



WOMEN IN MANAGEMENT

GOOD IDEAS FOR IMPROVING DIVERSITY

A partnership project by the CEO Diversity Forum and
The Office of Equal Employment Opportunity



**THE OFFICE OF
EQUAL EMPLOYMENT
OPPORTUNITY**

First published June 1999
Published by the Director
of Equal Opportunity
in Public Employment and
the CEO Diversity Forum.

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FOREWORD

In February 1999, the Premier, the Honourable Richard Court MLA, endorsed a policy and performance objectives designed to improve the representation of women in management across the Western Australian public sector. The policy, a partnership initiative by the CEO consultative group and the Office of EEO recognises that the low level of representation of women in public sector management positions is unacceptable.

A sub committee of the CEO Consultative Group, the CEO Diversity Forum has been established. One of the Forum's aims is to publicise and encourage best practice in managing diversity.

This document has been provided to help you address the issue of women in management in your agency. It provides seven case studies from the private and public sectors.

ACKNOWLEDGEMENTS

Thanks are extended to staff in the following companies:

Hewlett Packard Dr Katie Spearett
Human Resources Account Manager

AMP Belinda Curtis
Manager Equity

Telstra Dr Anne Diamond
National Manager
Corporate Operations
Personnel Directorate

Other case studies were developed by the Office of EEO from the following sources:

Westpac Valuing Diversity - Delivering Better Solutions for Employees and Customers
Fiona Krautil, Senior Manager, Workforce Diversity, Westpac Banking Corporation
Paper presented at conference:
"Strategies for Advancing Women and Leadership in the Workplace"
Centre for Management Development, Sydney, August 1998

IBM "IBM's Initiatives to Encourage Workforce Diversity" Michelle Swinden,
Executive Resources and Diversity Manager, IBM Australia
Paper presented at conference:
"Strategies for Advancing Women and Leadership in the Workplace"
Centre for Management Development, Sydney, August 1998

University of
Western Australia Entry for Western Australian Premier's Awards 1998

Ministry of Housing Entry for Western Australian Premier's Awards 1998

BACKGROUND

AMP Ltd is a financial services business concerned with investment, superannuation, life insurance, asset protection and management.

WHAT DID WE DO?

- Implemented an affirmative action program for women in order to attract, retain and promote women at all levels of the organisation.

WHY DID WE DO IT?

- Part of AMP's vision is to be an employer of choice. This is important because women represent over 50% of the population and close to 60% of the financial sector workforce.
- Creating a culture where women's contributions are valued and there are no barriers to their effective participation.
- Recognition that women are increasingly in control of financial decisions and planning.

HOW DID WE DO IT?**AFFIRMATIVE ACTION POLICIES**

- Employee education programs.
- Integrating affirmative action principles into the AMP Applied Business Program.
- Climate survey - employee survey that continuously seeks feedback from employees.
- AMP Women Steering Committee - mechanism of consultation of key issues for women.
- Specific employee consultations - used to examine key affirmative action issues such as work-life balances, career opportunities, part-time work and home based work arrangements.

RECRUITMENT POLICIES

- Selectors trained in targeted selection interviewing and the use of gender balanced interview panels.
- Special emphasis on attracting suitably qualified women for vacancies in areas where women are currently under represented. For example

the goal to recruit 50% female advisers in response to recognition that women are increasingly in control of financial decisions and planning.

- Executive search firms briefed to include women in short lists.

RETENTION

- Female retention rates monitored quarterly.
- Reasons why women leave AMP monitored.
- Exit interview data - men resign for career reasons and women resign more often for family reasons. Therefore a family friendly workplace is targeted at minimising loss.

LEAVE AND FAMILY CARE

- Flexible leave policies include 6 weeks paid and 52 weeks unpaid parental leave for primary carer.
- Five days personal emergency leave.
- Use of sick leave to care for sick dependents.
- Annual leave available in single days.
- Unpaid leave for family purposes.
- Time off in lieu.
- Parent room allows nursing mothers room for expressing and storing breastmilk.

PAY EQUITY

- Gender based pay gap in management salaries progressively closing, because of attention to underpayment anomalies.
- Specifically reviewing the remuneration of female dominated and undervalued groups, for example reviewing the work done by personal assistants.
- Reward and recognition program for employees demonstrating behaviours aligned to company values.
- Actively pursuing cultural change to an environment where women operative effectively.

WHAT OUTCOMES WERE ACHIEVED?

