



Australia's National
Science Agency

SAGE Cygnet 1

Difficulty recruiting women into research roles at CSIRO

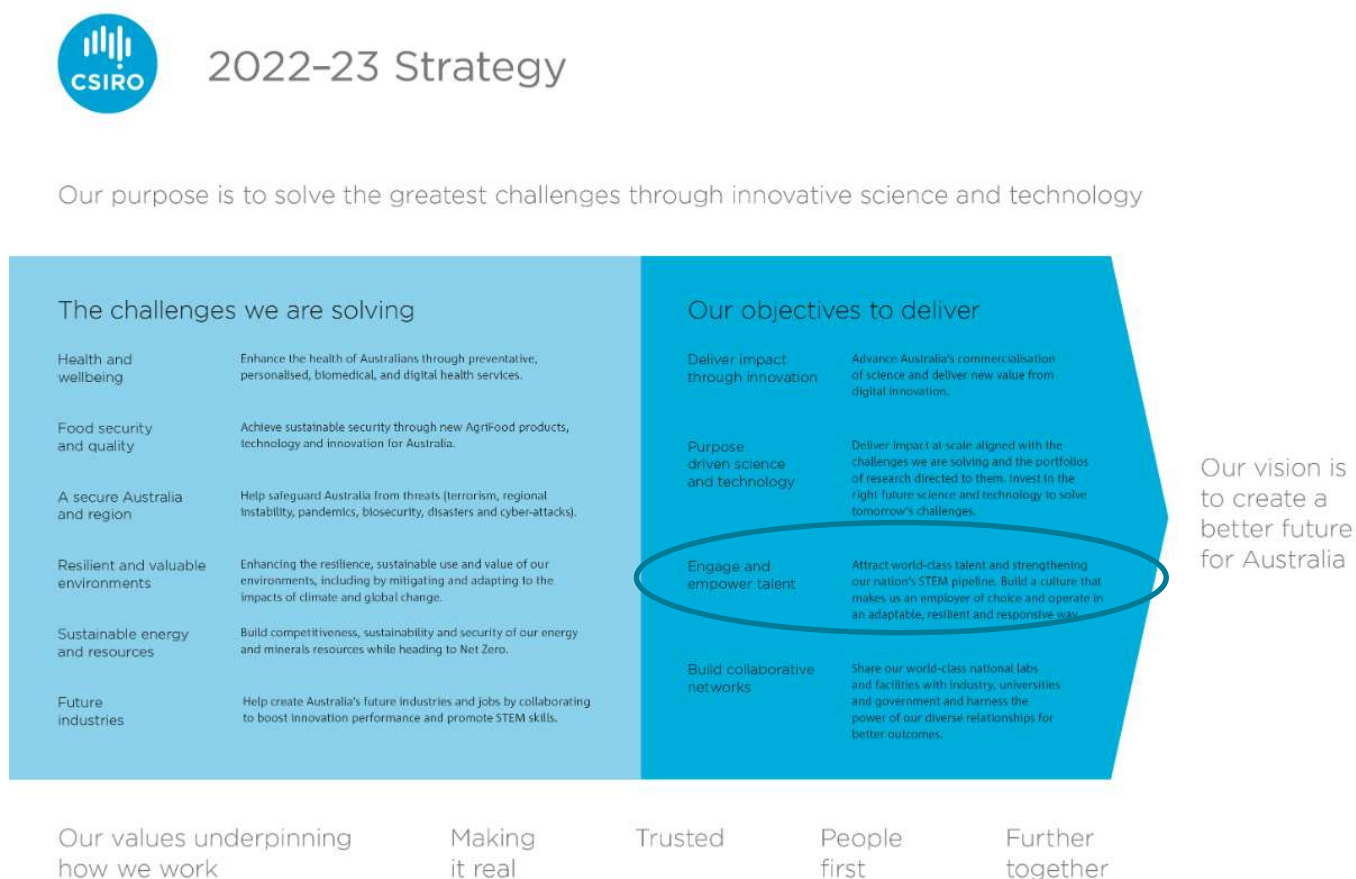
August 2023

KEY BARRIER

Difficulty Recruiting Women into Research Roles at CSIRO

For CSIRO to solve the greatest challenges through innovative science and technology we need to attract, employ and retain the broadest range of talent. This is reflected in our latest Corporate Plan 2022-23 (Figure 1) and aligned to our objective to *engage and empower talent*. We are Australia's national science agency and innovation catalyst. If the diversity we see in society is not reflected in our organisation, then we may not be realising our full potential.

Figure 1: Corporate Plan 2022-23 Summary



EVIDENCE OF BARRIER

During the Bronze Self Assessment process, appointment data for the period 2013-2016 was reviewed. The main barrier that identified was that women represented 35% of external hires. Three additional issues were also identified:

1. Men were appointed at twice the level of women for post-doctoral positions (Figure 2).
2. Men were appointed in 95% of level CSOF 7 positions and above and gender equity (40:40:20) was only achieved at CSOF 2 and 3 (Figure 3).
3. Some business units had a lower proportion of women compared to benchmark data (Figure 4).

Application and interview data was not analysed during the Self Assessment process due to very low response rates (approximately 30%) to the voluntary gender question in the application process.

