



SAGE Cygnet Award Application

Name of Institution	Defence Science and Technology Group
Date of Application	28/06/2024
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DSTG: SAGE Cygnet 2

Key Barrier: Attraction, retention and/or progression of women in STEM disciplines

Barrier type:

- Institution-wide Barrier ⁱ
- Sub-group specific Barrier ⁱ

Barrier description: DSTG identified difficulties in attracting women STEM professionals to the mid-to-senior levels of the organisation. Women’s disinterest and relative lack of confidence in applying for promotional roles along with a limited external talent pool are key contributors.

DSTG has also submitted Cygnet #1 Flexible Work as an institutional-wide Barrier

Word limit and actual word count

Section	Word limit	Actual word count
Cygnet submission	2,500	2,252
<i>Key barrier</i>		42
<i>Evidence of barrier</i>		252
<i>Activities and outputs</i>		655
<i>Outcomes</i>		532
<i>Impacts</i>		635
<i>Future Action Plan</i>		136

Acknowledgement of country

Defence acknowledges the Traditional Custodians of Lands throughout Australia. Defence recognises their continuing connection to traditional lands and waters and would like to pay respect to their Elders both past and present. Defence would also like to pay respect to the First Nations peoples who have contributed to the defence of Australia in times of peace and war, and acknowledges them as our nation's first scientists, technologists and inventors.

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ACRONYMS

APSC	Australian Public Service Commission
CDS	Chief Defence Scientist
CRTO	Chief Research & Technology Operations
DSTG	Defence Science Technology Group
FTE	Full Time Equivalent
HR	Human Resources
L&D	Learning & Development
M	Men
SMART	Specific, Measureable, Actionable, Time-bound
S&T	Science & Technology
W	Women
X	Non-binary
Z	Prefer Not to Say

1. KEY BARRIER

This Cygnet addresses the attraction and progression of women in senior STEM roles within DSTG. Two sub-barriers contribute to this key barrier:

Sub-barrier 1.1: **Low rates of women successfully applying for mid-career Defence STEM roles**

Sub-barrier 1.2: **Lack of career progression support**

2. EVIDENCE OF BARRIER

Five data sources established a baseline and measured changes to NAVIGATE, a disruptive recruitment program (Table 1).

Table 1. Summary of data sources used in the Cygnet application

Data Source	Date	Description	Outcome
The Australian Human Rights Commission NAVIGATE Program participant survey ¹	15 Dec 2023 - 9 Feb 2024	n = 31 responses (45% response) Women = 15 (48%) Men = 13 (42%) Z = 3 (10%)	Independent quantitative review to assess and provide feedback on the NAVIGATE program's impact on gender equity
The Australian Human Rights Commission NAVIGATE Program interviews and focus groups ²	March 2024	n = 24 program participants (36% response) Women = 16 (67%) n = 8 stakeholders of 13 approached (62% response) Gender breakdown unavailable for stakeholders to protect privacy	Independent in-depth qualitative review of the gender impact on women participants and the stakeholders of the NAVIGATE program.
Workforce STEM data	2016	n= 1,807 Women= 294, 16% Men = 1,512, 84% X n=1	Gender profile of DSTG's STEM workforce by classification
	2017	n= 1,771 Women = 293, 17% Men = 1,477, 83% X =1	
	2018	n= 1,899 Women = 330, 17% Men = 1,568, 83% X = 1	

¹ The Australian Human Rights Commission provided DSTG with data insights from the survey, not raw survey data consistent with Ethics requirements.

² The Australian Human Rights Commission provided DSTG with a findings report, not interview or focus group transcripts consistent with Ethics requirements.

Data Source	Date	Description	Outcome
	2023	n= 2,055 Women n = 421, 21% Men n= 1,628, 79% X n= 6	
NAVIGATE Participant demographic data	2022 - 2023	n= 69 Women n = 28, 40% Men n= 37, 53%	Diversity profile and recruitment pipeline of NAVIGATE program participants
DSTG APS Employee Census	2018	n = 1,041 (response 49%) Women n = 208 (20%) Men = 760 (73%) Z = 73 7%	Designed to understand employees views on, career progression and career mobility
	2021	n = 1146 (response 50%) Women = 273 (24%) Men = 819 (71%) Z = 32 (3%)	
	2022	n = 1117 (response 52%) Women = 276 (24%) Men = 776 (69%) Z = 65 (6%)	
	2023	n = 1423, response rate 60% Women = 338 (27%) Men = 973 (68%) Z = 53 (4%)	

In DSTG's 2019 Athena Swan SAGE Bronze submission, DSTG described a consistent pattern of declining representation of women with seniority in the STEM/Science & Technology (S&T) workforce. The fastest rate of decline was from S&T5 to S&T6 and again at the S&T 7 to S&T 8 levels (Table 2).