- Increased the proportion of women in management and non-traditional positions.

- * Developed strategies and identified barriers to career progression for women in female-dominated areas.
- * Ensuring a high retention rate for women.
- * Gender-based pay differences in management salaries is being addressed.

HOW WAS THE IMPACT ON SERVICE DELIVERY MEASURED?

- * Employee climate surveys indicated that the working environment is becoming more supportive and achievement orientated, there has been an increase of 100% in flexible jobs, managers are considerate of family life and there is no difference in men's and women's perceptions of AMP as a place to work.
- * An increase of women in management from 21% to 26% in 1997 because of high appointment rate and low resignation rate. No executive women left AMP during 1997.
- * An increase of women in sales from 34% to 44%.
- * The rate of return to work from maternity leave has increased to 90%.
- * New work-based learning programs introduced which recognises prior learning and on the job learning. Expected to improve women's access to academic qualifications.
- * Pay equity achieved by removing indirect discrimination by packaging female dominated award employees and by introducing gender-neutral job evaluation system.
- * Overall changes to workforce gender by level.

Level - AMP Ltd	%women in level	% of new appointments to level	% of resignations from level
Management L6	21	34	0
Snr Non-Mgt L5	25	37	22
Non Mgt L1-4	64	65	56
Australian Administrative Services Pty Ltd	76	72	75

BACKGROUND

Hewlett-Packard designs, manufactures and services products and systems for measurement, computation and communications; and provides systems integration, outsourcing, consulting, education, financing, customer support and other services. Hewlett-Packard is one of the world's largest computer companies and employs more than 120,000 people worldwide.

WHAT DID WE DO?

Creating opportunities and proactively recruiting people from diverse backgrounds; providing diversity resources; including diversity in corporate objectives and strategic planning; understanding the need for employees to balance work and personal life; and recognising that diversity is sound business practice.

WHY DID WE DO IT?

Business reasons for why diversity is important to Hewlett-Packard:

- ✦ Our customers, suppliers, strategic partners are increasingly global and multicultural. We must be positioned to relate to them.
- ✦ Our customers are changing - their needs and expectations for products and services are diverse. We must be able to understand, interface and respond.
- ✦ Our competitive advantage is to become the leader in innovation, creativity, problem-solving and organisational flexibility. We must have diverse perspectives, talents and teams to meet this global challenge.
- ✦ The workforce demographics are changing in most countries. The labour pool is shrinking, and labour shortages are projected. The competition to attract and retain top talent is increasing. To ensure our business success, we must be the best place to work for everyone.

HOW DID WE DO IT?**MANAGING WORK / LIFE DEMANDS**

- ✦ Flexible work arrangements - allowing employees to schedule their own working hours on a daily basis with supervisory approval.

- ✦ Flexible work practices - telecommuting, part-time, job sharing and job splitting.
- ✦ Diversity and harassment advisors.
- ✦ Reinventing work program - helping teams examine work processes with a work/life focus.
- ✦ Childcare information kits - helping employees find and choose quality childcare. Information issues such as government regulations, assistance with fees, assistance with sick children, books and publications, childcare directory.
- ✦ Eldercare information kits - helping employees with elderly relatives. Information on issues such as care services, health, safety, security, consumer rights and money matters, loss and grief, and a service directory.
- ✦ Parental leave - encompasses maternity leave and paternity leave and includes leave for adoption purposes. Return to work is guaranteed and employees are entitled to return to their former position, unless the position no longer exists as a result of organisational change.
- ✦ Working Parent Network - enabling employees to share resources, tools and other services.
- ✦ Family emergency leave - allowing employees to use their annual leave entitlement of up to 10 days to care for an immediate family member or partner who is ill or who might require support in an emergency situation.
- ✦ Employee assistance program (at no cost to the employee) - providing short-term counselling to employees and their immediate family members or partners, assisting them in addressing a range of personal and family related problems, from stress and depression to alcohol or drug related problems.
- ✦ Total compensation - salary and benefits including benefits tax are regularly evaluated to achieve a right balance. Takes into account catastrophic and welfare benefits, medical and health related benefits, life-long learning, a share in the company's success, family focused benefits, leave, holidays and vacations.