Figure 2: Post-doctoral Research Staff Hired at CSIRO in 2013-2016

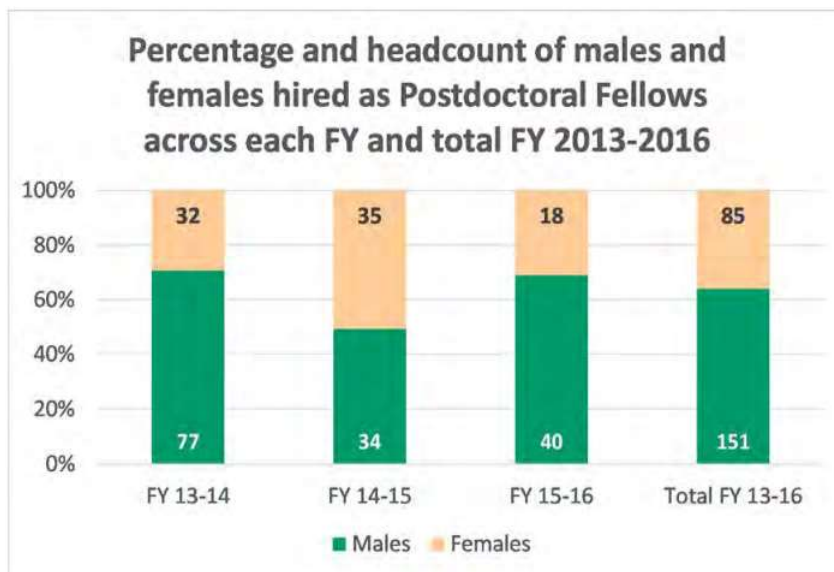


Figure 3: CSOF Level Gender Distribution of CSIRO External Hires for Research Staff in 2013-2016

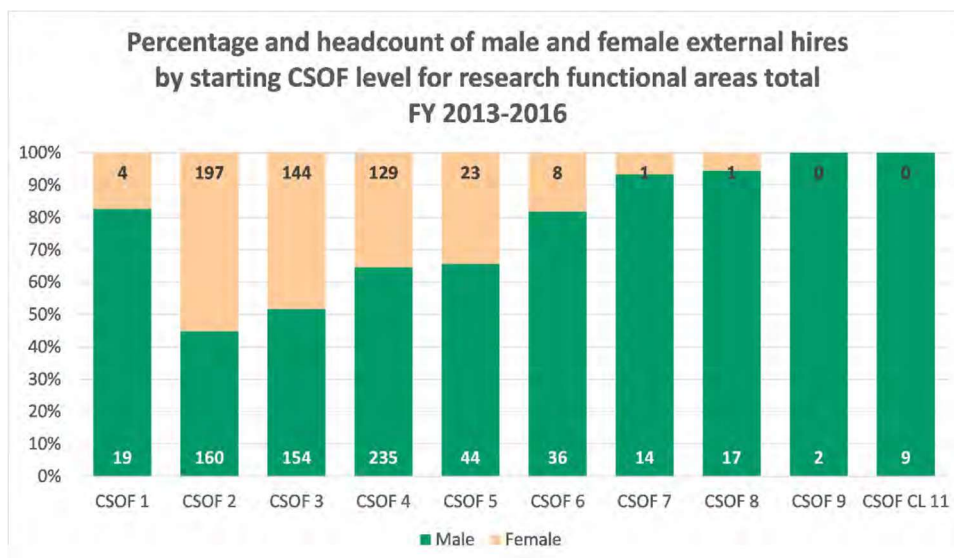
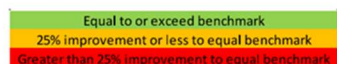


Figure 4: Benchmarked percentage of female research staff across business units

CSIRO Impact Science Business Units	% Females in CSIRO Research Staff	% Females in Australian STEM-qualified Workforce	STEM qualifications in Australian workforce, all sectors
National Collections & Marine Infrastructure	46	43	Agriculture & Environmental Science, Science (averaged)
Astronomy & Space	18	25	Mathematics, Engineering (averaged)
Animal Health Laboratories	50	46	Science
Oceans & Atmosphere	35	34	Agriculture & Environmental Science, Mathematics, Science, Engineering (averaged)
Mineral Resources	22	30	Agriculture & Environmental Science, Engineering, Mathematics (averaged)
Manufacturing	35	30	Science, Engineering (averaged)
Land & Water	22	43	Agriculture & Environmental Science, Science (averaged)
Health & Biosecurity	50	46	Science
Energy	17	33	Science, Agriculture & Environmental Science, Engineering (averaged)
Data61	14	25	Engineering, Mathematics (averaged)
Agriculture & Food	46	43	Agriculture & Environmental Science, Science (averaged)

* Benchmark adapted from Australia's STEM Workforce, March 2016, Office of the Chief Scientist, Australian Government).



ACTIVITIES AND OUTPUTS

Based on analysis and feedback during the Bronze application and subsequent research, our key actions to address this barrier were to:

- Update our Employee Value Proposition (EVP).
- Modernise the way we advertise.
- Provide resources to de-bias the recruitment and selection process.
- Prioritise diversity of representation in our internal and external communications.

Supporting these specific strategies, we have:

- Strong leadership commitment including from CEO, Larry Marshall through his involvement with the Champions of Change.
- Clearly articulated the value of diversity in all its forms through our staff and leadership communication channels, such as All-staff webinars, CEO Blogs and CSIRO events.
- Continued to work through practices that improve inclusion and belonging within CSIRO.

All actions related to recruitment from the Bronze Action Plan were implemented aside from 2.1 xviii *Universities (domestic and international) with relatively high numbers of STEMM-qualified graduates are identified by discipline for CSIRO Business areas to consider targeting for recruitment outreach activities.* We may revisit this in our Silver application, however a “recruiting for talent” and associated campaigns strategy was considered more likely to have impact.

Employee Value Proposition

CSIRO reviewed its Employee Value Proposition in 2017. To develop this initial framework, direct consultation was undertaken with CSIRO leaders, managers and team members between November 2017 and January 2018. Indirect consultation was undertaken via the Staff Engagement Survey. This initial EVP was further developed in 2018 by undertaking a detailed gender-based CSIRO EVP analysis, to create a Women in STEM Employee Value Proposition Figure 6.

