



Flinders
UNIVERSITY

College of Nursing
& Health Sciences

**INSPIRING
ACHIEVEMENT**

Athena SWAN Action Plan 2024-2027



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Background

An Athena Swan action plan is crucial in embedding gender equity, inclusivity, and diversity in our college's culture, policies, and practices. The purpose of this plan is to set the agenda for the College Objectives in achieving the *Athena SWAN Action Plan 2024-2027*. This action plan also contains the results of the three main objectives and has a table summarising relevant success measures against each of the objectives. Outstanding success indicators to action will be summarised in 2027 to ensure strategies can be prioritised and implemented in a timely manner to demonstrate the College's success in achieving the objectives of the original action plan. The rates (% of success indicators achieved) against the three objectives for this action plan will be provided in a report in 2027. The action plan provides a collegewide commitment to inclusivity to ensure all staff and students are valued and respected.

The *Athena SWAN Action Plan 2024-2027* builds on the previous work of the group and will address the findings from the work conducted by the Athena Swan Working Group CNHS. For example, two research projects to date have seen the implementation of the Parenting Leave management plans university wide and the Promotions Survey has informed promotion support in CNHS.

Athena Swan Working Group

The Athena Swan Working Group consists of:

Associate Professor Yvonne Parry (Chair), Dr Jane Harford, Dr Anne Mette Adams, Dr Fiona Rillotta, Dr Kacie Dickinson, Eileen Donoghue, Dr Jennifer Fish, Kelly Walewicz and Katie Hazell (optional). The role of the working group is to collect, monitor and review gender-related data to track progress, identify gaps and inform policy development to address the identified objectives. Some of the identified objectives will be ongoing.

Athena Swan Action Plan 2021-2023 Self-assessment and Reflection

Overall, the previous *Athena Swan Action Plan 2021-2023* achieved significant progress addressing all three proviso objectives with 55%-72% of success indicators achieved within each of the objectives. The greatest progress appears to have been achieved addressing Objective 1: To encourage and support a flexible workplace and foster a workplace culture that recognises and celebrates diversity and equity, which had the largest number of success indicators/strategies (n=11) and the greatest proportion of these successfully achieved to date.

The previous *Athena Swan Action Plan 2021-2023* overall results are presented below in Table 1.

Table 1: Summary table of objectives and proportion of success indicators achieved to date (%)

Objective No. and description	No. Success indicators	No. of indicators met	% achieved to date (July 2024)
1: To encourage and support a flexible workplace and foster a workplace culture that recognises and celebrates diversity and equity.	11	8	72%
2: To proactively attract and retain women in academic and professional positions, particularly in senior leadership roles.	6	4	67%
3: Improve on gender balance and promote gender equity amongst our staff and student cohorts.	9	5	55%
TOTAL	26	17	65%

During 2021-2023 the working group successfully produced the [Parental leave transition plan and checklist](#) which has been endorsed by Athena SWAN. During 2024 and moving forward the committee will focus on dissemination within CNHS. Meeting with Senior Diversity and Inclusion Consultant, P&C, will also occur to discuss possible rollout across University. The implementation of the checklist and supervisor awareness of these resources will need to be monitored and evaluated as part of the new action plan to determine process and impact outcomes to determine it is supporting University priorities in the key area of managing career breaks,

The Academic Promotions survey administered by the group in 2024 sought quantitative and qualitative feedback about the promotions process within CNHS (n=40). The following outcomes from the promotion survey will be addressed:

- Increasing recognition of staff: Current processes for awards that need to apply for burden staff through completing these nominations in their own time. Another mechanism needs to be considered, such as supervisors' reports, colleagues reports.
- More training of supervisors to ensure they support staff and their career aspirations to ensure retention of staff and satisfaction and confidence in their staff's abilities.
- Improve the communities central and at the college level on the severe disadvantage faced by T&R staff

The strategies to address the outcomes of the survey will be incorporated across three objectives described in Table 1.

Outstanding areas for action against the Universities priority areas for the goal of attaining Silver accreditation include:

- Exploring key career transitions points for Academic Staff
- Increasing Level E women (including promotion/retention of women)

These areas will also be priorities for action going forward, with strategies to address these embedded across all three of the College's objectives. The data collection and analysis will be conducted by the team. The repeat of the promotions survey will enable an assessment of responses over time.

College Objectives

Objective 1: To encourage and support a flexible workplace and foster a workplace culture that recognises and celebrates diversity and equity.

Eleven strategies were described to address five levels of success indicators to address Objective 1. To date, 72% (n=8) success indicators have been addressed under Objective 1. The outstanding success indicators are at highlighted below:

Success indicators:		No. Strategies addressing Success indicator	No. of Strategies successfully implemented	% achieved previously (July 2024)	% achieved to date (July 2027)
A.	All College infrastructure investments promote flexible, accessible and mobile workplace environments, providing a blueprint for design of the new Nexus Building. E.g. parenting rooms, accessible services and infrastructures such as accessible and ambulant toilets and changing facilities.	2	0	0%	
B.	The College provides the necessary spaces to accommodate the diverse needs of staff and students.	3	2	67%	
C.	The College provides mentorship, training, and leadership development programs designed to support career progression for women and underrepresented groups.				
D.	The College Committees and Working Parties seek representation from staff that recognises and values diversity and equity.	2	2	100%	
E.	The College intentionally invests in raising awareness and celebration of diversity and equity through awards/grants, recognition and support initiatives.	3	3	100%	
TOTAL PROGRESS		11	8	72%	

Success Indicators and Strategies addressing Objective 1 (2024-2027):