HEWLETT-PACKARD

MANAGEMENT LEADERSHIP:

- * Diversity Leadership Council - develops and drives diversity initiatives worldwide. Composed of senior executives representing all of Hewlett-Packard's businesses and related corporate functions.
- * Corporate Objectives and Strategic Plan includes diversity.
- * Worldwide dialogue with senior managers held, to assess diversity progress and needs.
- * Diversity Accountability Framework - describes fundamental behaviours/actions needed from managers to achieve diversity objectives and the measures.

DEVELOPMENT PROGRAMS:

- * Global accelerated development program - for high potential mid-level managers. Advancing leadership skills and knowledge to establish mentoring relationships. Identify, develop and increase the number of diverse candidates for senior management positions.
- * Efficacy seminars - promoting personal responsibility and accountability for employee career development and women and people of colour.

DIVERSITY RESOURCES:

- * Diversity education and training strategy.
- * Diversity best practice forums.
- * Diversity internal web site:
www.hp.com/abouthp/diversity/resources.html
- * Diversity resource centre - reference library.

OUTREACH AND RECRUITMENTS:

- * Targeted college recruitment programs - early identification of top candidates and strengthening relationships with diverse candidates and organisations.
- * External search firms - assisting in hiring diverse resources.
- * Diversity-focused advertising campaign.

- * Opportunities increased by expanding access to high-level job openings.
- * Education Program - invests in future workforce. One of their goals is to increase the number of women and minorities in science/math disciplines for future candidate pools.

EMPLOYEE PARTICIPATION:

- * Employee network groups - fostering employee communication, professional development, and teamwork throughout the world.
- * Diversity advisory boards, councils and task forces are encouraged to establish priorities and actions to support local initiatives.

WHAT OUTCOMES WERE ACHIEVED?

- * Establishing a workplace free of discrimination.
- * Initiating proactive behaviours and actions, helping to make EEO a reality for everyone.
- * Creating an inclusive work environment that values all employees.

HOW WAS THE IMPACT ON SERVICE DELIVERY MEASURED?

- * Hewlett-Packard is ranked No. 5 among Fortune's Most Admired Companies and No.10 among Fortune's Best Companies to work for in America.

BACKGROUND

IBM operates in over 150 countries around the world, with more than 270,000 employees. A global company in every sense, working within and between countries. A significant number of IBM employees work not only for a business unit in their country, but also as part of a matrixed team, with members throughout Asia Pacific, Latin America, Europe/Middle East/Africa, and North America. The focus on teamwork is at two levels - within the day to day interactions in work teams, and across the business as teams pull together to meet the needs of customers.

WHAT DID WE DO?

In 1995 IBM US convened eight representative taskforces to help the organisation understand how to welcome and value people, maximise their productivity, and maximise their presence in the market place. This resulted in six Global Workforce Diversity Challenges:

- ✦ Global Marketplace
- ✦ Cultural Awareness/Acceptance
- ✦ Multi-lingualism
- ✦ Diversity of our management team
- ✦ Advancement of women
- ✦ Workplace Flexibility/balance

Particular focus has been placed on the challenge Advancement of Women.

WHY DID WE DO IT?

- ✦ To enhance competitiveness
- ✦ To understand the Global Marketplace and business opportunities
- ✦ To empower senior women

HOW DID WE DO IT?

- ✦ IBM US convened eight taskforces representative of IBM's workforce and marketplace diversity.
- ✦ The Executive responsible for the Advancement of Women embraced the challenge, and sought the counsel of senior women within IBM to understand the real issues. The women were unanimous in their support for a wider voice.
- ✦ In June 1997, the first Global IBM Women's Leadership Planning Session was held.
- ✦ In June 1998, the second Global IBM Women's Leadership Planning Session was held in the US, with over 130 attendees (including 35 from Asia Pacific and 5 from Australia/New Zealand). There were also 150 women from around the world who participated in focus groups. Forming into geographical groups, the women focused on specific barriers to the advancement of women in their region.
- ✦ Following on from discussions at the conference, each country has been asked to consider the issues within their own contexts and develop a local plan for overcoming the barriers.

WHAT OUTCOMES WERE ACHIEVED?

- ✦ In 1998, IBM in the United States was awarded the Ron Brown award for Corporate Leadership in recognition of the organisation's commitment to diversity.
- ✦ A significant outcome of the Australia/New Zealand Women's Conference in 1997 was a request to expand an existing Diversity Committee across the organisation.

HOW WAS THE IMPACT ON SERVICE DELIVERY MEASURED?