The EVP has become an integral component of recruitment and promotion campaigns. It provides a clear and consistent message, that is weaved throughout our website, advertising and social media campaigns, that was developed in collaboration/partnership between Talent, Communication and Brand. The EVP has been widely communicated internally to all levels of the organisation. An implementation guide (Figure 7) was developed and distributed to assist conversations with potential candidates as well as to brief external organisations such as creative agencies, collaborators and partners to ensure consistent messaging.

Figure 6: Women STEM CSIRO EVP

CSIRO, shaping the future of STEM for women nationally and globally


So, how do we do this and what is the CSIRO Experience really like when you join team CSIRO?

The CSIRO Experience


Make an impact

At CSIRO, we invest in world class science, engineering and digital research to solve big, complex problems that make a real difference to the future of Australia and the planet. This is challenging, invigorating and immensely satisfying.


To do so, our people work with some of the most talented minds in their fields, not just in Australia, but in the world. We spark off each other, learn from each other, trust each other and collaborate closely to achieve more than we could individually.




The Work




The People



The Environment



The Experience



JOIN
Australia's national science, engineering and digital research agency to solve the world's biggest challenges, or to support those who do

DO
innovative, exciting and socially impactful work

USE YOUR SKILLS
to solve complex problems on a global stage

BUILD
career capabilities through the enhancement of existing abilities and learning new skills for the digital future

WORK
In diverse teams led by world class researchers

SOLVE PROBLEMS
together with creative minds across a range of disciplines

IMMERSE YOURSELF
In an inclusive culture where a diversity of experiences and views is valued

COLLABORATE
with a large number of industry, university and government partners

JOIN AN ORGANISATION
that is actively creating an inclusive future where everyone's contribution is needed

ACCESS
world class national research infrastructure, and

EXCELLENT
tools, support and resources to bring your work to life

BENEFIT
from a broad suite of development opportunities, including leadership training

BE REWARDED
through our rewards programs and generous working conditions, and where equal pay for equal work is a guiding principle

CONSCIOUS DISRUPTION
of the status quo and a zero tolerance approach to bullying and discrimination

GENUINE
work/life balance and flexibility

GROW
your skills, apply your talents and broaden your horizon

WORK
In an organisation seeking to become a beacon of best practice for an inclusive and equitable workplace

FOSTER
the next generation of women in research science and technology

TRAVEL
to collaborate with partners on a national and global stage

A CULTURE
In which women are actively encouraged and where we know that words, imagery and actions matter




Figure 7: The CSIRO Experience, Implementing our Employee Value Proposition



Modernise the way we advertise

We have improved the way we advertise available roles to reflect our EVP and showcase our diverse and inclusive culture and the benefits of working at CSIRO. We are positioning CSIRO in a competitive recruitment landscape as a safe and inclusive employer to attract and ultimately recruit people who share our values. Specifically:

- From Position Description development and advertisement all the way through to appointment documentation, we use inclusive and non gendered language utilising gender decoder tools to support the review process.
- When advertising, we clearly articulate the role, avoiding jargon and have reduced the amount of essential and desirable criteria.
- We include an Acknowledgement of Country at the top of job ads.
- Job ads include wording about flexible ways of working ([Balance program](#)) and our diversity aspirations.
- We now advertise on the Work180 and FlexCareers platforms which are women and diversity focused platforms that outline our inclusion practices and in the case of Work180 require endorsement. This is in addition to the recruitment channels of LinkedIn, SEEK, GradAustralia and our own careers site.
- We launched innovative campaigns to attract diverse talent, broadening the pool to identify diversity, talent, skills, and experience focused on the person, rather than filing a specific roles (Case Study examples of Data61 and Impossible Without You).

Implemented resources to remove bias from recruitment and selection processes

We have actioned the following to promote and embed diversity and inclusive practices within our recruitment process:

- Incorporating diversity and inclusion in our Recruitment Procedure with links to the best practice guidelines for diversity and inclusion and affirmative measures.
- The Talent team partner with Hiring Managers to advertise, short-list and select candidates. Providing support and education throughout the process.
- The development and promotion of the “Considering Unconscious Bias and Diversity in Recruitment Guide” which has been accessed over 500 times and includes information about unconscious bias relevant to recruitment, a recruitment checklist (Figure 8) for the panel chair and research to support the importance of these strategies.
- Diversity nudges developed for hiring managers within the Recruitment System (Success Factors) prompts for gender equal selection panels and recommends assessment criteria to consider ‘what is best for team diversity’.
- A suite of eLearning modules that include strategies to address unconscious bias and debias the recruitment process have been completed by almost 400 people.

Figure 8: Recruitment Checklist for Panel Chair

Recruitment Checklist for Panel Chair

Research shows that teams made up of diverse backgrounds and perspectives consistently make better decisions and are more effective in their execution

Diversity is not just about gender balance. It includes age, cultural differences, skills and experience. There are many ways you can improve diversity your team.

Unconscious Bias is a bias or social stereotype about certain groups of people that we make subconsciously. This can have a big impact on recruitment decisions if we do not try to mitigate unconscious bias throughout the process.

Before the Interview

- When developing the position description and selection criteria, start with the desired outcomes of the role and then define which competencies are essential to achieve those outcomes, rather than looking at the way the role has previously been fulfilled.
- Give greater importance to the skills and abilities required to be successful, over specific qualifications/experience.
- Assess resumes based on the selection criteria in a fair and equitable way, with the removal of any bias.
- Review the shortlist against the total applicant pool. Are the proportions of female and male candidates comparable?
- Select panel members to include diversity as well as knowledge of the role. Ideally an independent from outside the immediate team would be beneficial, e.g. someone from a related business unit, joint project, affiliated university or HR representative.
- Review criteria for the role to ensure the Panel focus on skills, talents and qualifications genuinely needed for the role.
- Review interview questions to ensure the Panel focus on criteria set for the role.
- Ensure the Panel is briefed beforehand that they are to score/assess based on the criteria and based on skills, talents and qualifications and must be prepared to justify their scoring based on these factors alone.
- Be flexible when scheduling interviews – have sensitivity to factors like school runs or religious commitments.

