RSC Equitable Hiring Strategy 2022-2027

OBJECTIVE

To evolve the Research School of Chemistry's hiring practices over a five year period to develop a workforce that is representative of the Australian population and embraces diversity and inclusion.

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

RSC ran an anonymous demographic survey of academic and professional staff in August 2022 to identify underrepresentation across the workforce. 34 staff completed the survey (41%). Due to the low completion rate, deidentified gender data from CoS HR was also considered to inform the Equitable Hiring Strategy. The data were adjusted for FTE (with the exception of casual sessional academic/teaching fellow staff where head count was used) and analysed for each of the four identified categories: professional staff, casual sessional academic/teaching fellow staff, fixed term academic staff and continuing academic staff.

The results from the demographic survey show that RSC's workforce is well represented in terms of staff identifying as LGBTQIA+ (9%), and cultural diversity. 50% of the workforce identify as being born overseas, with 21% of the workforce identifying as being from a non-English speaking background. Only 9% of the workforce identify as Black, Indigenous or Person of Colour (BIPoC). Additionally, RSC is underrepresented in terms of staff with disability and staff identifying as Indigenous (0%).

With regards to gender diversity, there are no staff who identify as non-binary within RSC so data are presented as female – male. RSC meets gender parity (40% female – 60% male) in casual sessional academic/teaching fellow positions. There is a gender gap in professional staff positions (36% female – 64% male), favouring staff who identify as female in the administration stream (66%) and staff who identify as male in the technical/research streams (72%). There are significant gender gaps in both fixed term academic (20% female – 80% male) and continuing academic (18% female – 82% male) staffing positions. Note that the majority of fixed term academic staff are levels A and B, while the majority of continuing academic staff are levels D and E.

The College and the School will recognise, celebrate and include the above staff. RSC recognises that the diverse perspectives and experiences of staff creates a better workplace through greater engagement, retention, problem solving, innovation, creativity and hiring decisions. We strive to be a welcoming and attractive workplace for all staff and students.

The full report on our workforce demographics is available here.

ACTIONS TO ADDRESS UNDERREPRESENTATION

Hiring managers must select at least 3 actions from the below table 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 delegates (usually the RSC School Director and School Manager) to monitor and report on the adoption and success of this equitable hiring strategy. It should be noted that a number of the success measures rely on applicants voluntarily disclosing personal information, and as such will be difficult to track.

Initiatives	Actions	Success Measures	Approvals Required
1. Improve equitable recruitment and retention practices	**1. A. Understand your applicants.** It is crucial to understand our applicants in order to improve equitable recruitment practices. Hiring managers should: • Include in the advertisement text that Equity & Inclusion is a pillar of the ANU Strategic Plan to highlight its importance to RSC and encourage open communication on this from applicants. • Review the candidate's gender response. • Review the relative to opportunity section of a candidate's application. This is now a standard part of the ANU application form. • Consider asking candidates to provide a statement on how they support diversity as part of their selection criteria. • Consider asking candidates to include a diversity statement in their application. Candidates are never required to disclose personal information. However, these actions may help you to understand if a candidate identifies as an underrepresented gender or another traditionally marginalised group.	An increase in the proportion of underrepresented candidates shortlisted and appointed. An increase in the proportion of candidates disclosing gender and other aspects of diversity in their applications.	N/A Hiring managers should work closely with HR to ensure processes using this method are fair and equitable.

	1. B. Advertise vacancies. Between January 2018 and August 2022, 55% of RSC roles were filled by appointment without advertisement. Unconscious bias is far more prevalent when a supervisor makes an appointment without advertisement. Hiring managers should advertise vacant positions. Any job cards in ANU Recruit requesting an appointment without advertisement must explain (under the heading 'Diversity'): • Why the role has not been advertised. • How unconscious bias and underrepresentation in gender, cultural and other aspects of diversity has been considered or addressed through this appointment and in this area more broadly.	An increase in the proportion of vacancies that are advertised compared to appointments without advertisement. Track the number of appointments that are advertised compared to not advertised, and the diversity of candidates within those	School Director
	1. C. Use gender neutral language in job advertisements. Gender neutral language avoids using gendered pronouns (he/she) and adjectives that can suggest gender bias (competitive, compassionate). CoS HR will run all advertisements through a gender decoder prior to the job being posted. Some text may be changed to ensure the wording of our advertisements is inclusive and considerate.	All advertisements are run through a gender decoder. Track the gender ratio of applicants for positions.	N/A
	1. D. Promote our culturally diverse, flexible and family-friendly workplace in job advertisements. Advertisements must list some or all of the following benefits of working at RSC: - Access to cultural leave under the ANU Enterprise Agreement - Acknowledgment of culturally significant events such as Lunar New Year or Diwali - College level inclusive meeting and event guidelines - Prayer and parent rooms available on campus - ANU parental leave and carers' support policies - Childcare available on campus - Relocation packages, including provisions for applicants moving with families	All advertisements promote RSC as a culturally diverse, flexible and family-friendly workplace. Track the gender ratio of applicants for positions.	N/A