- ✦ Working parties have been formed to review specific elements eg policies for dependant care.
- ✦ A number of more formal focus groups were facilitated in 1998 to elicit feedback in a more structured manner. Two Women's Leadership groups were convened to provide feedback to the second Global Women's Conference. Seven focus groups worked on better understanding issues from the Employee Opinion Survey.
- ✦ Employees have been updated by a note from the General Manager of IBM on progress on outcomes from the 1997 Women's Conference. All employees were invited to volunteer for working parties, provide input to draft policy documents and encouraged to attend diversity activities.

BACKGROUND

Ministry of Housing (formerly Homeswest) is the state government agency responsible for ensuring all Western Australians have access to suitable and affordable housing. Their client base includes low-income home buyers and renters, disadvantaged groups and people with special housing needs. Homeswest's customers include Aboriginal people, women, people with disabilities and people from culturally and linguistically diverse backgrounds.

WHY DID WE DO IT?

- ✦ To adjust the workforce profile to better match the customer base.
- ✦ To pursue the government's desire to increase employment opportunities for ATSI people.

HOW DID WE DO IT?

- ✦ Target given prominence by including it in high level planning documents such as:
 - EEO Plan Managing for Diversity 1998-2000
 - Bilateral Strategic Plan 1998/99
 - Executive Director's Performance Agreement 1998/99
 - The Performance Assessment Report 1997/99

EEO Management Plan outlines the following aims:

- ✦ The representation of women in Level 5 and above positions to reach 20% of total employees
- ✦ The representation of ATSI staff to reach 10% of total employees
- ✦ The representation of people with disabilities to reach 3% of total employees
- ✦ Increase the number of staff from culturally and linguistically diverse backgrounds

Holistic approach to benefiting organisation and employees with provisions such as:

- ✦ Part-time employment and teleworking
- ✦ Parental leave
- ✦ Cultural leave
- ✦ Self-funded leave

- ✦ A permanent Aboriginal Employment and Development Officer position created
- ✦ Aboriginal Cultural Awareness Training
- ✦ A range of workplace modifications have occurred for people with disabilities, including lifts, wheelchair access, Braille and volume control telephones, switchboard and screen reading systems to train people with disabilities
- ✦ Work experience provided for people with a range of disabilities
- ✦ Managing diversity in the workplace training course is compulsory for all staff
- ✦ Job Task Manuals for Applications and Allocation Offices and Customer Service Officer also developed and updated. Includes sections which develop a greater awareness in dealing with customers from diverse backgrounds.
- ✦ Letterhead also has a range of different languages represented and explains who the letter is from
- ✦ A list of staff able to speak another language or languages has been created
- ✦ Induction booklet for staff and managers includes information on EEO policies
- ✦ Training courses from 1992 to 1998 including Sexual Harassment Training, EEO/Diversity Awareness, Staff Selection skills training, training on domestic violence, ATSI cultural awareness training, Working With Other Cultures - Accent on Race, Winning Ways for Women in the Workforce and Assertiveness Skills for Women.
- ✦ Creation of the Aboriginal Employment Strategy
- ✦ Creation of the Aboriginal Housing Directorate
- ✦ Joint venture with PE Personnel in 1992 to place people with disabilities
- ✦ Regular ongoing support is maintained for Aboriginal and disabled employees using a job coordinator and trained co-workers.
- ✦ From the early 1990s Job Description Forms have included EEO parameters

MINISTRY OF HOUSING

WHAT OUTCOMES WERE ACHIEVED?

- Women in level 5 and above positions now make up 19.8% of the workforce - compared with 14.4% in 1994.
- Aboriginal and Torres Strait Islanders make up 9.6% of the workforce - compared with 1.5% in 1992.
- PWD make up in excess of 2.8% of the workforce compared with 2.1% in 1994. (Figures only represent staff that identified themselves.)
- People from non-English speaking backgrounds are identified at 2.6% of the workforce - compared with 2.4% in 1994.
- The representation of women at senior levels has increased for 14.4% in April 1994 to 18.6% in June 1998.
- Ministry of Housing is seen as a role model of innovation.

HOW WAS THE IMPACT ON SERVICE DELIVERY MEASURED?