Table 2. Representation of women for S&T roles by classification, 2016-2018

	2016			2017			2018		
	M	W	%W	M	W	%W	M	W	%W
S&T 3-4A	48	4	8%	50	4	7%	55	9	14%
S&T 3-4B	509	137	21%	400	119	23%	351	101	22%
S&T 5	430	93	18%	452	100	18%	456	116	20%
S&T 6	416	51	11%	448	62	12%	442	57	11%
S&T 7	147	16	10%	139	21	13%	140	20	13%
S&T 8	50	2	4%	56	3	5%	58	2	3%

Sub-barrier 1.1: Low rates of women successfully applying for mid-career Defence STEM roles

Table 3 highlights the representation of women at each stage of the recruitment process during 2018. Applications for mid-career STEM roles from women (16%) are significantly lower than men

Defence Science and Technology Group | Cygnet Award Application #2: Attraction of Women in STEM Disciplines

(84%). Despite this, women are more likely to be shortlisted (women 34% vs men 28%, where shortlist rates= [# shortlisted / # applied]) and be successful (women 17% vs men 10%, where success rates= [# successful / # applied]). Adding further evidence that the barrier is low proportion of women *applying*, and not low shortlisting or success rates.

Table 3. Women representation during the recruitment pipeline during 2018

2018	# Women in the DSTG workforce by classification	Applicants			Shortlisted			Successful		
		M	W	%W	M	W	%W	M	W	%W
S&T 5	116	391	99	20%	132	33	20%	40	18	31%
S&T 6	57	239	46	16%	71	17	19%	29	8	22%
S&T 7	20	178	22	11%	35	8	19%	14	3	18%
S&T 8	2	130	7	5%	21	1	5%	7	1	13%
Total	195	938	174		259	59		90	30	
Application Rate		84%	16%							
Shortlisting Rate					28%	34%				
Success Rate								10%	17%	

Sub-barrier 1.2: Lack of career progression support

The lack of career progression support evidenced in the 2018 APSC Census survey indicated only 30% of women were satisfied with career progression (compared with 35% men). The DSTG Athena Swan Bronze 2019 application identified underlying causes as; the perception that positions are described for a specific person, there is little support to progression, in particular mentoring and mobility opportunities; the use of gender specific language and not explicitly advertising the availability of flexible working for all positions.

3. PROGRESS (ACTIONS AND OUTPUTS)

The following activities were delivered between 2020 and 2023 (Table 4).

Table 4. The relationship between the key barrier, sub-barriers and actions taken to address them.

Key Barrier:	Attraction and progression of women in senior STEM roles	
Sub-barriers	Low rates of women successfully applying mid-to-senior Defence STEM roles	Lack of career progression support
Activities	NAVIGATE Recruitment & Selection	
		NAVIGATE Learning & Development program
		NAVIGATE Career Mobility (job rotations and final permanent placement)

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DSTG introduced a disruptive mid-career entry program, NAVIGATE, to draw more women STEM professionals into DSTG's mid-career S&T workforce. DSTG set a recruitment gender target of 40% women, 40% men, and 20% any gender (40:40:20). The program also offered career development opportunities through its Learning & Development program and career mobility through two 6-month job rotations.

DSTG recruited 69 STEM professionals from over 800 applicants, 40% of whom were women, to participate in NAVIGATE 1.0. Participants were split into two cohorts, commencing May 2022 and August 2022 respectively.

DSTG allocated significant resources to the NAVIGATE program as described in Table 5.

