



Charles Sturt
University

Career Pathways Presentation

2021 Leadership Development
for Women

Action Learning Project

Group 3



Explore the career development and promotion pathways for academic and professional general female employees

1. Consider the current pathway(s) for academic employees to get to Level E
2. Consider the current pathway(s) for professional general employees to reach Level 10
3. What patterns or themes, particularly related to females, do you notice emerging from your analysis and discussions?
4. What, if any, are the perceived barriers to promotion or career progression for women in each of these career paths?
5. What would 'good' look like to you?

Who are we?



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Cadetship
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Team values

1.Openness

2.Accepting

3.Trust

4.Clarity

5.Empathy

6.Listening

7.Safe

8.Inclusivity

9.Support

10.Understanding

We took a fresh perspective

- A young team
- Looking at ourselves and our previous employment experiences
- Integrating perspectives
- Including mentors, staff guests and resources
- Identifying areas of improvement



Current pathways for academic promotion



Mentoring

- CoP
- Informal mentoring

Collaboration

- Greater transparency in research collaborations
- Clear ECR roles in team

Expectations

- Clear systems to nurture ECR/A
- Balanced Workload
- Reflect EEO in RPI

Current pathways for professional / general employees

- Recruitment / Promotions
- Job reclassification
- Secondments
- Resources, training & support

Our case studies:

Community run organisation

Westpac Banking Corporation



Emerging patterns, themes and perceived barriers



- Staff need to be their own best advocate and seek their own development opportunities.
- Caregiving responsibilities are a barrier to applying for senior roles and to have enough experience/level of time to dedicate to be qualified
- While Charles Sturt is progressive and has flexible policies, some take time to be put in place/used and staff may not be aware of policy provisions available.
- Lack of time and focus on career development
- Promotional pathways in conflict with operational performance
- Gap between where we are and where we would like to be

What does 'good' look like?



A growth culture where leadership is valued

1. Availability of resources and case study examples
2. Clarity around promotion processes – workshops, resources & communities of practice
3. Understanding of organisation structure, people and pathways
4. Talent slating & internal transfer of skills to align
5. Secondments, higher duties, job sharing & rotation, and shadowing & mentoring opportunities

Reflection



We have grown as leaders and as a team

- It's both challenging and rewarding to build team – we placed emphasis on team bonding.
- We appreciate deadlines, task clarity, roles and responsibilities. Collectively, this has been effective for us.
- We complement each other's strengths, and varying life and work experiences.
- We tried to create a safe space to try new things as a leader in a short timeframe with new team members always linking back to our core values.

References



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Thank you

Any questions?