- Introduction in 1994 of a specific target of 10% for ATSI staff at Ministry of Housing has helped provide for systematic evaluation by creating a benchmark against which its objectives can be measured.
- A six monthly performance report on the Bilateral Strategic Plan is presented to the Board of Commissioners and executive team. The Bilateral Strategic Plan is also reported to the Commonwealth annually.
- An annual assessment of achievements is undertaken against the Executive Director's Performance Agreement. Results of this assessment are reported to the Premier, Minister for Housing and the Public Sector Management Office.
- Reports annually to the Director of Equal Opportunity in Public Employment.
- Monthly reports on the status of Aboriginal employee numbers are referred to the executive team.
- Monitoring the profile of Aboriginal employees.
- Evaluating the outcomes from the various traineeships conducted over the years, including the number of trainees who have gained permanent appointment and promotions within the Ministry of Housing.
- Evaluating the Aboriginal Cultural Awareness workshop program to determine if staff attitudes towards Aboriginal people improved after they attended the course and to identify the effects it has on the provision of service to Aboriginal customers.

BACKGROUND

Telstra has reduced in size from over 78,000 employees in 1992 to currently approximately 53,000. Originally the organisation's core business was telecommunications run on and by engineering expertise. It is moving rapidly, with the convergence of telecommunications, broadcasting, media and information technology, to an information technology and telephone company. It was a government-owned monopoly, not subject to competitive forces.

In a short period of time, not only has the field deregulated but the company is partially privatised. The previous bureaucratic environment was found to be totally inadequate to function in the market as it is now.

The EEO program also needed to be realigned to pursue equity goals for women in an increasingly fast-moving and competitive deregulated environment - a considerable challenge.

Women's representation had been poor - around 20%. The proportion of senior women in 1992 was approximately 5%. In addition, the workforce was highly gender-segmented, with virtually no female engineers or technicians.

WHAT DID WE DO?

Over the last seven years, Telstra developed and implemented a number of strategies to advance women and leadership in the organisation.

WHY DID WE DO IT?

- * To change the culture of the organisation to overcome the barriers preventing women from progressing to management.
- * To provide Telstra with a workforce base that more closely represented our customers - including other identifiable groups as well.
- * The achievement of a workforce representative of the customer base is believed to be a competitive advantage.

HOW DID WE DO IT?**AFFIRMATIVE ACTION POLICIES**

- * CEO Leaders Program (year-long)
- * Leadership Continuity Program

RECRUITMENT POLICIES**Retention**

- * Women's networks
- * Mentoring Program
- * Telstra Business Women of the Year Award

Leave and Family Care

- * Work and family policies

WHAT OUTCOMES WERE ACHIEVED?

- * The proportion of female executives and managers has increased steadily over the past five years. In 1993, 7% of executives and 13% of managers were women. In 1998, 19% of executives and 20% of managers were women.
- * Women are currently in the executive levels in a wide range of professions. Women are not clustered in the 'soft' professions such as human resources.
- * Women are similarly qualified in management, commerce and business. The only area where there is a discrepancy between women's and men's qualifications is engineering.

HOW WAS THE IMPACT ON SERVICE DELIVERY MEASURED?

- * Although service levels are improving in all aspects of the company, at this point it is difficult to attribute these to improvements in gender balance. They are more in line with a move to making managers more accountable of their people.
- * Present operation of diversity programs is setting specific evaluation measures to track changes in service levels. Other measures include resignation rates, incidence of complaints and career progression rates of women.

BACKGROUND

Westpac's business is providing overall financial solutions to customers - retail banking, wholesale banking, financial advice and insurance products. Over the past six years, Westpac has achieved a major business turnaround from a \$1.6 billion loss to a \$1.2 billion profit.

Westpac is a large organisation employing 33 000 people, 28 000 in Australia (65% female and 35% male). 25% of this population now works part-time.

WHAT DID WE DO?

Implemented a number of strategies to increase diversity throughout the organisation.

WHY DID WE DO IT?

- ✦ The focus on delivering better solutions to customers is the key driver for the diversity process in Westpac. A diverse workforce that reflects Westpac's diverse customer base is required.
- ✦ The growth rate of small businesses owned and managed by women is 2-3 times higher than men.
- ✦ Westpac has 28.3% (largest) market share of women in small business.
- ✦ People of NESB own 28% of small businesses.
- ✦ Westpac has established a successful Asian business banking strategy.
- ✦ To achieve a competitive edge in the marketplace there is a need to attract, retain and develop the best people.
- ✦ Evidence shows that a diverse team, working effectively together, delivers more creative and innovative solutions than an homogenous team.
- ✦ Diversity fosters a good relationship with the community.
- ✦ Legal compliance has been a strong driver in the past and harassment and discrimination are currently being positioned within the organisation's risk management framework.
- ✦ To increase workforce effectiveness.

