2022 GUIDELINES FOR APPLICANTS

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INTRODUCTION

Monash University has a long-standing commitment to gender equity and diversity, which includes increasing the representation of women in leadership roles.

Whilst 56% of Monash staff are women, only 39.3% of senior appointments are held by women. We achieved gender parity in professional roles in 2020. However, gender disparity continues to persist in academic positions, specifically Level D and above, with less than one third (29.2%) of Professors being women. Monash University is committed to addressing this.

Introduced in 2006, Senior Women’s Shadowing Program is one of our gender equity flagship programs which provides participants with critical access to the executive leadership team and a unique opportunity for professional development.

PROGRAM OBJECTIVES

The Senior Women’s Shadowing Program is designed to:

- facilitate talent development by further enhancing the leadership capabilities of high potential women;
- support the University in attaining a greater representation of women in senior leadership roles and promote gender diversity in decision-making;
- enable face-to-face networking opportunities with senior leaders; and
- provide an opportunity for senior leadership to champion gender equality and contribute to positive culture change.

EXPECTED OUTCOMES

At the end of the Program, you can expect to have:

- deepened your understanding of the roles and expectations of University leaders and the strategic environment in which they operate;
- acquired new insight into your own leadership and developed strategies to more effectively harness your potential;
- increased confidence in operating at senior decision-making levels; and
- raised your profile amongst senior management and sustained networking opportunities with other participants.

ELIGIBILITY CRITERIA

Eligible participants are women who are current Monash University staff members and:

- employed at academic Level D or E, or professional HEW 10 and above;
- in an ongoing appointment or a fixed-term employment contract which expires no earlier than 31 December, 2022; and
- employed at one of the Australian locations of Monash University.

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1 If a contract ends sooner than 31 December 2022, eligibility can be attained by the provision of supporting evidence stating that a contract renewal is expected and that it will cover the period up to 31 December 2022. This statement, completed by relevant supervisor, may be in the form of an email and must be provided by applicants as part of the application process.
APPLICATION PROCESS

The Expression of Interest form can be found at [www.monash.edu/gender-equity/programs/shadowing](http://www.monash.edu/gender-equity/programs/shadowing).

Closing date for applications: **Friday 20 May 2022 by 5.00pm (AEST).**

Please consult your supervisor about your interest in the program. If you are selected, it is expected that you have the support of your performance supervisor to participate in the program.

**Before you commence your online application, please familiarise yourself with the application sections outlined below.** Consider preparing your full responses to section 2 in advance before entering them to the online form.

APPLICATION SECTION 1: Your details

In the online application form, you will be asked to confirm your staff details, and confirm that you fulfil the eligibility criteria.

You are also asked to nominate up to three members of the senior leadership you would like to shadow. These preferences will be utilised in matching successful applicants with their nominated leader/s.

APPLICATION SECTION 2: Your leadership potential and career objectives

You will be asked to answer the following questions:

1. **Your motivation:** a brief statement on what you hope to achieve by participating in this program (maximum 1000 characters);

2. **Your experience:** a brief summary of your leadership and management experience (maximum 1500 characters); and

3. **Your aspirations:** a brief summary of your current career objectives (maximum 1000 characters).

APPLICATION SECTION 3: Commitment to the program

You will also be asked to confirm your availability for scheduled dates to participate in group sessions with fellow participants (see ‘Schedule’ on page 5 of this document).

APPLICATION SECTION 4: Supporting material

You will be asked to attach a brief CV (no more than 3 pages) saved in the following format: Surname_First Name.pdf.

For fixed term staff, if your contract ends sooner than 31 December 2022, you will be asked to attach your supporting material relating to your eligibility. Eligibility can be attained by the provision of supporting evidence stating that a contract renewal is expected and that it will cover the period up to 31 December 2022. This statement must be completed by your relevant supervisor and may be in the form of an email attached as a pdf.
SELECTION CRITERIA

The program is typically in high demand and places are limited.

Consideration will be given to applicants with limited exposure to senior leadership in their current positions. The University’s strategic focus on supporting gender equality in areas where women are historically significantly under-represented in senior roles will also be taken into consideration.

In order to create successful matches, the selection panel consider the following criteria:

- evidence of leadership/management experience;
- strong potential for further career progression;
- successful alignment between your career objectives and expected outcomes;
- opportunities to increase exposure to senior leadership team (i.e. currently not working in a role that offers this exposure); and
- likelihood that you will strongly benefit from participating in the program.

PROGRAM FORMAT

Successful applicants are matched with a nominated member of the University’s senior leadership (‘Leader in Action’) and shadow them for a total of six half days, observing them in a range of activities.

This provides an opportunity to learn about leadership through observation and discuss shadowing experiences with other participants during group workshops.

