

CPAS – Equitable Hiring Strategy 2022 – 2027 Progress report (Dec 2023)

1. 2023 workforce demographics

All Funding	Man	Woman	Non-Binary	Unknown	%F
Early Academic A,B,C	7	4			36.4
Senior Academic D,E	1	3			75.0
Professional Staff – Administration	0	3			100
Professional Staff – Technical, Research, Engineering, IT, Specialist, and Maintenance streams	0	0			n/a
Casual Academic	2	5			71.4
Casual Prof	0	2			100

2. Narrative

CPAS is proud of having gender equity across the Centre. In 2024, we are turning our attention to inclusion strategies beyond gender identification to intersectional matters and ensuring that colleagues and students, however they identify, are welcome. This includes LGBTQIA+ colleagues and students. We adhere by the gender equity guidelines for hiring and seek to recognise other forms of diversity in hiring and in setting Centre Culture.

FSES – Equitable Hiring Strategy 2022 – 2027 Progress report (Dec 2023)

1. Achievements

- Improved the number of level E women to highest ever in the school (achieved by promotion from within: Marta Yebra). There were no male academics promoted to E in this round, so we've made a small step in the direction of improving the gender imbalance at level E.
- To bring indigenous expertise into our teaching and research we have established a fellowship program. The first visiting indigenous fellow was Richard Swain, a Wiradjuri man based in Cooma. In his fellow role he has contributed to our teaching both on country and on campus. He has also interacted with staff in a range of fora. We plan to repeat this successful arrangement partnership next year (2024) and have plans in development to engage more indigenous fellows.
- The school has also created two indigenous cadet opportunities that will be filled in 2024. For one role the candidate has already been selected. These cadets will work in profession roles interacting with staff from the Fenner School and other parts of the college.
- The School has identified a provider for Indigenous Cultural Capability training for Academic, Professional and HDR students, to be conducted in 2024.

2. Good practice

- Gender balance consistent with ANU guidelines for academic staff shortlisting and appointments.
- ROPE statements were provided by the majority of (serious) applicants to our most high-profile recruitment process this year (hiring an ongoing academic in Applied Climate Science).

3. Not so much progress....

- We dropped the ball on the intent to have all advertisements run through a gender decoder or to increase in selection panel members having unconscious bias, disability awareness, and Ally training. These are good targets to work on in the coming year and work to support the School in meeting our commitments are already under development.
- We also did not make progress regarding representation of disabled staff. On this point the School Director had a very constructive conversation with Nat Thomas (Senior Advisor, Culture & Diversity, CoS). We plan to follow up for advice to shape actions next year.

MSI – Equitable Hiring Strategy Progress report (Dec 2023)

CURRENT WORKFORCE DEMOGRAPHICS

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

It was identified that MSI has a high percentage of staff born outside of Australia, and the associated cultural and linguistic diversity both suits ANU's highly international student body and supports close ties to the international research community. The School has proportionally more male-identifying academics and proportionally more female-identifying professional staff, with reported female-to-male gender ratios of approximately 1:4 and 7:3, respectively. MSI is underrepresented in terms of female academics, male professional staff, First Nations staff, and persons with disability. MSI exceeds the national average for employees identifying as LGBTQIA+, and 13% of the MSI staff are already members of the Ally network.

Initiatives: Address the gender gap in academic positions in the mathematical sciences