Success Indicator	Strategy	Responsibility delegated to	Target (related to indicators)	Progress	Timeframe for completion
A	Advocate for a workplace that provides infrastructure and equipment that supports the diversity of staff needs and promotes flexible workplaces and wellbeing	PF&D, DOC, WHS	2024 results: 25% increase in hot desks, sit-stand desks and laptops	Incomplete	June 2026
A	Advocate for incorporating signage and wayfinding that accommodates visual impairment	PF&D, DOC	2024 results: 25% increase in signage and wayfinding	Incomplete	June 2026

B	Advocate for re-configuring existing facilities or build of new facilities (e.g. new NEXUS building) to provide gender neutral bathroom facilities and deliver on promoting availability and locations	PF&D, DOC	Minimum of 4 gender neutral bathroom facilities on Sturt Campus; quarterly communications to staff highlighting location and availability of these facilities		December 2026
B	Parenting rooms and changing facilities in gender specific and gender-neutral toilets.	PF&D, DOC			December 2026
C.	The implementation of an expanded mentorship, training, and leadership development programs for managers, supervisors, and staff	P&C, Dean (P&R), DOC	Expanded program supports career progression for women and underrepresented groups		December 2027

Objective 2: To proactively attract and retain women in academic and professional positions, particularly in senior leadership roles.

The *Athena SWAN Action Plan 2024-2027* will address the findings of the 2024 Promotion Survey.

The 2024 results: Six strategies were described to address five success indicators to address Objective 2. To date, 67% (n=4) success indicators have been addressed under Objective 2. The outstanding success indicators are at highlighted below:

Success indicators:		No. Strategies addressing Success indicator	No. of Strategies successfully implemented	% achieved previously (July 2024)	% achieved to date (July 2027)
A.	The College adheres to University policy regarding the gender equity composition of selection committees for both positions and roles, including selection of staff for representation on College Committees and Working Parties	1	1	100%	
B.	The College provides opportunities for women in academic and professional positions, to participate in relevant leadership programs	1	1	100%	
C.	The College provides an academic supervision and mentoring framework that ensures supervisors are aware of gender inequity, particularly as this relates to promotion	2	1	50%	
D.	The College recognises the impact on career trajectory associated with extended or repeated leave and assesses all applications and expressions of interest relative to opportunity	1	1	100%	
E.	The College supports women to engage in opportunities that allow them to broaden and extend their capabilities	1	0	0%	

	TOTAL PROGRESS	6	4	67%	
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Success Indicators and Strategies addressing Objective 2 (2024-2027):

Success Indicator	Strategy	Responsibility delegated to	Target (related to indicators)	Progress	Timeframe for completion
C	Development and evaluation of an academic supervision and mentoring framework that is positively received by women	P&C, Dean (P&R)	More than 75% of women in the College are satisfied that the supervision and mentoring framework (of those participating) is suitable		June 2026
E	For positions or roles available within the College, consider opportunities for existing staff to upskill	P&C, Dean (P&R), DOC	2024 results: More than 75% of roles and positions are first advertised internally, where appropriate 2027 results:	Your Voice Working Group are reviewing how we can promote secondments/upskilling to assist internal progression opportunities 2027 results	December 2025
E	Ensure supervisors and managers provide clear and achievable guidelines to staff on career progression and supervisor training facilitates conversations about staff career aspirations.	P&C, Dean (P&R), DOC			December 2027
E	The College acknowledges the ratio of leadership positions to staff and supports women to engage in opportunities that allow them to broaden and extend their capabilities	P&C, Dean (P&R), DOC			December 2026

Objective 3: Improve on gender balance and promote gender equity amongst our staff and student cohorts.

Nine strategies were described to address four levels of success indicators to address Objective 3. To date, 55% (n=5) success indicators have been addressed under Objective 3. The outstanding success indicators are at highlighted below:

Success indicators:		No. Strategies addressing Success indicator	No. of Strategies successfully implemented	% achieved to date (July 2024)
A.	Clearly articulate the University's gender equity goals in policy, procedure and external communication.	3	2	67%
B.	Reduce the potential for unconscious bias in recruitment and promotion.	2	1	50%
C.	Improve guidance, advice and feedback to promotion candidates.	2	1	50%
D.	Support parents and carers through provision of accurate and accessible information	2	1	50%
TOTAL PROGRESS		9	5	55%

Success Indicators and Strategies addressing Objective 3 (2024-2027):

Success Indicator	Strategy	Responsibility delegated to	Target (related to indicators)	Progress	Timeframe for completion
A	Investigate the career trajectories of men and women to identify possible areas for future focus to address inequalities and establish an optimal timeframe	P&C, Dean (P&R), Athena SWAN WG	Survey and map the career trajectories of continuing / fixed term staff relative to opportunity, collate and analyse data		December 2025
B	In professions where a particular gender is under-represented, increase the proportion of students / staff of that gender	P&C	Increase the proportion students / staff of the under-represented gender by 10%		December 2027
C/D	Improve the assessment of achievement relative to opportunity for recruitment and promotion by requiring an optional relative to opportunity statement in job applications as well as promotions. Provide guidelines and examples of such statements to applicants.	P&C	Development and implementation of a relative to opportunity statement template and examples for recruitment and promotion		December 2026

C	<p>Improve supports and feedback on staffs' abilities following unsuccessful academic promotion application to increase retention, work satisfaction and confidence of staff</p>	P&C	<p>Development of career counselling support specific for academic promotion, tailored to different academic role (TS, RO, T&R) and 100% supervisors completing training on supporting staff through Academic Promotion Process</p>		December 2026
D	<p>Monitor and evaluate utilisation of parental leave checklist and career break transition plan by staff and supervisors and if it supports conversations and minimise impact of breaks on research continuity and academic career.</p>	P&C	<p>Implementation of checklist and transition plan for all staff taking parental leave, including 100% Supervisor awareness of these resources; staff perceptions of impact of breaks on academic career</p>		December 2025