CoS Services Equitable Hiring Strategy 2023-2027

OBJECTIVE

To ensure equitable hiring practices are undertaken over a five year period in CoS Services to develop a workforce that is representative of the Australian population and embraces diversity and inclusion. The initial focus of the strategy will be on removing barriers to any potential workforce participants to grow the diversity of our applicant pools.

BACKGROUND

The [CoS Diverse and Equitable Hiring and Workforce Development](#) Guideline requires all schools, institutes and centres to develop an equitable hiring strategy that identifies demographic gaps, and encourages hiring and retention practices that remove employment barriers and address underrepresentation. The guideline aims to balance the proportion of women at all levels in all staffing categories to parity by 2030. However, the guideline also encourages areas to look beyond a binary view of gender to raise awareness of diversity and address underrepresentation more broadly.

CURRENT WORKFORCE DEMOGRAPHICS

CoS Services ran an anonymous demographic survey in August 2022 to identify underrepresentation across the workforce.

The results show that the workforce is well represented in terms of staff identifying as LGBTQIA+ (8.1% of the workforce), over a third of staff (36.1%) actively supporting LGBTQIA+ colleagues as members of the Ally Network and significant cultural diversity including:

- Nearly 50% of the workforce identifying as being born overseas (48.8%), and there appear to be few barriers to career progression with 44.8% of managers identifying as being born overseas.
- 37.2% of the workforce identify as being from a non-English speaking background and speak a language other than English at home. However, there could be some barriers to career progression as 24.1% of managers identify as being from a non-English speaking background.
- Over a quarter of the workforce (26.7%) identify as Black, Indigenous or Person of Colour (BIPoC), which is comparably higher than other parts of the College.

The College will recognise, celebrate and include the above staff. CoS Services recognises that the diverse perspectives and experiences of staff creates a better workplace through greater engagement, retention, problem solving, innovation, creativity and hiring decisions.

The College has gender balance (60% female - 40% male) in academic positions. However, there is a gender gap in professional staff positions (approximately a 70-30% split) favouring staff who identify as female in the Administration stream and staff who identify as male in the Technical, Research, IT, Engineering, Specialist and Maintenance streams.

CoS Services is also underrepresented in terms of staff with disability (7% of the workforce) and staff identifying as Indigenous (0% of the workforce).

The full report on our workforce demographics is available here.

ACTIONS TO ADDRESS UNDERREPRESENTATION

Hiring managers are expected to implement actions from the table below to include in a recruitment process. These actions must be listed under the heading 'Diversity' on the job card in ANU Recruit. Listing actions in the job card allows the delegate (usually the College General Manager) to monitor and report on the adoption and success of this equitable hiring strategy.

Initiatives	Actions	Success Measures	Approvals Required
1. Develop an inclusive environment	**1.1 Every two years supervisors must complete:** ▪ Unconscious bias training ▪ Disability awareness training ▪ LGBTQIA+ Ally training ▪ Indigenous cultural awareness training ▪ Advanced staff selection techniques **1.2 Every two years all CoS Services staff will be encouraged to complete:** ▪ Disability awareness training ▪ LGBTQIA+ Ally training ▪ Indigenous cultural awareness training	All managers having completed the required awareness training within two years. Qualitative feedback to suggest an improvement in awareness and inclusion.	D3 (College General Manager)
	1.3 Mitigating unconscious bias. i. Hiring managers will be provided with a checklist to prompt them to incorporate good practice measures for	Percentage of selection committee reports with completed check list attached	D3 (College General Manager)

	mitigating unconscious bias during staff selection, including:
	
	    ▪ discussing methods to mitigate unconscious bias with their selection committee <u>prior</u> to shortlisting
	    ▪ maintaining the ratio of male to female candidates through all stages of the process
	    ▪ revisiting unconscious bias at the point of determining candidate suitability and reviewing whether it has unduly influenced decision making.
	
	ii. Hiring managers are encouraged to add a sentence to their selection committee report describing how unconscious bias has been managed throughout the selection process (for instance, training undertaken by all committee members and a discussion pre-shortlisting). Hiring managers are asked to document the process not their actual bias.
		Percentage of selection committee reports which include a statement about how unconscious bias was mitigated
		
		Ratio of male to female candidates at all stages of the process, where gender identification is known	