At the Interview

- Prior to meeting the candidates and **again when scoring/assessing** remind the Panel to:
 - Focus on each candidates' specific **talents and skills**
 - Score against criteria
 - Set aside what they may know of the candidate outside of the interview space
- Think beyond any stereotypes, (age, gender (including non-binary), race, sexual orientation, religion/belief, caring responsibilities, disability etc.), the focus needs to be on the best person for the role
- Be aware of **affinity bias** (when we favour candidates who are similar to ourselves) - remember that different perspectives and experiences can strengthen a team dynamic. Don't go off script/off topic (eg asking about personal interests/hobbies) as this can contribute to affinity bias. The Panel should also try not to anticipate that one person or another will be a better 'fit', this leads to judgements outside of a person's skill-set.
- Avoid inappropriate questions which may be considered discriminatory. E.g., “Are you married?” or “Who collects the children from school?” It is important not to make assumptions. E.g., don't assume a woman or man with children is not prepared to work outside normal work hours or be able to participate on research voyages. If the appointment involves work outside of normal hours or for long periods away from home, the Panel should ask “Is there anything that would preclude you from working the hours of duty outlined?”

After the Interview

- Have you considered all candidates equally? Are you comfortable the candidates you interviewed were the strongest from the initial longlist?
- Have I fairly considered proposed flexible work arrangements (if requested by the candidate)?
- Have you provided feedback to interviewed candidates? The wording and extent of feedback should be carefully considered; bearing in mind any potential for discrimination based on age, disability, race, gender, sexual orientation, pregnancy or family responsibility.

Improved diversity of representation in internal and external communications

Diversity of representation and inclusion is a year round focus at CSIRO and is built into communication design and approval processes as well as KPIs of the teams delivering the content. Photography guidelines, designer checklists, supplier briefing etc all have built in checks and at the final approval stage a diversity and inclusion lens is applied. CSIRO was recently recognised for this focus, winning the LinkedIn Diversity and Inclusion Champion Award.

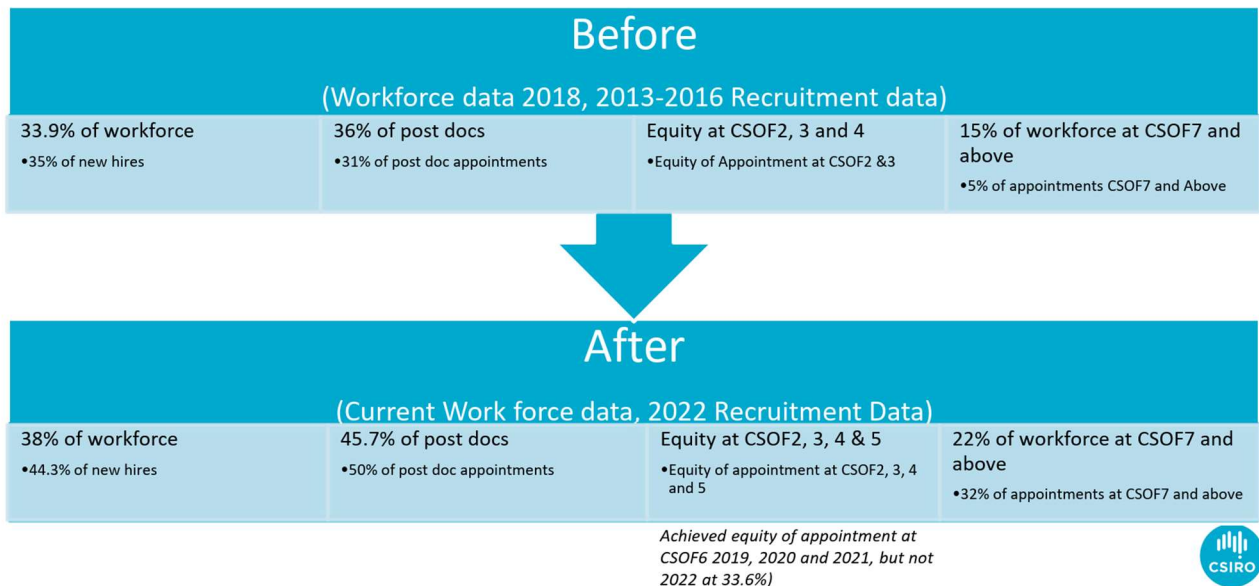
Conscious content planning also connects diversity activities to recruitment and social media campaigns such as this year’s Mardi Gras campaign which integrated the “Impossible Without You’ recruitment campaign, with the theme ‘Impossible Without Diversity’. The accompanying communications campaign included a marcher series profiling seven of our people. Shared internally and externally, this series showcased gender, neurodiverse, ally and identifying diversity within CSIRO (Case Study 2).

OUTCOMES

We are unable to compare application and interview rates to our pre SAGE data, due to the very low responses to the optional question of gender in our recruitment program. We now have much higher responses to this question, due to system and documentation changes, with 95% of candidates providing gender in their application. We can compare workforce representation and appointment rates at submission time of the Bronze Application (2018) to now (Figure 9) and the change in rates of application, interview and appointment for women during the period of 2019-2022 (Figure 10).