- The College of Science (CoS) HR ran the 2022 MSI advertisements through a gender decoder and no recommended changes were required to report.
- MSI always uses the CoS HR standard advertising templates to make sure that gender neutral language is always adopted.
- Professor Andrew Hassell led a number of all continuing staff, level C and above, hiring meetings prior to our last recruitment. Strategies were discussed and search committees were formed.
- CoS HR has provided, since 2023, a copy of the approved strategy to all selection committees as part of any recruitment process.
- Shortlisted candidates are always asked why they are interested in ANU and how they became aware of the job. This information is crucial to devise and improve future advertisement strategies.
- Applicants are asked to answer a ROPE and Culture question in their job application.
- MSI has engaged in extensive discussions with CoS HR to improve the current process while still remaining in compliance with the legal framework for hiring. For instance, we do not ask candidates to add a description of the selection criteria to our advertisements. Instead, we ask applicants to provide research and teaching statements to accompany their application. This is much less cumbersome and time-consuming for candidates, particularly if they apply for many positions and their time is limited by family or caring responsibilities. We have taken this action because we do not want to encourage unconscious bias.
- MSI has been tracking hires by gender over time. In order to achieve gender balance, we have reserved positions (both continuing and fixed term) for women only. As a result, over the past 5 years, tenure-track and continuing academic women appointments in MSI have markedly increased and reached nearly 50%.
- The generous donations to MSI made by Tim and Margaret Bourke have allowed MSI to fund short-term postdoctoral hires (kickstart fellowships). For instance, in 2023 MSI could support three female kick-start fellows. In this context, it should be noted that out of 11 level A academics, 7 are males and 4 females (36%) and out of 4 Level B academics, 3 are males and 2 females (40%).
- In MSI, academic positions longer than 1.5 years are done in consultation with continuing academic staff at level C and above and advertised. The inclusion of fixed-term, tenure-track, or junior academics may cause conflicts of interest, unconscious bias, and the inability to discuss positions (and potential candidates) in an open manner.

- MSI has facilitated, over the past 5 years, at least two partner hires, one also in conjunction with another area at the ANU.
- In 2023, MSI considered one case for conversion from fixed term to continuing. This case was discussed with, and approved by, all MSI continuing staff members at level C and above. The candidate was therefore encouraged to apply for conversion since the applicant had the support of all staff members in MSI.
- In late 2022 and in 2023, MSI converted two positions (both held by women) from tenure-track to continuing. Because these women had been promised that a conversion case would be considered by CoS when they were appointed, no consultation with MSI academics was deemed necessary or indeed appropriate.
- MSI has reserved \$50,000 to sponsor flight and accommodation of female participants to the Pacific Rim Conference in Mathematics that will be held in Darwin in June 2024.
- Academic Promotions: In 2023, out of 6 applications for promotion (all successful), 4 were awarded to women (67%). This success is significantly increasing the percentage of senior female mathematicians in MSI.

Areas of improvements: MSI has not yet prepared a “focused and relevant document discussing implicit bias in academic hiring”. The MSI Equity and Diversity Committee will continue its work in this space and prepare such a document before the next hiring round.

Increase diversity and inclusiveness across non-gender-based demographic cohorts

- MSI ran a lunch time, MSI specific Ally Training Workshop for all staff and HDR student.
- MSI academic vacancies are always advertised in the *Koori Mail*. This is an Australian Indigenous newspaper since 1991. It is based in Lismore and is fully owned by five Bundjalung Aboriginal community organisations.
- 6.4% of MSI staff have identified themselves as members of the LGBTQIA+ community (the percentage among the Australian population is 3-4% [2018 Census data]).
- The MSI has actively supported the hiring of candidates with disabilities. Our most recent appointee to a continuing position indicated in their ROPE statement that they were afflicted by a severe disability. The candidate was helped at every step (e.g., interview, visit to Australia, lodging of permanent residence Visa) and we look forward to having them in MSI in early 2024.
- MSI is also actively working with the CoS Senior Advisor, Culture and Diversity, to significantly improve access to campus (including parking, mobility scooters) for staff members with physical disabilities.
- MSI is not only delighted to celebrate the appointment and ARC success of Indigenous mathematician Rowena Ball, but also to celebrate her promotion to level E. Professor Rowena Ball is the first female Indigenous Professor of mathematics in Australia. There will be a story published on the MSI website in 2024 to applaud this achievement.
- In 2023, the MSI hosted an indigenous guest lecture for Rowena’s class and invited all staff/HDR students to join. It was very well attended, and everyone enjoyed learning about the scientific achievements of Indigenous people.
- MSI has hung indigenous artwork within the building and obtained an indigenous map of Australia that is displayed in the foyer of the Hanna Neumann Building.
- MSI and are hosting a special session on Mathematics Without Borders at the PRCM. All new starters are required to complete the pulse modules which cover cultural learnings.

Areas of improvements: (1) Staff should be supported to undertake Indigenous Awareness training and report on the quality and benefit of their experience for the benefit of their colleagues.
 (2) Members of hiring committees should consult with CoS Services staff on their experience working with DES providers and disability awareness training.