Table 5. Program components and delivery teams

NAVIGATE Program Lead:	Chief Defence Scientist
Program Component	Delivery Teams
Recruitment & Selection	<ul style="list-style-type: none"> • NAVIGATE Program Management team (3 FTE) • HR Business Partners (0.25 FTE) • External Recruitment Agency (Chandler McCloud) • Over 300 Assessors
Learning & Development	<ul style="list-style-type: none"> • NAVIGATE Program Management team (3 FTE) • External providers – Upton Martin, Art of Mentoring, BMNT and KPMG
Rotations and Final Placement	<ul style="list-style-type: none"> • NAVIGATE Program Management team (3 FTE) • Senior team members in each division

Recruitment & Selection

The opportunity was promoted internally to Defence and externally on a large number of diverse forums. An Affirmative Measures (Indigenous) round was also run in parallel.

Strategies used by DSTG to increase the appeal of the NAVIGATE program to women included an emphasis on flexibility, use of a gender decoder to remove masculine language in program advertisements, inclusive advertising imagery, increasing role prestige, and deliberately broad job requirements to address the gender disparity across STEM disciplines in Australia.

This resulted in a strong representation of women applying and their increasing representation throughout each stage of the recruitment process. Overall the NAVIGATE Program attracted 818 applications comprising 242 (30% Women), 565 (69% Men), 11 (1% Z/Undisclosed), (Table 6). Further there were 8 (1%) Aboriginal and Torres Strait Islander applicants (2 women and 6 men).

Table 6. Women representation throughout the NAVIGATE recruitment process

Applications			Shortlisting			Assessment Centre			Offers			Acceptance		
M	W	%W	M	W	%W	M	W	%W	M	W	%W	M	W	%W
565	242	30%	193	94	31%	108	58	35%	57	40	41%	41	28	41%

DSTG applied a rigorous and multi-staged recruitment processes to control for unconscious gender bias during the NAVIGATE screening, shortlisting and assessment process by:

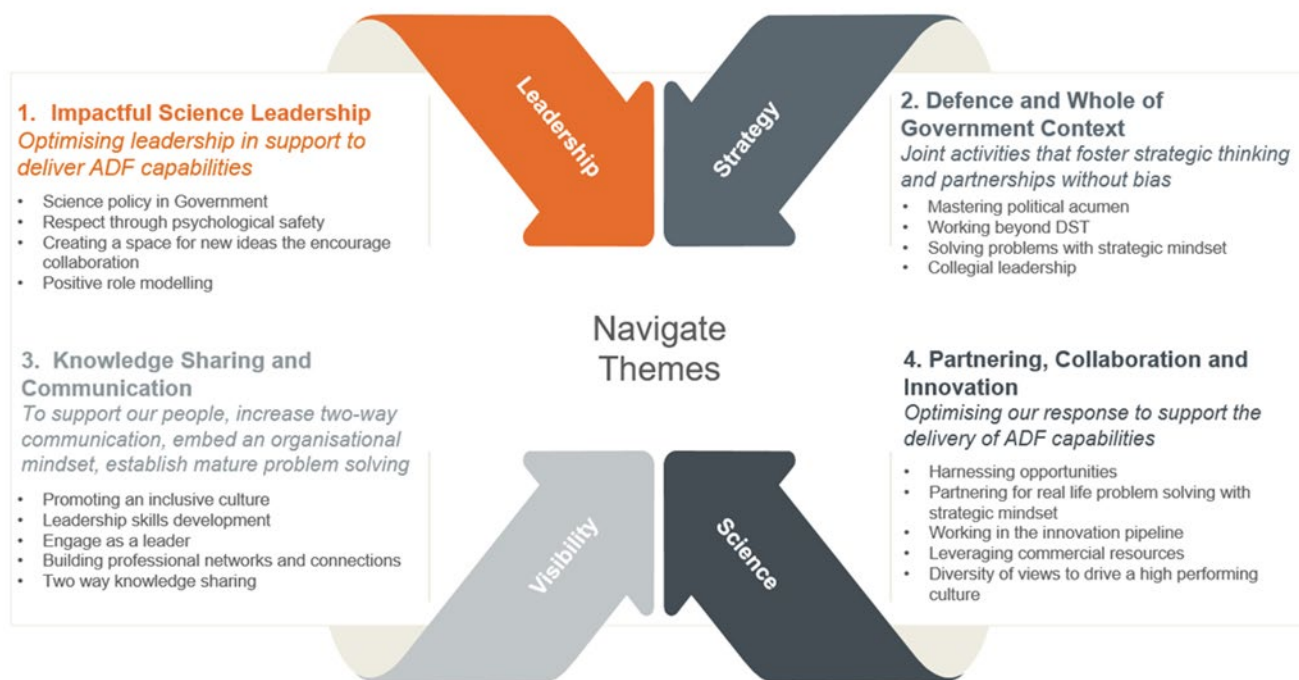
- plotting scores provided by DSTG senior leaders during shortlisting on a bell curve and disaggregating by gender to check that no senior leader was consistently scoring one gender higher than the other.
- using recruitment panels comprising people from Defence, industry, and academia.
- providing an instructional handbook to all recruitment panel members that included a definition and guidance on unconscious bias.
- requiring all recruitment panel chairs to undertake online unconscious bias training.
- gender diverse recruitment panels for each assessment stage where possible. When that wasn't possible, assessment by men-only panels were reviewed for bias and statistically it suggested Men-only panels did not negatively impact the assessment scores of Women applicants.
- use of activities such as presentations and group work that measure expertise and skills required outside of a usual interview only format.
- providing panel members with an assessment criteria framework for each assessment centre activity. The framework included an assessment matrix with weightings.

