

Country Road

Case Study

What did they analyse?

- Workplace profile
- Information from enterprise bargaining focus groups
- Exit interview data
- Data on length of service and salary

What did their analysis show?

- The need for employment flexibility and family friendly initiatives.
- To ensure pay equity and a formal evaluation process.
- Greater understanding of EEO and harassment.
- Improving career development opportunities for sales employees.

Training and Development Issue

To improve career development opportunities in the Sales area, where 76% of women work.

Actions taken:

- All positions advertised internally and on intranet to enable store employees equal access to company information and opportunities.
- A Leadership Development Program developed to fast track high-potential staff to retail management level.
- Selection process involved an information night for interested employees, advertising across stores with a panel interview, self evaluation and presentation by candidates.

Outcomes:

- 100% of Leadership Development Program graduates, of which 87% were women, promoted to management roles or head office positions.
- Survey of participants showed relevance and appropriateness of training and selection procedures.

Work Organisation Issue

The need to improve employment flexibility and family-friendly initiatives in order to improve retention rates, return from maternity leave, employee moral, and help attract quality candidates.

Actions taken:

- Consultation with staff through focus groups and Enterprise Bargaining process to identify inflexible work arrangement areas. Introduction of Career Break and Childcare Leave plus Emergency and Annual Leave at half pay and increase of job flexibility with part-time and job-share roles.
- Implementation of stay-in-touch information about job opportunities and company news for staff on parental leave together with quarterly afternoon teas.

Outcomes:

- 8% drop in staff turnover due to introduction of job flexibility and employment practices.
- 80% attendance at quarterly afternoon teas for staff on parental leave.

Quick Facts File

Industry: Predominately female
Retail – Clothing

Number of employees: 1,262

Male/Female: 70% female

Status:
Compliant

Relevant Employment Matters:

✓ Training and Development

✓ Work Organisation

✓ Conditions of Service

✓ Sex-based Harassment

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Conditions of Service Issue

Exit interview data revealed the need to ensure all position requirements were described and remunerated consistently to ensure pay equity and a formal evaluation process.

Actions taken:

- The company developed remuneration review guidelines and re-wrote position descriptions to describe and classify essential role requirements.

Outcomes:

- Increase of 13% of women in management positions.
- Analysis of male/female salaries indicates similar or same levels of pay across most occupations.

Sex-based Harassment Issue

Need to improve understanding of how to make and/or resolve a complaint.

Actions taken:

- The company updated its EEO, Harassment and Grievance Resolution Policies and trained staff in using them.
- Included a company statement on discrimination in their Retail Enterprise Agreement and outlined in a Code of Conduct that all new employees sign.
- Exit interviews amended to ask questions about harassment and discrimination.

Outcomes:

- Senior and middle management attended training on EEO and harassment.
- Policies available on intranet and/or Enterprise Agreement.