Figure 9: Comparison of representation of women in research workforce and recruitment from submission of Bronze Application to Current

Representation of Women Researchers at CSIRO



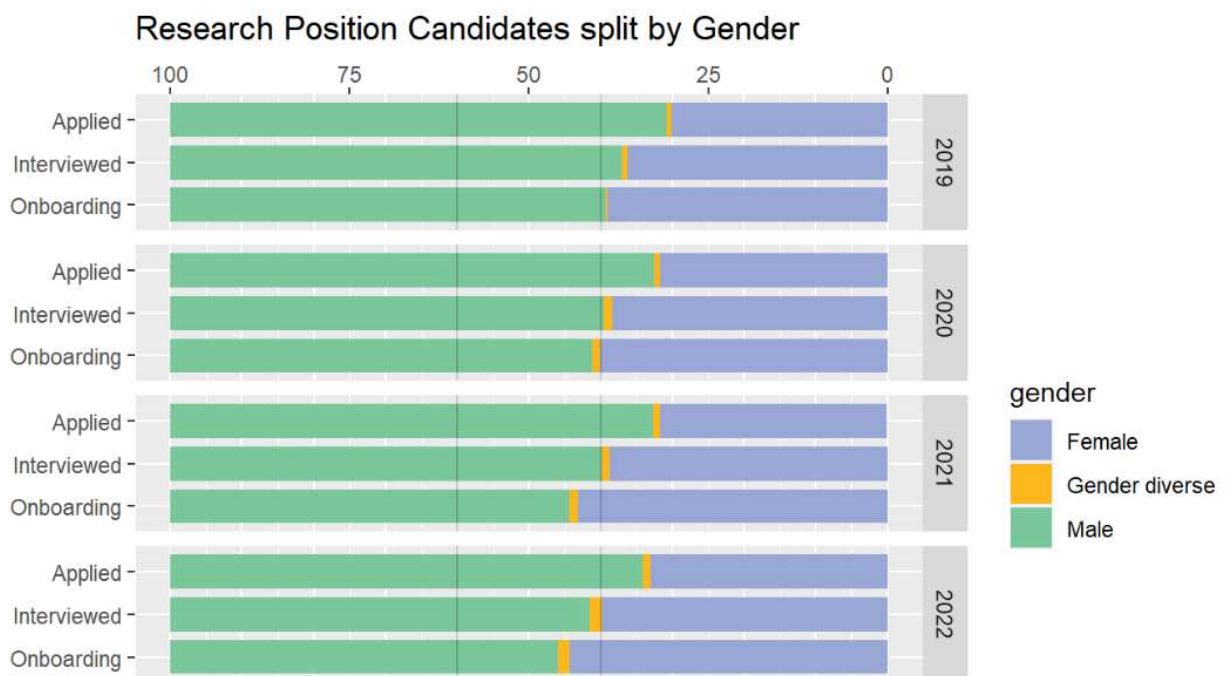
The number of applications received from women increased 86% during the 2019-2022 period, while applications from men increased at a lower rate of 61%. This resulted in a small increase in the proportion of applications coming from women, reaching 33.1% in 2022.

Outcomes for women through the interview and selection process have also improved with an increase between 2019 to 2022 from 13% of women receiving interviews to 15%, while men stayed around the 10-11% rate. This resulted in an increase in women being successful in the recruitment process, with 44.3% of research appointments being of women in 2022.

We have also seen an increase of 40% in applications from people who identify as gender diverse, 18% increase in interviews which resulted in an increase of 10% of people who are gender diverse onboarded.

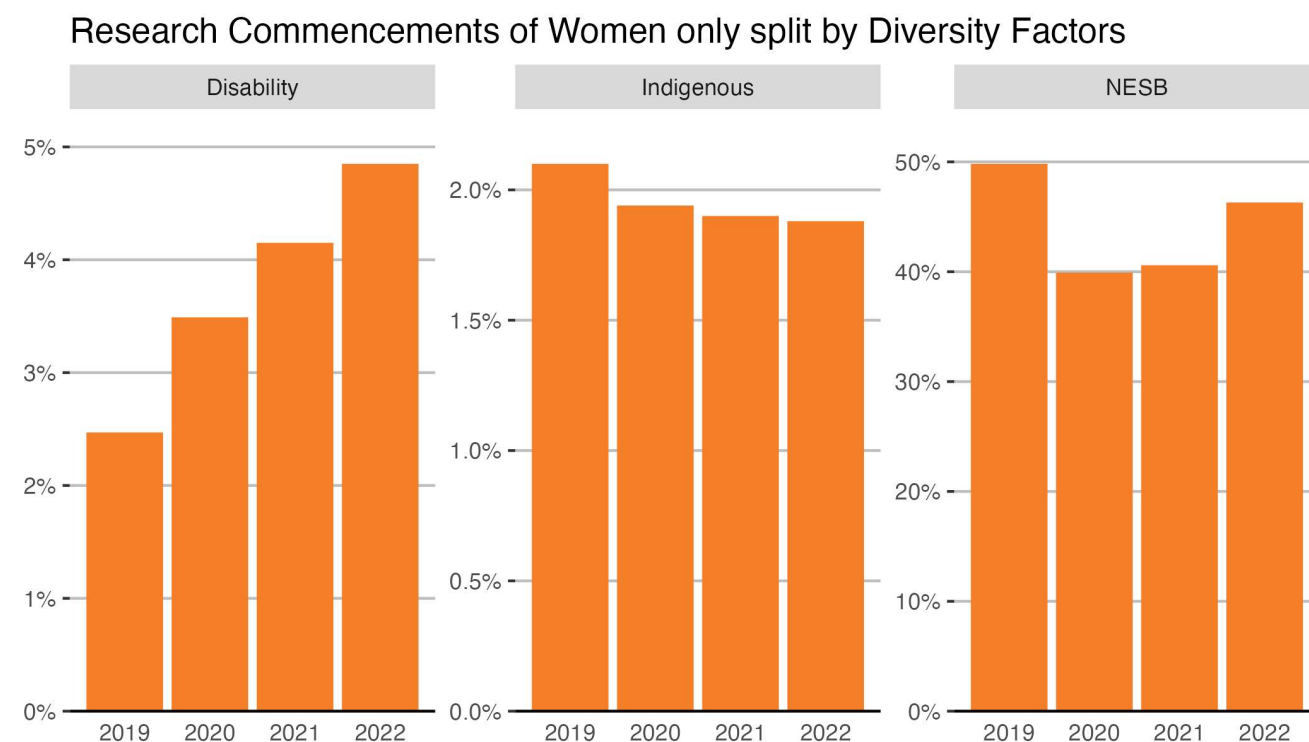
Figure 10: Recruitment Process by Gender Years 2019 – 2022