Overall, 96 (42% Women, 49% Men) offers were made with 27 (14% Women, 10% Men, 2% Z/Undisclosed) participants declining. Of the participants that declined their offer, 25% reported this was due to the salary and level offered. A total of 69 (40% Women and 53% Men) participants accepted (Table 6). Since February 2023, three NAVIGATE participants have left the program to pursue other employment opportunities.

Learning & Development (L&D)

The L&D package focussed on four key areas; Impactful science leadership, Defence and Whole of Government Context, Knowledge Sharing and Communication and Partnering, Collaboration and Innovation (Figure 1). This provided the background and skillsets to set up NAVIGATOR participants for success in the organisation, ultimately to help them feel supported in their career journey.

Figure 1. Learning and Development Themes to support the NAVIGATE Cohort.



The L&D program is described in Table 7, along with stakeholder feedback/evaluation, which is discussed further in the Outcomes section.

Table 7. Summary of L&D program undertaken by NAVIGATE program participants

L&D Activity	Duration	Objectives	Feedback/Evaluation
Induction <i>Delivered by DSTG</i>	3 days	<ul style="list-style-type: none"> Exposure to Defence’s mandatory training courses. Establish connections and develop networks Gain insight into ethics, security, human resource management, innovation and expectations about rotations. Understand the need to developing adaptive leadership and 	<ul style="list-style-type: none"> Participants suggested too much information, too soon Internal participants helped those external to the program Engagement from senior leaders was well received <p><i>Source: DSTG NAVIGATE Program Management Team</i></p>

L&D Activity	Duration	Objectives	Feedback/Evaluation
		leadership within the Defence environment.	
LAUNCH <i>Delivered by Upton Martin</i>	4-day	<ul style="list-style-type: none"> Adaptive Leadership 	For Cohort 1 and 2 respectively, an average score of 6.6 and 6.7 on a scale from one to seven was given for <i>Relevance</i> and an average score of 6.7 on a scale from one to seven was given for <i>Extent to which LAUNCH was worthwhile</i> . <i>Source: Upton Martin</i>
Mentoring <i>Delivered by Art of Mentoring</i>	12 months	<ul style="list-style-type: none"> Developing and sustaining satisfying professional careers for participants 	45 NAVIGATE participants were matched with a mentor. For 19 program participants, suitably matched mentors were unable to be sourced. 85% mentees were satisfied with their mentors 83% reported meeting goals 80% felt their mentors were capable 80% would recommend the mentoring program to other participants <i>Source: Art of Mentoring</i>
Navigating Innovation <i>Delivered by BMNT</i>	Virtual sessions weekly for eight weeks followed by a week-long intensives program	<ul style="list-style-type: none"> Creating and maintaining an innovation culture 	25% of participants rated the program as Excellent or Very Good <i>Source: BMNT</i>
Workshops <i>NAVIGATE program participants</i>	Fortnightly virtual sessions	<ul style="list-style-type: none"> Speakers on topics of interest were engaged, e.g. Communications, Conflict of Interest Training 	No formal evaluation, however anecdotal feedback suggests participants found these useful to build knowledge
Personal Development <i>Delivered by KPMG</i>	One day online workshops	<ul style="list-style-type: none"> Discreet courses including Building capacity, Mastering the Political Environment, Engaging with Impact 	Registrations: 82% - Building Capacity 76%- Mastering Political Environments 76% - Engaging with Impact <i>Source: KPMG</i>
Journey: Leading Transformation <i>Delivered by Defence</i>	1 year program	<ul style="list-style-type: none"> Build adaptive leadership across Defence 	No evaluation available
Military familiarisation <i>Delivered by Defence</i>	1 day	<ul style="list-style-type: none"> To observe the operational and training functions of the Armed forces 	Limited to 25 attendees despite 35 registrants. An online randomiser was used to select the final participants 100% of attendees provided a rating of Likely or Very Likely on how likely they are to recommend attending

