

Boulderstone Hornibrook Pty Ltd

Case Study

What did they analyse?

- Workplace profile
- Equal Employment Opportunity Survey

What did their analysis show?

- Few females enroll in building industry courses.
- Increase in the number of females employed in professional roles within the company.
- High percentage of females employees are satisfied in their current position.
- Not all employees are receiving a regular review of their work performance.

Recruitment and Selection Issue

The company wishes to focus on increasing the number of females recruited into the company.

Actions taken:

- Maintain focus on female graduate and undergraduate recruitment.
- Identify all people with influence or participation in recruitment and ensure continuing support of EEO and anti-discrimination principles.
- Continue to strive to be the “employer of choice” irrespective of gender.
- Ensure external providers are aware of the company position in regard to attracting female applicants.

Outcomes:

- A number of HR positions within business units are currently held by women resulting in candidates more likely being interviewed by a female in the recruitment process.
- Females have been recruited into key roles in Finance, Communications, Information Systems and Human Resources.
- The company has continued to make progress in attracting applications and recruiting females into the organisation. There are factors that impact on the success of initiatives and these need continued attention.
- High level of support from managers evidenced by graduate and undergraduate co-coordinators facing increased pressure from line managers to present a proportionately represented pool of candidates.
- Emphasis continues in communicating EEO awareness to external providers.

Training and Development Issue

To establish regular performance reviews and feedback and to support the career development of female employees.

Actions taken:

- Provide training to managers regarding the performance appraisal process.
- Monitor the appraisal/review process to ensure adherence.
- Educate staff in administrative roles about the importance of performance reviews and provide them with the tools to drive the process.
- Consideration given to the different needs of degree and non-degree qualified females.
- Established a networking /mentoring forum for female employees.
- Highlighted link between career development and performance reviews.

Quick Facts File

Industry: Predominately Male
Construction and Infrastructure
Developments
Number of employees: 1,128
Male/Female: 1,083/150
Status: Compliant

Relevant Employment Matters:

✓ Recruitment and Selection

✓ Training and Development

Outcomes:

- Refresher training was provided to all managers on the performance appraisal process.
- Identification of inconsistency between states and divisions as to the effectiveness of training, as well as the execution of performance appraisals.
- There is an effective appraisal system and supporting policy.
- At induction, encourage new employees to drive the performance appraisals process.
- Mentoring for female employees has had varying degrees of participation and is largely dependant on the individuals involved. The intention would be for this to remain an informal and unregulated forum.
- As the number of female employees increase, there has been a corresponding increase in females in the management structure.