RSAA Equitable Hiring Strategy: Progress report

1st December 2023

A/Prof Luca Cassegrande (RSAA Associate Director, IDEA)
Professor Stuart Wyithe (RSAA Director)

The RSAA Equitable Hiring Strategy was presented to the School in November 2022. The Associate Director (IDEA) recently provided a refresher at the all-School meeting in November 2023, which was in advance of the seasonal academic hiring round. The strategy offers a set of recommendations to enhance diversity in the School via retention and hiring practices. The strategy includes metrics to monitor the adoption and impact of these initiatives and to measure their success. This is particularly important within RSAA which has the lowest women's representation in the College of Science among its staff.

To evaluate the implementation of the strategy and resulting outcomes all chairs from hiring panels in the past 12 month period participated in an anonymous survey undertaken by the Associate Director (IDEA). The purpose of the survey was to benchmark RSAA hiring practices against the strategy during the first year of its implementation. Only completed job rounds were taken into account for this purpose.

During the past 12 months, RSAA has advertised 23 positions across 16 distinct job advertisements.

- 4 Academic adverts (8 positions)
- 10 IT/technical adverts (13 positions)
- 2 professional/administration adverts (2 positions)

The survey reports data on the hiring of 20 individuals, and we regard it as indicative of how hiring practices have been implemented across the School. The full data for each survey question is available in the Appendix. In the following we provide a brief summary of key findings.

Training and Composition of Hiring Panels

RSAA has prioritized unconscious bias training over the past two years, as evidenced by the 2022 demographic survey conducted by the College. RSAA has a 63% staff completion rate for unconscious bias training, including an 83% completion rate for academics at level D/E who are primarily involved in academic hiring. Among survey respondents 50% of hiring chairs have completed the training within the last 2 years, and 70% have completed within the last 5 years. The equitable hiring strategy aims for a 90% completion rate, and this target is met among the academic cohort with 100% of respondents having undergone unconscious bias training within the last 5 years. During the past 12 months 90% of hiring panels achieved gender balance (40/40/20 women/men/any).

Mitigation Strategies and Rubrics for Each Position

Discussions on potential biases and mitigation strategies took place before shortlisting for 90% of positions, while specific rubrics for each position were developed in 80% of cases. This closely aligns with the Equitable Hiring Strategy's recommendation for 100% compliance.

Advertising and Invitations to Apply

All positions have been externally advertised, surpassing the 90% target set in the strategy. For half of the positions, women and/or people from under-represented groups were invited to apply, and job announcements were advertised through different channels and networks in order to reach under-represented groups. In 90% of cases, job announcements included statements about work-life balance, flexible work arrangements, parental and caregiver support policies, and/or campus childcare facilities. For 70% of jobs in the past 12 months announcements included language addressing reasonable adjustments to support disability needs, and 90% of advertisements underwent gender decoding. The Equitable Hiring Strategy does not set specific percentages for these statements, aiming instead to enhance diversity in the applicant pool. While we have not benchmarked against hiring rounds preceding the Equitable Hiring Strategy, we are able to provide data on the resulting gender distribution of applicants. In the aggregate data (covering academic, professional/IT, and professional/administration positions), there were 71 women applicants, 161 men, and 3 from other genders. A similar distribution is observed for academic positions (34 women, 73 men), aligning with the postdoc demographic survey conducted at RSAA in 2022 (30-70% women-men). There's a notable (but opposite) gender imbalance for professional/administration positions (5 men, 25 women) and for technical/IT roles (12 women, 82 men, 3 others).

Shortlisting and Offers

Separate shortlists for men and women were implemented for 40% of positions (rising to 50% when accounting for two positions where gender diversity lacked among the total applicant pool). A 50-50 men-women shortlist ratio was achieved for 30% of positions (rising to 40% when accounting for two positions where gender diversity lacked among the total applicant pool). Notably, all academic shortlists had a 50-50 ratio in cases where there was a more balanced gender distribution among applicants.

Offers were extended to 15 men and 5 women, with variations based on the type of position. Specifically, offers were made to 2 women and 5 men for academic roles. Among the professional/administration positions, 2 women received offers, while in Technical/IT roles, offers went to 1 woman and 10 men.