	1.4 Remove barriers to inclusion in the internal filling of short term and acting opportunities in CoS Services teams. i. Hiring Managers will circulate opportunities within their teams for any duration exceeding 4 weeks to seek informal expressions of interest. ii. Hiring Managers will complete an unconscious bias checklist prior to assessing expressions of interest. iii. Expressions of interest for short term and acting opportunities of 6 – 12 months which are available internally to CoS Services only will be assessed by a panel of 3 staff, with at least one representative external to the function team (internal or external to the College).	Temporary transfer and higher duties requests for durations of over 4 weeks will be accompanied by an email demonstrating expressions of interest were sought.	D3 (College General Manager)

	1.5. Improve the visibility of diversity actions and initiatives. The College will explore opportunities to improve the visibility of diversity initiatives on internal and external web pages. This includes reviewing the structure of existing material to ensure it is accessible and easy to find.	Review the accessibility of the CoS intranet and internet by July 2023. Refresh content on our internal and external pages by December 2023.	D3 (College General Manager)
	1.6 Improve advertising material, position descriptions and capability based selection techniques to expand the applicant pool and remove barriers to applying. Position descriptions and advertising material will be reviewed and improved to ensure role clarity and transparency and to offer the full range of workplace flexibility and to encourage a diverse range of applicants. Capability based selection will be used to assess applicants based on what they can contribute to a role rather than past achievements (relative to opportunity).	All CoS Services advertised roles will have simplified and improved advertising material and position descriptions. Capability based selection will be used regularly during selection processes.	D3 (College General Manager)
2. **Balance the gender profile in professional staff teams.**	**2.1 Use gender neutral language in job advertisements.** CoS HR will run all advertisements through a gender decoder prior to the job being posted. It is understood that some text may be changed to ensure the wording of our advertisements is inclusive and considerate.	An increased number of CoS Services advertised roles will have gender decoded language.	D3 (College General Manager)
	2.2 Tailor advertisements to an underrepresented gender CoS HR will assess the factors that are attractive to male and female candidates. Based on this analysis, advertisements will be tailored to showcase the positive elements of working at ANU for candidates with an underrepresented gender.	An increased number of CoS Services advertised roles will have adjustments made to increase the applicant pool from an under-represented gender.	D3 (College General Manager)
3. **Improve Indigenous**	**3.1 Provide employment programs for Indigenous students and candidates to gain work experience in CoS Services.**	Identify up to 2 suitable roles in CoS Services to identify for an Indigenous student, cadet or trainee.	D3 (College General

representation in our workforce	This includes: • Entry level programs such as a traineeship and/or cadetship. • Employment of existing Indigenous ANU students. • Providing mentoring, buddying, on the job and formal learning opportunities to build participant skills and employment prospects. • Identify opportunities for participants to transition into ongoing job opportunities.	Increase the percentage of staff in CoS Services team that identify as an aboriginal and/or Torres Strait Islander from 0% by December 2023.	Manager)/ CPO
4. Have a workforce of staff with disability that is representative of the Australian community	**4.1 Use of a job board with a specific focus on promoting jobs to people with disability.** Hiring managers advertising professional staff positions to use the job board Toozly to advertise their roles.	Increase the percentage of staff in CoS Services team that identify as a person with disability from 7% by December 2023.	D3 (College General Manager)
	4.2 Engage with Disability Employment Service providers to source candidates with disability for roles within CoS Services Engagement of a DES provider (as recommended by CoS HR) to fill all short-term (up to 6 months) and casual roles at ANU5 and below before going to market (and in place of the (ANU Casual Pool).	Increase the percentage of staff in CoS Services team that identify as a person with disability from 7% by December 2023.	DHR
	4.3 Provide information on support or adjustments available. All advertised positions must use the advertisement template provided by CoS HR, which outlines the assessment process and includes specific wording around reasonable adjustments.	An increase in the number of candidates asking for support through the recruitment process and/or on commencement.	D3 (College General Manager)

		Note: the University does not have a data set to measure the number of candidates identifying with a disability.	
	4.4 Provide advice and support to supervisors on managing a staff member with a disability. Supervisors will receive advice and support from the CoS HR team or specialist providers on inducting and supporting a staff member who discloses a disability.	All supervisors with a team member who has disclosed a disability will receive support.	

MEASURING PERFORMANCE

The College General Manager will provide an annual review of performance against the objectives in this plan each November at the CoS Executive Committee. The review will report on:

- workforce demographics,
- our progress in closing identified gaps,
- whether the College is on track to meet strategic goals, and
- whether any attraction, recruitment, selection or retention methods will be amended to help the College close identified gaps.