COMPONENT 1: INTRODUCTORY SESSION

The program begins with a facilitated introductory session for participants on Wednesday 6 July 2022. This orients participants to the program and its expectations and allows them to meet each other and share details of their Leader in Action.

COMPONENT 2: SHADOWING ACTIVITIES

Participants make contact with their designated Leader in Action to introduce themselves and request a meeting.

Leaders in Action have been briefed to:

- set aside time for a short introductory meeting to set future shadowing dates;
- invite the participant to accompany them to a range of senior level meetings and events;
- allocate a small amount of time, where practical, for briefings before and/or after each shadowing experience;
- consider a diverse range of shadowing opportunities to provide a rich learning experience; and
- introduce participants to colleagues, particularly other members of the senior leadership.

Shadowing opportunities

Participants learn through observation by accompanying their Leader in Action to a variety of activities. Shadowing activities are to be completed by early December 2022. Indicative examples of shadowing opportunities could include:

- Vice-Chancellor’s Executive Committee (VCEC)
- Vice-Chancellor’s Executive Implementation and Oversight (VCEIO) Committee
- Academic Board
- Equity, Diversity and Inclusion Committee
- Provost and Senior Vice-President’s Deans Group
- Education Committee
• Graduate Research Committee (GRC)
• Monash Research Committee
• Monash University Occupational Health and Safety (OHS) Committee
• Senior Management Forum (SMF)
• Academic Heads Network
• Senior Leadership meetings
• Centres, Institutes and Platforms Review Group
• Faculty Executive Committee
• Faculty General Managers meeting
• Ethics Committee
• Budget meetings with faculties/divisions
• Planning workshops
• External stakeholder engagement
• Events, panels and functions
• Events and meetings external to Monash University.

Note that these indicative examples are not prescriptive or exhaustive. It may depend on what meetings your Leader In Action attends as to whether it may be available for you to attend.

Expectations
Participants are expected to become active spectators, making notes of impressions and observations, and developing questions which can be later raised with respective Leaders in Action. This can include items such as the dynamics of a meeting or the decision-making processes.

COMPONENT 3: GROUP WORKSHOPS

A compulsory part of the program, participants attend a series of externally facilitated group workshops. These represent a unique opportunity to discuss shadowing experiences within a small group, reflect on your own leadership skills and explore strategies to enhance these capabilities.

Participants will be able to share and examine challenges and successes from their professional lives and explore strategies and skills to accomplish changed outcomes. Group workshops also provide an excellent opportunity for participants to establish networking relationships with other like-minded senior female staff at Monash.

SCHEDULE
Participants are expected to attend all of the following sessions in person and indicate their commitment to do so in the Expression of Interest form. The sessions cannot be attended virtually (i.e. via Zoom).

<table>
<thead>
<tr>
<th>Session</th>
<th>Date</th>
<th>Time</th>
<th>Venue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introductory Session</td>
<td>Wed 6 July</td>
<td>10 am –12 pm</td>
<td>Clayton Campus</td>
</tr>
<tr>
<td>Workshop 1</td>
<td>Wed 17 August</td>
<td>10 am –12 pm</td>
<td>Clayton Campus</td>
</tr>
<tr>
<td>Workshop 2</td>
<td>Wed 7 September</td>
<td>10 am –12 pm</td>
<td>Clayton Campus</td>
</tr>
<tr>
<td>Workshop 3</td>
<td>Wed 12 October</td>
<td>10 am –12 pm</td>
<td>Clayton Campus</td>
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<tr>
<td>Workshop 4</td>
<td>Wed 9 November</td>
<td>10 am –12 pm</td>
<td>Clayton Campus</td>
</tr>
<tr>
<td>Workshop 5</td>
<td>Wed 30 November</td>
<td>10 am –12 pm</td>
<td>Clayton Campus</td>
</tr>
<tr>
<td>End of Year Function</td>
<td>December</td>
<td>To be confirmed</td>
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CONFIDENTIALITY

Successful applicants will be required to sign a *Confidentiality Agreement* in recognition of the potential exposure to sensitive issues and confidential information that may be observed or accessed during the course of the program. Signing indicates their commitment to maintaining confidentiality regarding all observations. While program participants will be meeting as a group to discuss their shadowing experiences, confidentiality will be maintained by only broadly describing issues and themes.

FACILITATOR

**Fiona Robertson** is an independent culture change coach, speaker and trainer for senior executives. Fiona has over 30 years’ experience and is an expert in organisational culture and leadership and executive coaching. Fiona helps leaders, teams and individuals build self-awareness, strengthen relationships, manage change, lead more effectively and achieve their personal goals.

ENQUIRIES

**Staff Equity, Diversity and Inclusion, Monash HR**

Email: gender-equity@monash.edu

Phone: +61 3 9902 0246; +61 3 9902 9915

Web: monash.edu/gender-equity/programs