Additional notes and considerations

In 2023, RSAA appointed a female to a continuing level-E position. This hire was not included in the survey, as it originated from a previous year. Additionally, another women-only faculty recruitment has been recently advertised and will be appointed in early 2024.

In 2022, the RSAA AITC (Advanced Instrumentation and Technology Centre) conducted a significant women-only recruitment to directly address gender balance. This initiative included 10 positions which are not captured by the survey, but which significantly enhanced gender diversity among engineering and technical staff.

Building on the equitable hiring strategy and evidence-based actions in academic hires

Many of the recommendations contained in the Equitable hiring strategy have been implemented during the hiring occurred in the last 12 months. Among academic positions, the gender balance among applicants and offers is similar to the status-quo currently seen among the postdoc population within the School. Thus, despite it's positives, the strategy is likely to lead to gender balance only on very long timescales. Indeed, this is the prediction of workforce modelling previously undertaken by Lisa Kewley, indicating that other actions are needed.

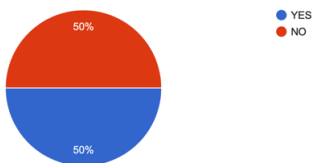
The previous ASTRO 3D director (Lisa Kewley) and the current RSAA director led a paper that was recently published in *Nature Astronomy* titled **The achievement of gender parity in a large astrophysics research centre**. The paper reports how the ASTRO 3D centre of excellence set and achieved the goal of having equal numbers of women and men at all levels of the Centre. ASTRO 3D has implemented the components of the RSAA equitable hiring strategy for recruitment since 2017. The larger scale of ASTRO 3D relative to RSAA indicates the aspects of the Equitable Hiring Strategy which will see success. While the components of the RSAA Equitable Hiring Strategy including balanced shortlists, unconscious bias training etc are beneficial, the paper demonstrates that gender parity will only be achieved following proactive promotion of gender parity in the scientific leadership. RSAA will actively pursue this outcome through identified female only continuing appointments in 2024 and beyond. As part of our upcoming 2024 School review the Associate Director IDEA will therefore lead an analysis of RSAA demographics at 5 and 10 years under different scenarios of identified hiring among the continuing staff.

Appendix

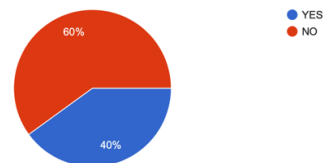
Here we report the full findings of the data for each of the questions in the survey circulated among hiring managers in November 2022. We received 10 responses covering 20 positions, meaning that certain distinct job advertisements have been aggregated within the same hiring panel. Despite this, we consider the data indicative of the practices employed for advertising and candidate selection in RSAA over the past 12 months.

The distribution of applicants was as follows: 160 men, 71 women, and 3 individuals from other genders applied. Offers were extended to 15 men and 5 women.

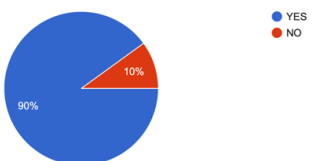
Has the chair of hiring panel completed Unconscious bias training in the last 2 years?
10 responses



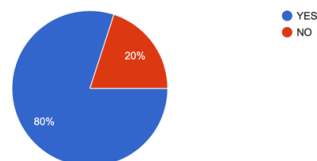
Has the chair of hiring panel completed Unconscious bias training in the last 5 years?
5 responses



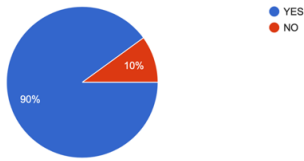
Did the chair discuss biases and potential mitigation strategies with the hiring panel before shortlisting?
10 responses



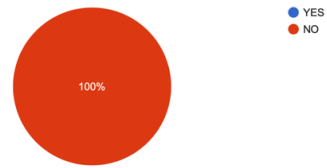
Did you have rubrics for each position before seeing the list of applicants?
10 responses



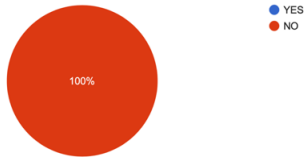
Was the recruitment panel gender balanced (40/40/20 women/man/any)?
10 responses



