



About

Queensland University of Technology (QUT) is a major Australian university with a global outlook and a 'real-world' focus.

With 50,000 students, its two campuses are in Brisbane – lands claimed by the Turrbal and Yugara peoples.

QUT has six faculties with 29 schools – 17 of which are within the SAGE scope for STEMM – plus two STEMM – focused research institutes.

QUT received its Bronze Award in the inaugural round of the SAGE Athena SWAN program.



The Action Plan

This 4-year Plan has 31 distinct actions, two of which relate to the issue of improving organisational culture, and recognising change agents:

ACTION 1.4

Engage all senior staff to be change agents in improving organisational culture.

ACTION 1.5

Create a signature event, such as an annual dinner, at which active individuals and organisational areas are formally acknowledged.

Improving Organisational Culture by Creating and Recognising Change Agents

1. Articulated Change Model

QUT's approach to changing organisational culture from a gender perspective, was outlined in the *Gender Equity, Research, and Related Issues at QUT Report (2013)* as:

- Attention given to many small things, rather than a single large initiative;
- Championing from those already senior – men and women;
- Vigilance against unconscious bias;
- Persistence over time.

2. What is organisational culture?

It is the outcome of the policies, practices, behaviours, beliefs and norms in the work environment. How it is experienced by individuals (i.e. as inclusive or marginalising) depends on who you are.

3. Can it be changed?

Yes. Organisational culture is made by the people within it, and can be changed and remade by the people within it. Everyone can and should contribute, and many small actions, taken together will make the difference.

4. Who are the change agents?

Senior academic staff – levels C, D and E, especially those from the dominant culture.

5. What should they be doing?

Senior staff can use their influence as part of their multiple 'identities' in multiple spheres of influence (as colleagues, conference organisers, journal editors, supervisors...):

- Policy: use the decision-making bodies to put forward improvements; ensure good policies are applied e.g. relative to opportunity.
- Practices/procedures: Ensure they are transparent and fair.
- Behaviours: Be an active bystander to influence standards, using the Code of Conduct as a touchstone.
- Beliefs/Norms: proactively engage in advocacy for fairness; nip backlash in the bud.

Strategies which increase influence, (where no positional authority is available):

- Persuasion via:
 - Networking and collective action
 - Clarity of rationale and evidence
 - Persistence over time – exploitable moments
 - Being a trusted, authentic role model – credibility
 - Targeting the decision-making person or bodies.

6. How can they be equipped? TRAINING

First, through understanding one's own biases, and the uneven distribution of power in the organisation.

Second, through immersion and discussion in realistic scenarios which provide 'practice' in exercising influence for change. The two workshops which all senior staff were required to attend were:

UNCONSCIOUS BIAS	USING YOUR INFLUENCE FOR GENDER EQUITY
Attendance: 412*	Attendance: 395*

*As at February 2020.

7. How can they be recognised? AWARDS

The QUT STEMM Diversity and Inclusion Awards recognise STEMM individuals and teams whose actions (both big and small) have had positive impact on gender equity, diversity and inclusion, and have contributed to the outcomes of the QUT Athena SWAN Action Plan (2018-2022). Small local actions from all levels of the hierarchy were explicitly encouraged, and a 'relative to opportunity' lens was included.

CRITERIA

1. The extent to which the nominee/s have had a positive impact on gender equity, diversity and inclusion in STEMM, and progressed the outcomes of the Athena SWAN Action Plan;
2. Relative to their positional power, the extent to which the nominee/s have taken advantage of the influence and opportunities for change available to them.

OUTCOMES

From 54 entries, 17 individual and 2 team awards were presented by the Vice-Chancellor and President at the inaugural awards evening on 4 July 2019.



the university
for the real world