HOW DID WE DO IT?

- ✦ Since 1992, the new CEO (Bob Joss) has set and driven a "women's agenda" within Westpac with the goal of increasing the representation of women in senior management roles. He continues to take a strong line on diversity both internally and externally.
- ✦ In 1994, he recruited a number of senior women who provided excellent role models for other women in the bank. The diversity agenda has impacted at the Board level with two extremely talented women on the Board.
- ✦ The Workforce Diversity Unit was established and resourced to drive the necessary culture change across the Westpac business.
- ✦ A quarterly Women in Management statistical report was also implemented. This report provides trend data by business unit on the representation of women in junior, middle and senior management across the Bank. This data is used as a management tool.
- ✦ In 1994-95 a major effort to eradicate sexual harassment was implemented. After a huge education process and several sackings of senior managers, the message was sent very clearly to staff that harassment would no longer be tolerated in Westpac.
- ✦ Since 1994, there has also been a major effort to provide a more family friendly workplace. This was implemented under the organisation's "preferred employer" strategy. The introduction of paid maternity leave, together with a range of flexible work practices, family friendly leave policies, an investment in work-based child care and the provision of a national resource and referral service, have resulted in a significant cultural shift at Westpac.
- ✦ In 1997-98, a more integrated approach to advancing women's careers was implemented. This included developing and piloting a mentoring program that is now available to all business units. It also included a program for middle managers called Top Steps - Growing Your Own Career.

- ✦ Gaining management “buy in” has been a critical part of this approach. This has been achieved through management briefing sessions, guest speaker appearances by managers and shared accountability for follow up after the career development interventions. There have also been several senior management workshops for business units to assist them to better understand diversity.

WHAT OUTCOMES WERE ACHIEVED?

- ✦ Significant progress has been made in increasing the representation of women in management roles across the bank.
- ✦ There is generally an increased acceptance and valuing of diversity by managers. “We no longer have to argue with our senior managers about why diversity is important.”

HOW WAS THE IMPACT ON SERVICE DELIVERY MEASURED?

- ✦ A major management review of “Women in Management” progress was conducted.
- ✦ Accurate trend statistics over time - recruitment rates, promotion rates, attrition rates, representation of men and women at each level of the organisation.
- ✦ Key themes for action identified through interviews with senior women.
- ✦ Benchmarking data from the Affirmative Action Agency regarding competitors’ progress.

BACKGROUND

UWA is a medium sized university with disciplines in the arts, sciences and major professions. It is characterised by a strong research and postgraduate emphasis linked to undergraduate education across the range of its disciplines.

WHAT DID WE DO?

Developed recruitment, promotion, decision-making, work and family strategies in order to improve the representation and promotion of women.

WHY DID WE DO IT?

- ✦ To increase the percentage of women on academic staff, in senior and management positions, and in non-traditional areas of employment.
- ✦ To enlarge the pool of suitably qualified female applicants.
- ✦ To provide role models for female students.
- ✦ To ensure the University profile reflects the diversity of the community.
- ✦ To enlarge the pool of women available to participate in decision-making boards and committees.
- ✦ To enable women to develop leadership skills and knowledge.
- ✦ To develop a more open, gender-neutral concept of leadership.
- ✦ To provide a family-friendly work environment.
- ✦ To provide a supportive culture in which diversity is recognised and valued.
- ✦ To promote a culture of gender equity, in which women staff may achieve their full potential.
- ✦ To identify and remove structural and cultural impediments to the improvement in the position of women staff.

HOW DID WE DO IT?**RECRUITMENT STRATEGIES:**

- ✦ Senior managers setting goals and targeting specific areas.
- ✦ Search plans ie identifying and encouraging applications from suitably qualified women.
- ✦ Funding for re-entry and affirmative action appointments.
- ✦ Including Managers of Equity on senior staff selection committees.
- ✦ Monitoring and evaluating outcomes.

PROMOTION STRATEGY

- ✦ Ongoing review of promotion procedures and the concept of merit.
- ✦ Training selection panel members in equity principles.
- ✦ Requesting heads of department to encourage and support junior staff and women seeking promotion.
- ✦ Salary progression scheme, enabling general staff to move to the next salary level based on performance.
- ✦ Supporting research and evaluation of promotion strategies and outcomes.