L&D Activity	Duration	Objectives	Feedback/Evaluation
			the program to other NAVIGATE participants. <i>Source: DSTG NAVIGATE Program Management Team</i>

Career Mobility

The 12-month NAVIGATE program consisted of two 6-month rotations to increase exposure to STEM careers in DSTG/Defence. For internal participants, the first rotation was outside of Defence, to broaden experience within the wider STEM ecosystem and the second rotation was internal Defence, but outside DSTG. For external participants, both rotations were internal to DSTG to build knowledge and experience within the organisation. In both cases, the rotations were designed to broaden opportunities outside of participants' comfort zones and build experiences to assist with future career progression opportunities.

4. OUTCOMES

Table 8 summarises the key sources of outcome and impact data used in this Cygnet.

Table 8. Summary of desired outcomes, indicators and means of verification

Key Barrier: Attraction and progression of women in senior STEM roles	Goal: Increased Women representation in mid-senior STEM roles		
Sub-barriers	Desired outcome and/or impact	Indicator	Means of verification
Low rates of Women successfully applying for mid-career Defence STEM roles	Achieve 40% Women: 40% Men: 20% other gender recruitment target to increase Women presentation in mid-senior STEM roles	Achieve recruitment gender targets to increase in % Women representation in mid-senior STEM roles Participants and stakeholders are aware of and positively influenced by the programs intent to enhance women's participation and gender equity	Workforce STEM data NAVIGATE Participant demographic data L&D program evaluation conducted by various external providers and the NAVIGATE Program Management Team The Australian Human Rights Commission NAVIGATE Program participant survey The Australian Human Rights Commission NAVIGATE Program

			interviews and focus groups
Lack of career progression support	Women NAVIGATE program participants are more satisfied with their career progression and feel they are being supported	Women report positively towards both the L&D and mobility programs offered by NAVIGATE Women report feeling supported during the NAVIGATE program	The Australian Human Rights Commission NAVIGATE Program participant survey The Australian Human Rights Commission NAVIGATE Program interviews and focus groups

Desired outcome #1: Achieve 40% Women: 40% Men: 20% other recruitment target to increase Women presentation in mid-senior STEM roles

The highly structured approach with multiple layers of assessment and deliberate attempts to mitigate unconscious bias during the NAVIGATE recruitment process saw more women applying and being successful in obtaining roles compared to the more general recruitment efforts documented in DSTG's Athena Swan Bronze Application in 2018. The altered recruitment methodology of NAVIGATE saw applications of women reach 30% compared with 17% and their successful appointment at 41% compared to 26% through usual recruitment pathways (Table 9).

Table 9. Comparison of outcomes between NAVIGATE (2022) and General recruitments efforts (2018), for women S&T 5, 6 and 7

S&T 5, 6 & 7	# Applicants		Total	% Applicants		# Women successful		Total	% Women successful	
	W	M		W	M	W	M		W	M
DSTG recruitment 2018	167	808	975	17%	83%	29	83	112	26%	74%
NAVIGATE recruitment 2022	242	559	799	30%	70%	40	57	97	41%	59%

The current representation of women, in the mid to senior classification comparing 2018 to current (2024) is provided in Table 10. The NAVIGATE program has contributed to growth in representation of women in DSTG's targeted mid-career levels, with an increase of +1% at S&T5, +6% at S&T6 and +7% at S&T7 since 2018. These increases are not solely due to NAVIGATE, given the greater awareness of mitigating unconscious bias in all DSTG recruitment efforts, but the program has been a significant contributor.