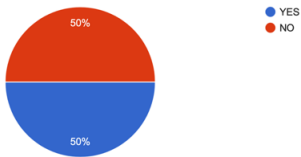
Was the position (or positions) advertised only internally?
10 responses



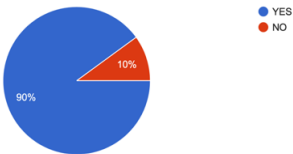
Was the position (or positions) for an identified women only hire?
10 responses



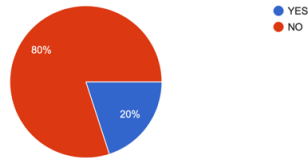
Did you personally invite some women or people from underrepresented groups to apply?
10 responses



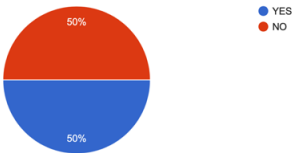
Was the job announcement run through a gender decoder?
10 responses



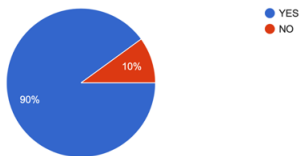
Were applicants encouraged to include a relative to opportunity statement in their application?
10 responses



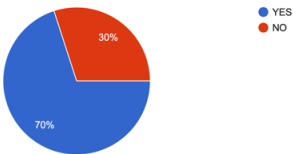
Was the job announcement advertised through different channels and networks with the intent to reach women and under-represented groups (e.g., AAS ...ng lists, targeted emails to individual, etc ...)?
10 responses



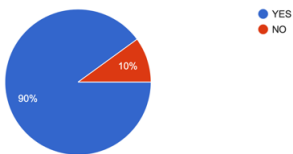
Did the job announcement include a statement on diversity and/or gender balance and/or under-represented groups?
10 responses



Did the job announcement use wording around reasonable adjustments to support disability needs?
10 responses



Did the job announcement include a statement about work-life balance and/or flexible work arrangements and/or parental and carers support policies and/or campus childcare facilities?
10 responses



RSB 2023 report on Equitable Hiring Strategy

A survey of HRMS data in 2022 found that RSB is well placed in gender equity except at academic Level E and has culturally diverse staff overall.

All recruitments, whether academic or professional staff, have followed the principles set out in the 2022-2027 Equitable Hiring strategy.

Through 2023, we have continued to focus on recruitment of academics from diverse background and strong mentoring of women EMCRs to enable progression to Level E.

- The only 2 academic recruitments in 2023 were strategic hires – both Level E women, one of which is south-east Asian.
- This on top of our use of specified recruitments over the past 3 years have resulted in **9 of 10 new continuing academic staff being women**, 2 from non-caucasian backgrounds.
- RSB academic staff were very successful in the most recent round of promotions – of the 10 promoted, 6 were women and 3 of these were promoted to Level E.
- For 2024 and onwards we will continue to support and mentor EMCRs, especially the recent (mostly women) recruits, to improve further the proportion of women in senior levels. This will require close attention to workloads.

The following slide with summary information was presented and discussed at the RSB Faculty retreat on Nov 22.

Faculty recruitments: Discipline & gender balance

- Proactive recruitment 2020-23
- Continuing GLs 54 (2019) -> 39 (2021) -> 49 (2024)
 - 9 of 10 new Group Leaders identify as women
 - Increased cultural diversity among GLs
- Supporting career development
 - Workload management, mentoring (for all EMCRs)
 - Encouragement to seek promotion (for all EMCRs)

=> progressive improvement in gender balance across levels

- All - 30M, 23 W (43%) cf 37% in 2019
- Levels B, C - 3 M, 9 W (75%)
- Levels D, E - 27M, 14 W (34%)
- **Still work do do here...**

Research School of Chemistry - Equitable hiring strategy progress report

December 2023

Research School of Chemistry equitable hiring strategy:

<https://science.anu.edu.au/sites/prod.science.sca-lws06.anu.edu.au/files/RSC-Equitable-Hiring-Strategy.pdf>)

Progress for 2023 against RSC initiatives:

