



## eowa employer of choice for women 2003 organisational profile



### Motorola

*EOWA asked Motorola to explain some of their initiatives and workplace programs instigated to achieve equal opportunity in the organisation, and why they are committed to being an 'EOWA Employer of Choice for Women' (EOCFW).*

### Organisation Information

INDUSTRY SECTOR	=	Telecommunications
NUMBER OF EMPLOYEES	=	758
% OF FEMALE EMPLOYEES	=	21%
% OF FEMALE SENIOR MANAGEMENT	=	16%

### Q Why are you committed to becoming an EOCFW?

At Motorola our intention is that by valuing and leveraging the diversity of our workforce we will, among other things:

- Attract and retain good staff
- Grow future leaders
- Allow for the increased mobility of knowledge workers and better enable global project teams
- Improve problem solving ability of teams
- Reflect our consumers, customers, investors, and potential markets across the globe
- Increase creativity and innovation to better meet customer demands
- Make better use of the language skills, business networks, market knowledge and experience of our diverse workforce
- Provide an invigorating and dynamic work environment to maintain high levels of morale and motivation
- Provide to customers solutions that fit local needs in a global context

Because diversity is so many things, Motorola uses the following working definition of diversity:

- To value the core dimensions of every individual;
- To truly include all people;
- ? Create a culture of inclusion.

It therefore follows that our foundation of diversity aims also to ensure women get each and every opportunity to enter, perform, lead and excel in our organization. We recognize that women "hold up half the sky"<sup>1</sup> and we strive to have our organization reflect society.

### Q What did you do?

- Integrated Diversity into our culture
- More recently, we have targeted Gender Diversity specifically because of the consistent trend of less women than men in all management and technical areas
- Developed inclusive policies, in particular those in support of Gender Diversity - Equal Employment, Flexible Options, Parental and Family leave



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- Included Gender Diversity figures in Business Scorecards to highlight it as a Business issue
- Networked with external organisations to foster learning, sharing of issues and ideas and to leverage greater impact on the issues surrounding Gender Diversity in the telecommunications industry.

### **Q How did you make it happen?**

- Reviewed Exit Interview data to determine factors affecting retention of women
- Reviewed Employee survey conducted every 2 years
- Conducted quarterly 1:1 dialogues with staff
- Tracked leave of absence return rates – including parental leave
- Broadened scope of Recruitment statistics to better capture numbers of women applicants and successful hires both for work experience and full-time roles

### **Q What were the challenges you had to overcome? How did you overcome them?**

We are acutely aware of the continued low numbers of female applicants into non-technical roles. Addressing this requires attention internally, to ensure we have a workplace attractive to women as well as focus externally to promote telecommunications among young women planning their careers. This needs to occur as early as high school.

Internally, we:

- Set a target of achieving (and maintaining) recognition as an Employer of Choice for Women.
- Introduced paid parental leave policy (March 2003)
- Made Telecommuting available as a flexible option
- Provided training to staff and managers on Flexible Options policy to increase awareness and reduce any stigma associated with requesting different work options. (Flexible options include: Telecommuting, Part-time, Flexi-time and Job-share)
- Promoted Family and Community friendly activities such as time off work for blood donation, sponsorship for fun-runs, discounts for shows, concerts, movies
- Promoted “meeting free lunch times” and “no meeting days” to support family and work-life balance

Externally, we:

- Offered Prizes to women achieving highest scores in Engineering Course at University of Western Australia
- Sponsored Rotary and South Australian government initiative: “EDS IT Career Forum” and a Motorola employee (female graduate) presented at the forum
- Sponsored the “GO GIRL, GO FOR I.T.” programme
- Sponsored the Young Achievers Australia Youth programme for 4 consecutive years to encourage females to pursue a career in Information Technology.
- Participated in University Funded Work-Life Balance survey to support research in this area, and receive feedback from other Organisations

### **Q What impact has it had on the business and on the women in the organisation?**

Positive feedback from all in the organisation regarding the introduction of paid parental leave which in general will be of most benefit to women. As we have only just introduced this we have yet to record any additional positive outcomes. Up until March 2003 we had 100% return rate from Maternity leave.



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Recruitment statistics have to date remained relatively static overall (around 19% women) for the past few years, although a greater numbers have been appointed to technical roles suggesting that some of our efforts are reaping results.

In 2004 will implement a "Return to Work" plan and Coaching and Mentoring programme as well as continue and increase our associations with external organisations. We hope that these activities, together with the recognition brought by the "Employer of Choice for Women Award" will assist us in continuing to better support and develop our current female staff as well as encourage more women to enter our organisation.