Table 10. Comparing 2018 mid-senior Women representation to current 2024

	2018		2024		2024 vs 2018
	# W	%W	# W	%W	% difference
S&T 5	116	20%	113	21%	+1%

S&T 6	57	11%	102	18%	+7%
S&T 7	20	13%	38	19%	+6%
S&T 8	2	3%	14	22%	+19%
SES	3	20%	7	37%	+17%

Desired outcome #2: Women NAVIGATE program participants are more satisfied with their career progression and feel they are being supported

The feedback/evaluation of the various L&D components was largely positive (Table 7). Participants credited the three-day program induction for offering an opportunity for participants to meet face-to-face and build lasting connections and social support.

According to surveys carried out by external mentorship program administrator Art of Mentoring (Table 7), most NAVIGATE participants who were successfully paired with a mentor reported positive relations and career development outcomes. However, there were notable administrative challenges such as the inability to source an adequate number of mentors for the cohort, a finding explored in the Impact section.

The rotations were included as part of the program to broaden experiences and build networks and relationships either outside of the usual connections for internal participants, or to grow an understanding of DSTG for external participants. Although simple in principle, the rotations proved difficult to identify and manage due to a number of factors including availability of rotations, suitability of rotations, expertise, location and level of participants. In some cases, this caused significant friction and did not support all participants equally in their career journey. Survey results showed that 73% of women respondents used existing networks when sourcing their internal rotations, compared to only 38% of men respondents. For the most part, the administration of rotations required significant changes, to ensure all NAVIGATE participants were supported on their career trajectory and this has been addressed within the future action plan.

Intersectionality

One quarter of the women who participated in the NAVIGATE program indicated they identified with one or more minority groups. Most significant were women from culturally and linguistically diverse backgrounds (20%) with small numbers of women identifying as LGBTI and living with a disability. Disaggregating data to present the distinct experiences of culturally and racially marginalised groups in a de-identified way proved difficult. The intersectional experiences of exclusion are referenced in the Impact Section, but the information provided is generalised to preserve participant anonymity.

5. IMPACTS

Desired outcome #1: Achieve 40% Women: 40% Men: 20% other gender recruitment target to increase Women presentation in mid-senior STEM roles

Feedback from participants suggests that the NAVIGATE program's approach to attraction, including the broad application requirements and the recruitment process played a key role in attracting 240 women applicants.

The appeal to women of including development opportunities within the program is supported by survey results: 87% of women respondents cited development as a key attractor, compared to 31% of men respondents.

Women participants viewed the gender target positively (Women 46% compared to Men 7%), as it suggested the cohort would be more gender diverse compared to previous employment experiences. Men in the NAVIGATE cohort were less likely to appreciate the challenges faced by women in DSTG, as evidenced by survey results in Table 11 and as a result we hypothesize, therefore didn't look at the gender targets as favourably as women.

Table 11. Responses to survey question "What do you think are the main challenges for women in DSTG? Select all that apply"

Responses Selected	Responses from Women	Responses from Men
Male-dominated workplace	80%	38%
Hierarchical structure/s	53%	38%
Lack of awareness or understanding of unacceptable behaviour	47%	23%
A culture that privileges traditionally masculine traits	40%	23%
Power imbalances	33%	15%
Gender inequality	33%	15%

A leadership stakeholder who participated in assessment centre panels explained that they were impressed at the measures to ensure women applicants were not disadvantaged by unconscious gender bias, for example, refraining from drawing negative inferences from women who were softly spoken.

Despite the success of the recruitment in meeting the gender target, there were pockets of resistance to these targets and this was observed by some women members of the program who felt their positions were undermined as they were seen as meeting the 'quota' and not as a high achieving STEM professional.

Desired outcome #2: Women NAVIGATE program participants are more satisfied with their career progression and feel they are being supported.

Whilst NAVIGATE program participants reported many benefits of the L&D program there were also a number of issues identified. These included the timing of program delivery during the 12 months; how and whom delivered the programs; one-size fits all approach without account of previous Defence experience; scheduling issues; and lack of equal access in relation to the mentoring and military familiarisation programs. These issues are addressed in DSTG's future action plan.

Specific in the design of the NAVIGATE learning and development program was the building of the cohort. The face-to-face induction and a number of in-person activities and events helped to solidify relationships and connections as Defence can be a complex and daunting environment especially at

the mid-career level. Women participants identified this social support as a key benefit to the program.