1. Improve equitable recruitment and retention practices

- 1. A Understand your applicants
 - E&I included in advertisements, include selection criteria for candidates to address how they support diversity
- 1. B Advertise Vacancies
 - Vacancies are advertised, with the exception 4 x fixed term roles in the professional team in 2023
- 1. C Use Gender Neutral Language in job advertisements
 - Gender neutral language is used in adverts, reviewed by CoS HR
- 1. D Promote our culturally diverse, flexible and family-friendly workplace in job advertisement
 - Advertisements list the benefits of work in RSC re flexible working arrangements, relocation packages (where applicable), support adjustments
- 1. E Encourage candidates with underrepresented gender, cultural or other aspects of diversity to apply for advertised positions
 - Advertised 1 x ChemBio position for Female-identified candidates
- 1. F Mitigate unconscious bias
 - Supervisors offered training, selection panels discuss methods to mitigate unconscious bias and reference this on the committee report, selection panels are gender balanced
- 1. G Use capability-based selection
 - Selection criteria must be completed and is assessed for all applicants
- 1. H 50:50 shortlisting of candidates
 - Where we have had only 1 x female applicant to a position but the application was not complete, seek Director approval to move forward with only short-listing male applicants
- 1. I Use of identified multiple hiring records
 - Multiple hiring rounds for the academic recruitment and a role subsequently advertised as Female-identified
- 1. J Use of identified positions
 - Advertised 1 x ChemBio position for Female-identified candidates

2. Improve Indigenous representation in our workplace

- 2. A Provide employment programs for Indigenous students and candidates to gain work experience in RSC
 - RSC did not advertise for Indigenous students in 2023 with the large amount of vacancy and new team members in the professional team, it was determined that an effective program could not be facilitated
- 2. B Understand the movement and aspirations of previous participants and develop initiatives to improve retention over time

- This has not been conducted as there is no corporate knowledge in the professional team to have knowledge of previous participants

3. Have a workforce of staff with disability that is representative of the Australian community

- 3. A Provide information on support or adjustments available
 - All advertisements are based on CoS HR template outlining assessment process and reasonable adjustments
- 3.B Consider candidates from the CoS Services pool of candidates with disability
 - This has not been accessed by RSC for filling vacancies in 2023

RSES equitable Hiring strategy progress report 2023

As per 2023 data supplied by HR, RSES recognises underrepresentation of women amongst senior academics (Levels D, E) at 23.8%. Representation of women at junior academic level (A, B, C) is closer to equity at 42.1% while women are overrepresented amongst administrative staff (72.7%).

Currently, all but 3 junior academic positions at RSES are non-continuing and staff in these positions are mostly project-based externally funded. RSES has one continuing female academic at level C, one female academic CCF at level C and one male diverse background academic on tenure-track at level B who is a new hire in 2023. One new level C female continuing academic has been appointed via a female-identified advertisement to start in January 2024.

As per actions to address underrepresentation, RSES continues to advertise externally all continued, tenure-track, CCF and fixed-term positions with very rare exceptions. All selection panel chairs are encouraged to take unconscious bias training and to encourage their selection panel members to do the same. Job cards are approved only with CoS approved advertisement text and nominated selection panel members to ensure appropriate diversity. Advertisement texts are checked with a gender decoder software to ensure gender-neutral language and are regularly broadly advertised on email lists and social media sites targeting underrepresented groups.

With above processes implemented and three new academic hires in 2023, 2 of which increase diversity and gender equity, RSES is on track regarding the RSES equitable hiring strategy.

RSPHys – Equitable Hiring Strategy 2022 – 2027 Progress report (Dec 2023)

1. 2023 workforce demographics

All Funding	Man	Woman	Non-Binary	Unknown	%F
Early Academic A,B,C	66	23			25.8
Senior Academic D,E	30	7			18.9
Professional Staff – Administration	9	20			69.0
Professional Staff – Technical, Research, Engineering, IT, Specialist, and Maintenance streams	58	13			18.3
Casual Academic	42	24			36.4
Casual Prof	82	48			36.9

It is important to note the trends in Level A-C to understand better career pathways in a gendered context.

Level	M	F	% F	X
A	24	11	31%	1
B	30	9	23%	1
C	13	3	19%	0
	66	23	26%	2

2. Progress in closing identified gaps, whether the School is on track to meet strategic goals

Below is a table of positions filled in 2023 which reflect an overall improvement against the general demographics in the School across all employment classifications. The gender ratios in the promotion round show ratios reflective of the ratio for that level in the school demographic.

