Plan 2005/2008

KRA 3: endorsing and supporting all aspects of Monash University's "Equal Opportunity for Women in the Workplace Program", as mandated in the Equal Opportunity for Women in the Workplace Act (1999).

	OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS	TIMELINE	RESPONSIBILITY
3.5	To support the career development of female staff (cont)	<p>Operations of the Division's Classification Panel are reviewed and outcomes reported to Divisional Equity and Diversity Committee for inclusion in Annual Report to EOC; Divisional HEW profile compared with profile across the University</p> <p>For further assistance see the Staff Development Unit website at: http://www.adm.monash.edu.au/ss/s/sdu/ Contact the Women in Leadership and Advancement Scheme Co-ordinator http://www.adm.monash.edu.au/ss/equity-diversity/wlas/Barbara.Dalton@adm.monash.edu.au</p>	Data reported on applications for reclassification are consistent with meeting Division's targets for HEW profile	Annual Division's report to EOC	Divisional E & D Committee
3.6	To provide equal access for male and female staff to undertake management and supervisor training	Supervisors to ensure that female staff are encouraged to undertake management training	Gender breakdown of staff undertaking courses reflects gender breakdown of staff in Division	Annual Divisional report to EOC	Divisional E & D Committee

Draft – Student and Community Services Division Equity and Diversity Plan 2005/2008

KRA 4: implementing the Work Life Flexible employment opportunities made available by Monash University, and supporting the provision of facilities and practices designed to assist staff through all stages of their working life at Monash.

	OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS	TIMELINE	RESPONSIBILITY
4.1	To implement and monitor flexible workplace policies to support employee engagement and well-being	<ul style="list-style-type: none"> • disseminate information on flexible options • monitor and report uptake of flexible work arrangements within the Division • develop snapshot of staff demographic information • conduct focus groups to elicit information about whole of work life flexibility needs and barriers (incl.childcare) • monitor work experience of staff working on flexible arrangements 	<p>Information on Work, Life Unit distributed all staff</p> <p>Trend data analysed</p> <p>Snapshot data examined in annual Divisional review</p> <p>Report provided to Divisional E&D Committee</p> <p>Good practice stories published and issues identified followed up</p>	<p>End 2006</p> <p>Annually</p> <p>Annually</p> <p>June 2007</p> <p>Annually</p>	<p>Divisional E & D Committee</p> <p>Resource Officers</p>
4.2	To monitor the requirement for child care accommodations for students	Include question in Monash Experience Questionnaire (MEQ) re students' child care needs	Questions included in MEQ	2006	Director University Community Services

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KRA 5: endorsing and supporting Monash University's strategies and policies designed to provide employment and career development for Indigenous Australians.

	OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS	TIMELINE	RESPONSIBILITY
5.1	<p>To provide increased employment opportunities for Indigenous People</p> <p>Advancing Indigenous Employment (AIE) Policy (ratified by Senior Management Committee April 2004) at: http://www.adm.monash.edu/sss/equity-diversity/indigenous-employment/policies/policy.html Advancing Indigenous Employment Co-ordinator Lynda.Nicholson@adm.monash.edu.au</p>	<p>All staff positions and in particular HEW 1-5 vacant positions have been directed to the Advancing Indigenous Employment (AIE) Co-ordinator in the first instance as per the AIE Policy</p>	<p>Advancing Indigenous Employment Co-ordinator to provide statistics of how many enquiries and searches have been conducted</p>	<p>Annual</p>	<p>Divisional Director</p>
5.2	<p>To provide tailored cultural and awareness training</p>	<p>The Advancing Indigenous Employment Co-ordinator is scheduled to provide awareness raising programs and staff are encouraged to attend through their performance profile</p> <p>Information can be tailored for section meetings</p>	<p>Minimum: Key personnel in sections identified and trained within 3 years. Advancing Indigenous Employment (AIE) Co-ordinator to provide Divisional Director with annual report</p>	<p>Ongoing</p> <p>Annual - December</p>	<p>Directors</p> <p>AIE Co-ordinator</p>

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KRA 6: building cultural competence in all the Division's student administrative and employment practices.

	OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS	TIMELINE	RESPONSIBILITY
6.1	To support <i>students</i> who have strict religious observance responsibilities Cultural Calendar http://www.adm.monash.edu/ss/equity-diversity/calendar/	The cultural calendar outlining days of <u>strict religious observance</u> is consulted before dates for events such as graduation ceremonies and examinations are set Staff are advised of this responsibility	No complaints of discrimination received Included on Divisional website	Ongoing Start of each semester	All Managers Divisional Director
6.2	To support retention and success of under-represented student groups	Organise and provide equity/cultural diversity training for front-counter staff in administrative and student support services	Number of staff who have undertaken training	From May 2006	Director Student Administration Director UCS Manager Client Services
6.3	To support <i>staff</i> who have strict religious observance responsibilities Cultural Calendar http://www.adm.monash.edu/ss/equity-diversity/calendar/	The cultural calendar outlining days of <u>strict religious observance</u> is consulted before meetings are scheduled	No complaints of discrimination received	Ongoing	Directors/Managers

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	OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS	TIMELINE	RESPONSIBILITY
6.4	<p>To provide an inclusive work environment for people from diverse backgrounds</p> <p><i>Supervisors to make confidential contact with the Co-ordinator Equal Opportunity for advice</i> Leah.Zaks@adm.monash.edu.au</p>	<p>Environmental check carried out to ensure that the workplace and the learning environment are free from discrimination and harassment</p>	<p>Statement is provided to staff that Monash supports an environment free from unlawful discrimination and harassment</p>	<p>Annual Divisional report to EOC</p> <p>Annual Divisional report to EOC</p>	<p>Divisional Director and Directors/Managers</p>
6.5	<p>To provide student support services inclusive of students from diverse backgrounds</p>	<p>Provide training on matters affecting students from diverse backgrounds</p>	<p>Minimum: Key personnel in work areas and units identified and trained; number of staff trained reported to EDC</p>	<p>By December 2006</p>	<p>Directors/Managers</p>
6.6	<p>To support committees to be more inclusive in the composition of their membership</p>	<p>Provide Chairs with training in</p> <ul style="list-style-type: none"> • equal opportunity (online) and • cultural awareness. 	<p>Minimum: Key personnel in work areas and units identified and trained; number of staff trained reported to EDC</p>	<p>By end of 2006</p>	<p>Directors/Managers</p>

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	OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS	TIMELINE	RESPONSIBILITY
6.7	Include student and equity networks representatives on Division's Equity and Diversity Committee	Include student representatives and representatives of equity networks such as Disability Contact Officers, Student Equity Officers, Discrimination and Sexual Harassment Advisers on Division's E & D committee	Students and equity network representatives on Divisional E & D Ctee ; membership lists provided to IPSEC	By Dec 2006	Chair Divisional E & D Committee
6.8	To train all members of promotion and selection committees in equal opportunity considerations	Provide online training on equal opportunity in promotion and selection	Minimum: Key personnel in branches and units identified and trained	By end of 2006	Directors/Managers and other members of staff selection panels

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KRA 7: promoting, managing, monitoring and reviewing the implementation of the Divisional Equity Plan

	OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS	TIMELINE	RESPONSIBILITY
7.1	To promote the implementation of the Divisional Equity Plan	Publicise Plan on Divisional Equity and Diversity website	Information is included on Divisional website	October 2006	Divisional Director Divisional E & D Committee
7.2	To monitor the implementation of the Plan	Members of division provided with timely reminders of reporting and other responsibilities	Reports detailed in the Plan are received Information required for preparation for the Divisional Report to EOC is received.	Ongoing November 2006	Divisional Director Divisional Director, Directors/Managers Chairs of relevant Divisional Committees

Draft Key Stakeholder Responsibility Listing with Related KRAs and Strategies

Responsibility	KRA	Strategy	Page
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Divisional Director

	1	1.1	
		1.2	
		1.3	
		1.4	
		1.5	
	2	2.2	
		2.3	
		2.4	
	3	3.1	
		3.2	
	5	5.1	
	6	6.1	
		6.4	
	7	7.1	
		7.2	

Senior Management Team /Directors/Managers

	1	1.6	9
	5	5.2	18
	6	6.3	19
		6.4	20
		6.5	20
		6.6	20
		6.8	21
	7	7.2	22

Section Managers

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		1.4	8
	2	2.2	10
		2.3	11
	6	6.1	19

Responsibility	KRA	Strategy	Page
<i>Director Equity and Diversity Centre</i>			
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	3	3.5	15
	5	5.2	18
<i>Director University Community Services</i>			
	4	4.2	17
	6	6.2	19
<i>Director Student Administration</i>			
	2	2.6	13
	6	6.2	19
<i>Divisional Equity and Diversity Committee</i>			
	1	1.5	8
		1.6	9
	2	2.1	10
		2.5	12
	3	3.3	14
		3.4	15
		3.5	15
		3.6	17
	4	4.1	17
	6	6.7	21
	7	7.1	22
<i>Resource Managers</i>			
	4	4.1	17
<i>Manager Client Services</i>			
	6	6.2	19
<i>Chairs, relevant Divisional Committees</i>			
	7	7.2	22