	- Flexible work arrangements - Support and adjustments for staff with disability Unless a role is required to be full-time, it should include a statement to say that the position can be taken part-time.		
	1. E. Encourage candidates with underrepresented gender, cultural or other aspects of diversity to apply for advertised positions. Between January 2018 and August 2022, 39% of advertised roles were filled by word of mouth. This is the largest method of attraction for RSC and has proved to be an effective way to expand the candidate pool. However, the individuals we contact are influenced by our unconscious bias, furthering a lack of diversity. During the same period only 2% of roles were filled using social media channels including LinkedIn. i. Hiring managers should connect with skilled individuals from an underrepresented gender or other aspects of diversity and encourage them to apply for their advertised position through word of mouth and the use of social media channels. ii. Hiring managers should include a sentence in their selection committee report describing how they have proactively tried to improve diversity in the applicant pool.	An increase in the proportion of positions filled through word of mouth and social media by underrepresented candidates. An increase in diversity amongst the applicant pool.	N/A
	1. F. Mitigate unconscious bias. i. Supervisors should be offered unconscious bias training every two years. ii. Hiring managers must discuss methods to mitigate unconscious bias with their selection committee prior to shortlisting. This should go beyond the 50:50 if not, why not policy. iii. Hiring managers must revisit their unconscious bias at the point of determining candidate suitability and review whether it unduly influenced decision making. iv. Hiring managers should include a sentence in their selection committee report describing how unconscious bias has been managed throughout the selection process (e.g., training undertaken by all committee members and a discussion pre-shortlisting). Hiring managers document the process not their actual bias.	Increase in the number of hiring managers and selection panel members completing unconscious bias training. An increase in the proportion of underrepresented candidates shortlisted and appointed. An increase in the proportion of job cards	N/A

	Selection panels must be gender balanced. Other aspects of diversity should be considered when compiling selection panels, but the workload of diverse panel members must be considered.	and selection committee reports containing methods to manage unconscious bias.	
	1. G. Use capability-based selection. The selection committee will consider a holistic assessment of the recruitment case beside merit alone. This includes a focus on the candidate's potential for future achievements, ability to learn and achievements relative to opportunity.	An increase in the proportion of underrepresented candidates shortlisted and appointed.	N/A
	1. H. 50:50 shortlisting of candidates. Where possible, shortlists must comprise a 50:50 ratio of female:male applicants. Separate lists should be compiled for female and male candidates. This has been an effective measure in other areas of CoS to ensure the 50:50 shortlist is met. Any shortlists in ANU Recruit that do not meet this criterion must explain: • Number of female and male applicants. • Why the 50:50 shortlist could not be met. • How underrepresentation in gender, cultural and other aspects of diversity has been considered or addressed through this hiring process and in this area more broadly.	An increase in the proportion of gender balanced shortlists.	School Director
	1. I. Use of identified multiple hiring rounds. The use of identified positions will be considered where there is a significant lack of diversity that the School wants to address. RSC has had success in the use of identified positions. These measures may be needed to close the gender gap or address other aspects of underrepresentation within the School. Where possible, multiple roles will be advertised at once. This will include a commitment to hiring at least 50% female or gender diverse candidates in the case of addressing gender diversity, or an appropriate agreed upon level in the case of positions identified to target other aspects of underrepresentation. Separate shortlists will be created for each category.	Use of multiple hiring rounds. Collect quantitative and qualitative data on whether the use of identified positions is working.	DHR

	1. J. Use of identified positions. The use of identified positions will be considered where there is a significant lack of diversity that the School wants to address. RSC has had success in the use of identified positions. These measures may be needed to close the gender gap or address other aspects of underrepresentation within the School.	Use of identified positions. Collect quantitative and qualitative data on whether the use of identified positions is working.	DHR
2. Improve Indigenous representation in our workforce	**2. A. Provide employment programs for Indigenous students and candidates to gain work experience in RSC.** This includes: - Entry level programs such as a traineeship and/or cadetship. RSC will host Indigenous students and candidates through the CoS traineeship/cadetship rotations. - 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.	Host at least one program participant over this five-year strategy. Professional development of the students/candidates.	N/A
	2. B. Understand the movement and aspirations of previous participants and develop initiatives to improve retention over time.	Survey previous participants and develop at least two approaches to improve environment and retention.	N/A
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 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 identifying with disability. An increase in the number of candidates asking for support	N/A

		through the recruitment process and/or on commencement.	
	3. B. Consider candidates from the CoS Services pool of candidates with disability. CoS Services are considering running a biannual recruitment round for candidates with disability to express interest in working at ANU. This would create a pool of candidates that areas can draw from to fill vacancies and save hiring managers time and expense in running their own process. If this is available, hiring managers should consult this candidate pool through CoS Services to fill vacancies or canvass applicants, where appropriate.	Promotion of this pool to hiring managers in RSC. An increase in the number of candidates identifying with disability.	N/A

MEASURING PERFORMANCE

RSC will provide an annual review each November at the CoS Executive Committee. This review will track the success of recruitment and retention actions outlined in this strategy. The review will report on:

- workforce demographics,
- which of the above measures have been undertaken by hiring managers,
- our progress in closing identified gaps,
- whether the School is on track to meet strategic goals,
- whether any attraction, recruitment, selection or retention methods will be amended to help the School close identified gaps.