Recruitment

Level	M	F	% F	X
A	24	11	31%	1
B	30	9	23%	1
C	13	3	19%	0
	66	23	26%	2

Promotions

	M	F	%F	X
B	2	1	33%	0
C	2	1	25%	1
D	2	0	0%	0
E	0	0		0
	6	3	33%	

3. Whether any attraction, recruitment, selection or retention methods will be amended to help the School close identified gaps. Statistics on the success measures identified in the strategy above.

We saw a small but helpful increase in the number of identified position recruitments. Of the two identified position (female) recruitment now complete both were successful in attracting women*. One recruitment seeking balanced appointments is still underway and will be finished early in 2024. One identified position (female) recruitment has gone to market three times over the past three years, the first two times saw offers made to female identifying applicants, regrettably both declining after protracted negotiations. The third time to market was opened to all applicants with the view to interview two gendered short lists. The recruitment is likely to finish in 2024.

With many thanks to assistance from the College and Central we were pleased to retain an indigenous professional staff member in an ongoing role. This is particularly pleasing as this was the result of an indigenous targeted apprenticeship almost 5 years ago.

4. Lessons learnt

On reflection, the onus on obtaining reports from panel chairs is not a practical metric and this needs review. The E&D committee will develop a School guideline to encourage self-training in unconscious bias, offering flexible work conditions and employment of candidates for people with disabilities for panel members.

We will also think to report of departing staff and promotion numbers. In this way the dynamic of the school demographic can be better understood.

While the “scissor curve” behaviour is still evident in the transition from Level A to Level E it is far less pronounced than a decade ago. The flattening and equilibration of this trend suggests a derivative method for assessing the progressive effectiveness of any recruitment and retention strategies. We note that the lower the gradient of %F from junior to senior rolls is preferred, as is the improvement in overall parity.



CoS Services Equitable Hiring Strategy – Progress Report 2023

DATE / TIME 4 December 2023, 4pm

AUTHOR College of Science GM (Interim)

CoS reports significant progress towards its listed action items for this strategy, as follows:

Action item	Outcome
1.1 Completion of prescribed training by supervisors 1.2 Completion of prescribed training by all CoS Services staff	This training is required every two years, and therefore is still in progress.
1.3 (i) Mitigating unconscious bias – hiring managers are provided with a checklist to prompt good practice measures (ii) Hiring managers are encouraged to add a statement to selection committee report addressing this.	Checklist not yet developed. A CoS services specific Selection Committee Report has been developed to include the statement addressing unconscious bias. 17 positions advertised in 2023; applications from 324 (59%) female, 192 (35%) male and 35 (6%) unidentified. 20 new hires (continuing/fixed term) in 2023; 15 (75%) female and 5 (25%) male.
1.4 Remove barriers to inclusion in internal short-term acting opportunities	Emails asking for EOIs for temporary transfers/higher duties of over 4 weeks are regularly being sent where applicable.
1.5 Improve visibility of diversity actions and initiatives	Content on our internal webpages has been refreshed, Wellbeing Portal added.
1.6. Improve advertising material, PDs etc to expand applicant pool and remove barriers	CoS Services advertisements have been simplified. Capability based selection is regularly used in selection processes.
2.1 Use gender neutral language in job advertisements	CoS Services job advertisements are using gender decoded language wherever possible.

2.2 Tailor advertisements to an underrepresented gender	Not applicable to date
3.1 Provide employment programs for indigenous students and candidates to gain work experience in CoS Services	Working collaboratively with the CPO's office, the Indigenous Cadetship program is successfully in place, and welcomes two female cadets in January 2024.
4.1 Use of a job board with a specific focus on promoting jobs to people with disability	CoS Services positions advertised on Toozly.
4.2 Engage with Disability Employment Services providers to source candidates with disability for role within CoS Services	Nil engaged in 2023
4.3 Provide information in support or adjustments available	All advertisements provide this information, and an increased number of candidates have requested support
4.4 Provide advise and support to supervisors on managing a staff member with a disability	All relevant supervisors are receiving support