	2019		2020		2021		2022	
	n	%	n	%	n	%	n	%
Applied								
Female	4661	30.1	4671	31.7	6154	31.6	8699	33.1
Gender diverse	112	0.7	119	0.8	202	1.0	274	1.0
Male	10709	69.2	9938	67.5	13090	67.3	17330	65.9
Interviewed								
Female	562	36.3	529	38.4	844	38.8	1294	39.8
Gender diverse	11	0.7	15	1.1	22	1.0	59	1.8
Male	977	63.0	833	60.5	1308	60.2	1896	58.4
Onboarding								
Female	259	39.0	218	40.1	355	43.2	498	44.3
Gender diverse	2	0.3	6	1.1	10	1.2	19	1.7
Male	403	60.7	320	58.8	457	55.6	606	54.0



During this period, we saw an increase in the proportion of women researchers with Disability being appointed. Although the proportion of Non English Speaking Background (NESB) women decreased during this period, this decrease was from a high point of 50% in 2019 and is substantially higher than both the commencements of NESB men, NESB representation at CSIRO and in the community. There was a reduction in the proportion of Aboriginal and Torres Strait Islander women appointed during this period, although this subsequently increased in 2023 through a targeted approach as part of our Aboriginal and Torres Strait Islander Employment Strategy.

Figure 11: Appointment by Diversity characteristic by years 2019 – 2022



	2019		2020		2021		2022	
	n	%	n	%	n	%	n	%
Disability								
No	791	97.53%	498	96.51%	555	95.85%	707	95.15%
Yes	20	2.47%	18	3.49%	24	4.15%	36	4.85%
Indigenous								
No	794	97.9%	506	98.06%	568	98.1%	729	98.12%
Yes	17	2.1%	10	1.94%	11	1.9%	14	1.88%
NESB								
No	407	50.18%	310	60.08%	344	59.41%	399	53.7%
Yes	404	49.82%	206	39.92%	235	40.59%	344	46.3%

Significant analysis was undertaken in 2018 to determine appropriate discipline specific benchmarks for Research Business Units based on percentage of females with relevant STEM Qualifications employed in Professional Science & Technical Industries (ABS 2016 data) weighted to qualifications in business unit vacancy advertising. A starting point for Business Unit targets was 10% above benchmark or equity (40:40:20) by 2025. The initial benchmarks have been achieved for all Research Business Units aside from Mineral Resources which is on track for 2025 (Figure 12).

Figure 12: Benchmarked percentage of female research staff across business units

CSIRO Business Research Unit	% Women in 2018	Benchmark +10%	% Women now
NCMI	46	57.3	50
Space and Astronomy	18	14.5	20.5
AAHL	50.4	63.3	61.1
Environment*		39.25	40.6
Mineral Resources	21.2**	25.4	23.8
Manufacturing	35	30.9	33.4
Health and Biosecurity	50	41.7	50
Energy	20**	24.8	28.7
Data61	14	21.7	28
Ag and Food	47	46.6	48

*Environment is a new Business Unit consisting of the Land and Water and Oceans and Atmosphere Business Units

**The "Coal" discipline moved from Energy to Mineral Resources, 2018 figures and benchmarks have been updated to reflect this.

Exceeds benchmark +10% or equity (40:40:20)
25% improvement or less to equal benchmark +10%
Greater than 25% improvement to equal benchmark +10%

The proportion of our research workforce that are women has now increased to 38% (June 2023) this is well ahead of the projected date of 2047 had we continued business as usual.

CASE STUDIES

An organisational-wide challenge was issued to Business Units to 'Try One Thing' for new approaches to recruitment. This was designed to elicit multiple small-scale pilots for new approaches to recruitment. Successful initiatives had a number of commonalities, which included:

- Sponsored by an executive
- Brought a multidisciplinary team together
- Created accountability (governance structure)
- Reviewed progress and acted to course correct
- Recruited for Talent!

There are many great case studies from this exercise, the following are two.

Data 61 – Growth Campaign

When Data61 refreshed its strategy in 2021, boosting workforce diversity to enhance their innovation capacity was identified as a key priority. An identified need to attract diverse talent and recruit 70 science roles across 10 different capability areas was required. These roles spanned CSOF levels 3 – 8. Broad consultation was undertaken to develop 10 pragmatic and best-practice recommendations to achieve broader diversity of appointments and specifically an increase in the appointment of women. These recommendations related to a pipeline of attraction and recruitment activities starting with preparation, role design and advertising, leading to candidate long / short list selection and ending with interviewing.

With full sponsorship from the D61 Director and support from key stakeholders across CSIRO, these recommendations were successfully rolled out. Measuring and understanding the impacts of the actions were also considered and enabled through a governance, meeting and reporting framework where progress and diversity measures were tracked and discussed over time. This framework enabled adjustments to be made iteratively to improve the process. These recruitment practices have now become business as usual beyond the initial Growth campaign.

