

## GOALS

### INCENTIVISE POSITIVE BEHAVIOURS

Create a culture that fosters and rewards positive behaviours towards diversity and inclusion outcomes.

### REDEFINE MEASURES OF SUCCESS

Promote inclusive leadership through revised performance measures for success in medical research.

### SUPPORT DIVERSE CAREER PATHS

Enable staff working in medical research to thrive and achieve research excellence in diverse ways.

### NORMALISE CARING

Create a culture that encourages and supports employees of all genders to balance their work life commitments whilst excelling in their careers.

## WISPP METRICS COLLECTION

Metrics collection will enable institutes to collectively review current situation (policies, practices, systems, awareness and mindsets) and use data to identify gaps and create recommendations for relevant policy, procedural and cultural changes.

## ACTIONS

### Cross Institute Collaboration (WiSP)

Collaborate across the five Institutes and engage with key stakeholders to develop a proposed cross institute capabilities framework with diversity and inclusion lens that incentivises positive behaviour and links leader and team KPIs to GE and diversity and inclusion measures.

Collaborate across the five Institutes, the broader MRI sector and with funding bodies to propose a 'new normal' for the measures of success in medical research to include all activities that progress medical research culture and outcomes.

Collaborate across the five Institutes, and other key stakeholders to develop an evaluation framework to assist in consistent use of Relative to Opportunity statements for decision making and to rewarding of researchers who excel outside the "traditional" model of success.

Collaborate across the five Institutes to develop and implement behavioural change initiatives that offer tangible support and promote inclusive and positive culture around caring, work flexibility and work life balance.

Assess capabilities of senior leaders to model and promote inclusive leadership.  
Provide initiatives that build inclusive leadership capabilities and develop and pilot institutes level strategies that incentivise positive behaviours

Use the proposed capabilities framework and new measures of success to inform Institute recruitment and promotion processes.  
Provide institute specific and cross institute initiatives that develop team-building, cultural change and inclusive leadership skills in all individuals.

Use the proposed Relative to Opportunity evaluation framework to inform Institute recruitment and promotion processes to reward and recognise researchers who excel beyond "traditional" models (i.e. a fulltime and uninterrupted career within academic research).

Use WiSP data and consider the work of the cross institutional working groups to revise existing or craft new policies that are gender equal.  
Offer tangible support for career maintenance during breaks and ongoing interruptions for caring responsibilities.

Identify and showcase influential staff (including senior leaders) who demonstrate inclusive leadership and promote inclusive cultures.

Identify and support staff who exemplify a broad range of contributions to medical research.

Identify successful staff (including senior leaders) who have taken different career paths to provide exemplars and positive role models for others.

Identify and showcase influential staff (including senior leaders) as advocates and positive role models either as carers themselves or supporting others.

### Institute

### Individual

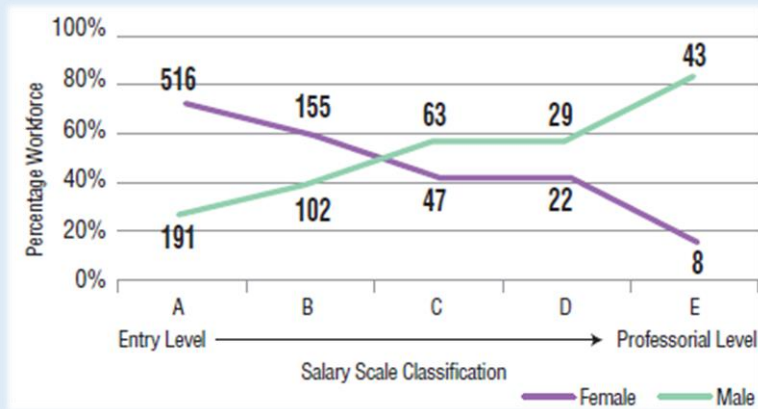
## IMPACT

## WISPP METRICS COLLECTION

Metrics collection will enable institutes to collectively measure impact and progress over time.

## Cross Institute Task Forces

In 2016, WiSPPP collaborated with the five WiSPPP medical research institutes (MRIs) to develop an agreed set of gender equity metrics and collected baseline data from each institute. The data confirmed that females are still underrepresented at senior levels in the Parkville MRIs.



Gender by Levels across WiSPPP institutes as in 2016 (Doherty not included)  
Numbers on graph indicate individuals appointed at each level.

In 2018, WiSPPP established the Cross Institute Task Force Initiative to both better understand the reasons for a lack of gender equity (GE) in science leadership and identify potential ways to improve GE in science leadership.

The Cross Institute Task Forces brought together 30 scientists and professional staff members from different institutes, levels, scientific backgrounds and genders. Working together over six months the Task Forces took an evidence-based approach to the identification of the issues, underlying causes and potential actions.

## Key Levers for Change

Through the workshop process, the ideas from the Task Forces were refined and distilled to identify four key areas most critical in delivering GE outcomes.

1. **Incentivising positive behaviours**
2. **Redefining measures of success**
3. **Supporting diverse career paths**
4. **Normalising caring**

Challenging deeply held beliefs about 'merit', destigmatising career breaks and dismantling traditional stereotypes of the roles of women and men inside and outside of the workplace has also been identified in the Australian Academy of Science's *Women in STEM Decadal Plan* (2019) as key to retaining women in STEM careers.

Collectively the WiSPPP member institutions comprise a significant proportion of medical research in Australia. Therefore, they are a significant network and through collaborative effort have the capacity to influence the medical research environment.

Several of the solutions are already being implemented by one or more of our institutes, but enduring change in the sector will require collective action. The actions proposed by the Task Forces require WiSPPP to actively engage with key stakeholders such as other science and medical research organisations, with funding bodies (ARC, NHRMC), the philanthropic sector, business and industry. It will also be important to engage provocateurs from 'outside' the system who can challenge traditional processes and propose alternatives.

A coordinated plan for change is detailed in [here](#) and summarised overleaf.