In men-dominated workplaces, women tend to feel greater isolation which research suggests contributes to poor wellbeing, reduced opportunity and slower career advancement³. By having a cohort of greater than 40% women, this was viewed as a support mechanism, with another woman participant noting that for the first time in her STEM career, she was offered the opportunity to work within a larger cohort of women.

NAVIGATE's aims to create career mobility in its mid-career level was hindered by the divisive organisational reaction to the program.

A DSTG culture that values 'doing your time' made it difficult for NAVIGATE participants to have their expertise and external experience recognised.

This culture did not go unchallenged, with one leadership stakeholder discussing instances where they countered this thinking by highlighting that the merit principle 'doesn't inherently rest on ... longevity'.

A woman participant explained how participants, particularly external hires, were told to disrupt and innovate and that this 'wasn't very well received [within DSTG]'.

A leadership stakeholder explained that morale of existing staff was compromised by the program's messaging that bringing in outsiders would fix the problems.

Senior leadership buy-in to the objectives and strategy behind the NAVIGATE Program was not universal. Some participants suggested that this extended to the program's gender equity objective. Similarly, 87% of survey respondents agreed that senior leaders reaffirm their commitment to gender equity in public statements, while only 48% agreed that senior leaders model behaviours and make decisions in line with advancing gender equity, diversity and inclusion.

The future action plan focusses on addressing this cultural resistance.

6. FURTHER ACTION

Being a pilot, the NAVIGATE Program unsurprisingly experienced a number of implementation challenges, however the attraction and recruitment aspect of the program, was effective at addressing the barrier of attraction of women in senior STEM roles. Supporting women in their career journey and progression will be the main area where further action has been identified, as there were a number of areas within NAVIGATE that did not support participants in the way the program intended, including in the rotation and mentoring areas.

For the NAVIGATE Program, and broader gender equity reform within DSTG, to create meaningful and sustainable change, gender equity must be the primary objective, and strategies and decisions must be continually reviewed and revised to ensure they are aligned with this objective.

To this end, we have developed SMART actions described in Table 12.

³ Donna Bridges and Elizabeth Wulff and Larissa Bamberly 'Resilience for gender inclusion: Developing a model for women in male dominated occupations' (2023) 30(1) *Gender, Work and Organization* 263, 266.

Table 12. Future actions

Action name or reference	Rationale/ evidence	Actions & outputs (description)	Timeframe (start & end)	Person/Group responsible for implementing action	Senior Leader accountable for action delivery	Desired outcomes, targets or success indicators
1.1 Rotations	The rotation process needed refinement to balance organisational and personal development goals	The NAVIGATE Findings Steering Committee to provide recommendations on required resources and times frames for key processes to improve program delivery	July- Oct 2024	Executive Director Workforce Capability & Talent	CRTO (NAVIGATE Delegate)	Participant and stakeholder feedback is positive in respect of program delivery
1.2 Mentoring	Not all NAVIGATOR program participants were paired with a mentor, or felt their mentor was suited to their needs.	Ensure adequate number of mentors for the program, to provide better pairing mechanisms.	Q3, 2024 and ongoing	Executive Director Workforce Capability & Talent	CRTO (NAVIGATE Delegate)	All participants wanting to be part of the mentoring program are appropriately paired.
1.3 Communication	The NAVIGATE Program was understood by Stakeholders as a broader workforce solution to create	Create a formal and informal communications plan and training to build organisational understanding of	2025 and ongoing	DSTG Communications Team	CDS	Staff feedback demonstrate improved understanding of how traditional processes and

Action name or reference	Rationale/evidence	Actions & outputs (description)	Timeframe (start & end)	Person/Group responsible for implementing action	Senior Leader accountable for action delivery	Desired outcomes, targets or success indicators
	agility, foster innovation, and diversify the experience of its workforce at the expense of a focus on career mobility for women at the mid-career level.	the goals of the NAVIGATE program and mitigate resistance.				systems sustain gender inequality and the disruptive role played by the NAVIGATE program.
1.4 Culture	NAVIGATE faced mixed reactions within DSTG, revealing a divide between participants and the broader workforce, with varying support from leaders and cultural resistance.	Adopting new ways of working and building organisational literacy exposing the traditional systems, structures, and cultures that perpetuate gender inequality	Ongoing	Executive Director Workforce Capability & Talent and Gender Champion	CDS	Staff feedback, across all genders and for diversity groups report improvements in inclusive culture at DSTG.