The team utilised an expression of Interest (Eoi) style of advertising roles (Figure 13). In total from the 11 Eoi advertisements, 3098 candidates applied, 130 interviews were conducted and 52 people were hired (28 women). Both the hiring campaign and further business as usual hiring at Data61 have shown consistent improvement in outcomes for women, achieving approximately 50% of all appointments. The overall gender composition in the unit has moved from around 17% pre-hiring campaign to 28.4% currently (Figure 14).

Figure 13: Data 61 Expression of Interest

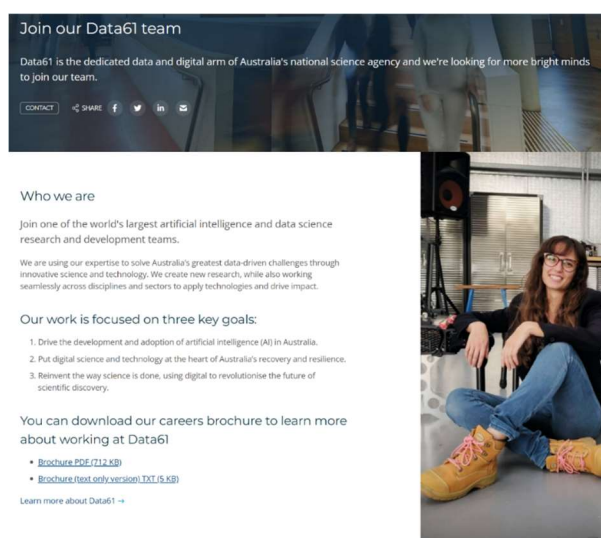
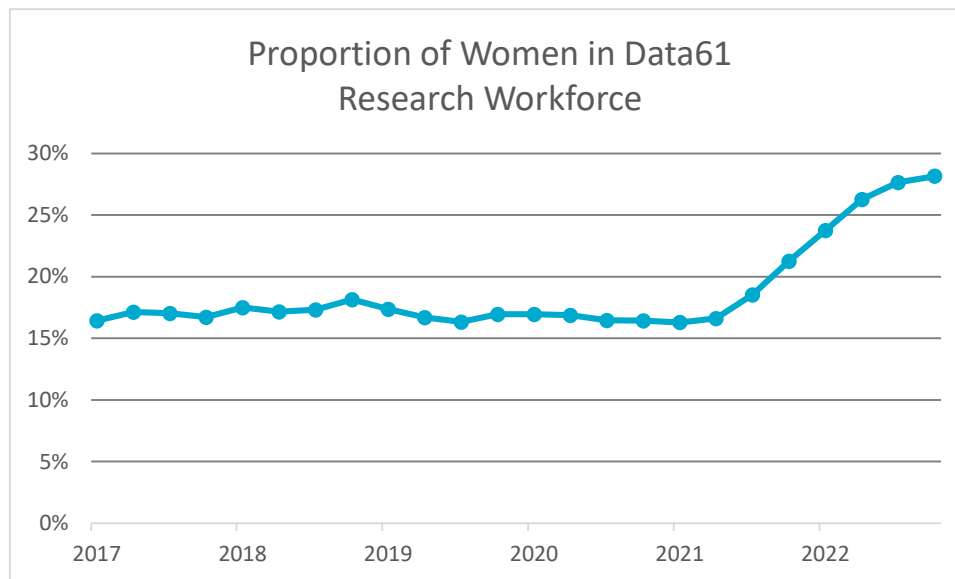


Figure 14: Change in Proportion of Women in Research Workforce at Data 61



Impossible Without You

In 2022 CSIRO launched the *Impossible Without You* recruitment campaign to recruit Early and Mid-Career Researchers (EMCRs). Sponsored by the Chief Scientist, a team was brought together to develop the campaign. Instead of recruiting for individual vacancies, we looked for talent with a wide-open campaign to attract people with a diverse skillset and broad experience to engage across our research areas. This was identified as a key project for CSIRO with KPI targets of 40/40/20 Men/ Women/Any and 3% Aboriginal and Torres Strait Islander staff for the 2022-23 campaign and to retain recruits for future years.

A multi-platform campaign was developed to be inclusive, attract diversity and to make potential candidates feel welcome, supported and encouraged to apply. These campaigns showcased the diversity of our people and roles, our positive culture and elements of our EVP (Figure 15). We used targeted social media campaigns throughout, and kept the campaigns focussed on women open for longer to increase the reach and balance of applications when required (Figure 16).

We incorporated a number of strategies within the recruitment and selection process:

- A dedicated talent team which connected to candidates, provided hiring managers with advice and managed the process.
- Hiring managers and panel members underwent tailored unconscious bias training and panels were multi gender.
- Technical skills were discussed at second interview rather than first interview
- The talent team revisited shortlists and connected with hiring managers to ensure suitable candidates were not being missed.
- Calibration meetings were implemented bringing together the talent team and hiring managers to discuss the progress of recruitment and the potential of particular candidates. At these meetings, hiring managers also promoted candidates to other hiring managers that might be a better fit for their team.

Results indicate that the campaign has been successful:

- Over two million Australians reached.
- Over 1700 applications from our target candidates.
- Another 20 people were found for other roles via the Impossible without you recruitment process (and not counted in the target of 200 researchers).
- Over 200 people have started in their new roles, 48% women, 1% gender diverse and 6% Aboriginal and Torres Strait Islander people.

Figure 15: Branded Advert for Impossible Without You Campaign

The image shows two social media posts from CSIRO. The left post is a Facebook advertisement for the 'Impossible Without You' campaign. It features a video thumbnail of a woman in a lab coat and safety glasses, with the text 'IMPOSSIBLE WITHOUT YOU' overlaid. The right post is a LinkedIn advertisement for the 'Impossible without graduates' campaign. It features a blue-tinted image of a handprint and the text 'Impossible without graduates'.