WOMEN IN DECISION-MAKING

- ✦ A two-day core program followed by skills development workshops, information sessions and informal networking forums.
- ✦ Mentor scheme, matching participants with senior male or female mentors.
- ✦ Action Leadership Projects for participants to apply and extend knowledge and skills.
- ✦ 'Meet the Leader; and 'Women at the Top' forum series.
- ✦ Gender Balance on Committees Policy.

WORK AND FAMILY STRATEGY

- * Flexible work arrangements.
- * Access to leave provisions to meet family needs and commitments.
- * Dependent care support arrangements.
- * Communication strategy informing staff and promoting acceptance of initiatives.

WHAT OUTCOMES WERE ACHIEVED?

RECRUITMENT STRATEGY

- * Increased the number of women professors from 3 (4%) in 1990 to 16 (13.7%) in 1998.
- * Increased the appointment of women (general staff) to HEE Level 10 and above, from 10% in 1994 to 28.6% in 1998.
- * Proportion of female academic staff increased from 199 positions (23.0%) in 1994 to 296 positions (31.8%) in 1998. Proportion of female lecturers has increased from 10% in 1990 to 41.4% in 1997.
- * Appointment of female staff in non-traditional areas.
- * Teaching and research fellowships are required to have one female and one male (15 or 65.2% were women).
- * Staff profile more diverse and better reflects student base.

PROMOTION STRATEGY

- * Selection and promotion criteria have been broadened, and procedures introduced to minimise gender bias.
- * Teaching curricula is gender and culturally inclusive.
- * Increased the number of women moving into senior positions and into the feeder groups for senior and management levels.
- * Increasing the number of women applying for internal academic promotion from 16.4% in 1994 to 20.4% in 1997.

- * Equity Index for women on general staff is 44 and 73 for academics. But for staff employed less than 10 years the Equity Index for general staff is 85 and 116 for academics.

WOMEN IN DECISION-MAKING

In 1994 a Leadership Development for Women Program (LDW) commenced. Since then 90 women have completed the program and there are ten women currently participating. Results include:

- * LDW women more successful at promotion than other staff groups.
- * Retention rates higher for all LDW groups compared to non-LDW women and men.
- * Senior male staff acting as mentors and, as such, gaining an insight into gender issues
- * LDW participants increased their involvement with committees.
- * LDW women moving into senior positions, contributing to diversity in management and decision-making.

WORK AND FAMILY STRATEGY

- * Flexible work arrangements ie job-sharing, part-time, flexi-time and home based work.
- * Leave for sick dependents, bereavement, family reasons and extended ceremonial leave for cultural reasons.
- * 12 weeks paid maternity leave and 2 years extended unpaid parental leave with option to return to work part-time.
- * Broadened definition of dependants to include older people, people with disabilities, children, partners and extended families.
- * Fay Gale Fellowships allow staff a 3 month or greater placement at an overseas university for staff whose careers have been interrupted by family commitments.

CULTURE CHANGE

- ✦ Exposing managers to best-practice models and integration of equity into the strategic planning process, as well as raising awareness and promoting culture change.
- ✦ Appointed a team of 14 Equity Advisers - 2 located in each faculty.
- ✦ Equity Initiatives Scheme: allows departments and faculties to apply for funding to develop equity projects.
- ✦ Selection criteria for Executive Deans revised to include demonstrated commitment and support of equal opportunity principles. Equity implementation assessed on an annual basis.

HOW WAS THE IMPACT ON SERVICE DELIVERY MEASURED?

- ✦ Stakeholder groups are surveyed regularly (internally and externally) through market research, course evaluations, equal opportunity questionnaires sent to all heads of departments, reviews and through the internal Working Life survey.
- ✦ Annual review and evaluation of all initiatives reported to Senate. Each initiative is separately reviewed.
- ✦ Annual Equal Employment Opportunity (EEO) questionnaire sent to all faculties and departments, outlining progress, achievements and barriers. Analysis and feedback is given in the EEO Yearly Report, which is endorsed by Senate and distributed to all managers and supervisors.
- ✦ Detailed statistical analysis undertaken into women (faculty, level, employment status and type, age, length of service, training and development opportunities, turnover); gender balance of committees; recruitment; promotion; and student enrolments (gender, faculty, participation and retention rates).
- ✦ Internal Audit Committee now includes review of EEO.
- ✦ Regular departmental reviews in which equity issues are canvassed.



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