Figure 16: LinkedIn Story

The image shows a LinkedIn story post from CSIRO. It features a photo of Dr. Amy Parker, a woman with blonde hair, wearing a dark top. The text 'IMPOSSIBLE WITHOUT AMY PARKER' is overlaid on the bottom of the photo. The post includes a bio for Dr. Amy Parker, a description of her role at CSIRO, and a link to a LinkedIn profile.

CSIRO has continued to use the Impossible without you and Impossible without Diversity branding to advertise all recruitment.

IMPACT

Analysis of post appointment surveys sent to all appointees in 2022 indicate that our strategies are having impact on our candidates. The following answers to “**What appealed to you about a role at CSIRO**” are indicative of the reasons that women are choosing to apply and commence at CSIRO and align with the environment we aim to provide, as well as the attraction strategies we have implemented.

Examples from women across the organisation include:

- CSIRO's underpinned by excellent science and the highest standards of research integrity for solving impactful real-world challenges.
- CSIRO's reputation for excellence, innovation and a respectful, flexible culture.
- I wanted to work somewhere with a good culture (inclusive, diverse, leadership-focused etc.) where I could do work that was innovative and impact-driven.

DATA 61 example response from women:

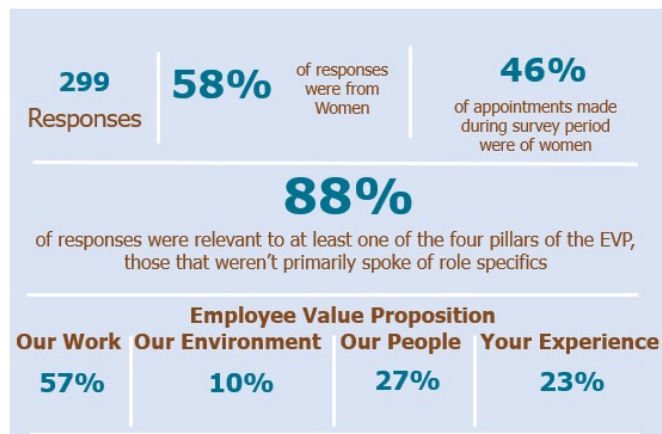
- The working time is flexible and the question to be solved will have a real impact on the world.
- I was drawn to the combination of science and impact, which was more focused than I would expect in an academic setting. The interdisciplinary nature of both the organisation and the team appealed to me. I like the idea of being exposed to areas of science with which I'm not currently familiar, rather than increasingly narrowing my focus.
- The opportunity to work with some of the brightest minds in Australia to make a real impact

IWY example responses from women:

- The description was detailed but also made it clear that it was quite open for the successful candidate to decide what direction their research could take. CSIRO also has an excellent reputation for research, collaboration and solving real world problems, which appealed to me after finishing my PhD. I liked the application process as it was very clear, and had a few relevant questions to answer in long form prior to the interview.
- To be part of a team that is making a positive difference, producing impactful science and helping people live better healthier lives.
- Well-developed platform for personal and professional growth and advancement

The responses also indicate that the EVP has had good cut through, with almost 90% aligning with one or more components of the EVP as the reason for coming to CSIRO (Figure 17).

Figure 17: Summary of Candidate Survey responses aligned to EVP



FUTURE ACTION

The future actions are focussed on increasing consistency across the organisation, concentrating on the disciplines and roles with greater requirement for equity, while monitoring and evaluating the strategies undertaken in preparation for the Silver Application.

Ref.	Rationale/ Evidence	Actions & Outputs	Timeframe (start & end)	Person/Group responsible for implementing action	Senior Leader accountable for action delivery	Desired Outcomes/ Targets/ Success Indicator
1	Women in Research do not yet represent 50% of our Workforce	Increase consistency of use of strategies from the Recruitment Checklist for Panel Chairs	2024	Launch and Careers	ED: People	Use of checklist increases (# viewed increases)
2	Representation of women varies across the organisation	Revisit Business Unit targets through DIB Committee Action Plans.	2024	BU DIB Committees	BU Directors	Increase in representation of women in business units with lower percentage of women
3	The current DIB training provision has been in place for 4 years, refreshing the provision is an opportunity to create renewed interest and align closer to the DIB Strategy.	Review and evaluate full range of DIB training provision and make recommendations for future provision.	2024	Life Team	ED: People	Increase in take up of broad range of programs aligned with DIB Strategy.
4	The appointment of HE07 and above has improved, but still sits below the 40% threshold. In particular the increase in representation of women in senior research leadership positions has stalled and requires focus.	Review the recruitment and selection process for leadership positions and HE07 to ensure all strategies are being used and maximising the opportunity from the available pool.	2024	Launch and Careers	ED: People	More women applying for, being interviewed and appointed to HE07 and above, particularly Research Leadership.
5	CSIRO has a commitment to increasing Aboriginal and Torres Strait Islander staff representation to at least 3% and an aspirational target of 5%.	Review the current EVP for Aboriginal and Torres Strait Islander staff and ensure external marketing is appropriate for capturing community expectations.	2024	Launch and Careers	ED: People	More Aboriginal and Torres Strait Islander people applying for, being interviewed and appointed to research positions.

As Australia's national science agency and innovation catalyst, CSIRO is solving the greatest challenges through innovative science and technology.

CSIRO. Unlocking a better future for everyone.

Contact us

1300 363 400
+61 3 9545 2176
csiro.au/contact
csiro.au

For further information

Life, People Team
Alison Harris, Implementation Lead
ali.harris@csiro.au
csiro.au/people