

John Wiley & Sons Australia Ltd

Case Study

John Wiley & Sons has always had a predominantly female workplace but discovered that they did not have a pro-active workplace program. They designed and implemented a staff attitude survey.

Workplace Program Development

What did they analyse?

- Staff attitude survey
- Demographics of women in the company
- Analysis of recruitment statistics

What did their analysis show?

- Fewer women in non-traditional roles.
- Lack of information about internal training resources.
- Annual performance appraisal and development assessment unconvincing.
- Some staff perceptions of discrepancy in remuneration and promotion between men and women.

Recruitment and Selection Issues

Recruit women into non-traditional roles.

Actions taken

- Sourced applicants, via local TAFEs, who had done a pre-vocational course.
- Development of recruiting guidelines for managers.
- Encouraged the use of interview panels.

Outcomes

- Hired first female apprentice Prepress Graphic Operator.
- One of the two multi-media specialists hired was a woman.

Promotion, Transfer and Termination Issue

To ensure staff were aware of internal job vacancies.

Actions taken

- Implemented internal job posting notifications to all staff via e-mail and company intranet. Posted notifications to those on parental leave.
- Implemented an *Executive Shadowing Program* to target high-potential staff with parent company in the US.
- Encouraged employees to participate in one of two career development programs.

Outcomes

- As a result of the Executive Shadowing Program, female Marketing Manager promoted to e-Business Systems Manager shortly after return from the US.
- Increased promotional opportunities and gave staff a sense that the process was fair and transparent.

Quick Facts File

Industry: Publisher & distributor of educational textbooks

Number of employees: 149

Male/Female: 57/92

Status: Waived

Relevant Employment Matters:

✓ Recruitment and Selection

✓ Promotion, Transfer, Termination

✓ Training and Development

✓ Conditions of Service

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Training and Development Issue

- Lack of information about internal training resources.
- Annual performance appraisal and development assessment not seen as a fair process by some staff.

Actions taken

- Implemented a *Performance Management Program* to monitor career objectives.
- Introduction of career development concept, including 12 month training plans.
- Implementation of a company-wide training needs analysis.

Outcomes

Identified potential of recently recruited female, who was subsequently promoted to management position when one became available in her area of specialty.

Conditions of Service Issues

- Some staff perceptions of discrepancy of conditions of service between men and women.
- Security for casual staff.
- Flexible options for those returning from parental leave.

Actions taken

- Casuals who had been with the company for 12 months were given access to parental leave provisions. A number of regular casuals were offered permanent part-time positions.
- Implemented six weeks' paid maternity leave and one week paid paternity leave for full time staff.
- Part-time work options for women returning from maternity leave available.
- Flexible work options for those seeking to balance work and lifestyle choices (for example, preparing for retirement, elder care needs, etc).
- Further Education Assistance – 100% for a qualification that relates to an individual's career path (up to \$2,000 per employee per calendar year), and 50% for a qualification less specific.

Outcomes

Retention of local and committed staff with turnover rates for permanent staff reduced by over 6%.

Pregnancy, Potential Pregnancy and Breastfeeding Issue

Flexible options required to accommodate pregnant or potentially pregnant staff.

Actions taken:

- Developed breastfeeding facilities at Head Office and Distribution Centre locations.
- Implemented improvements to sick leave provisions:
 - full use of accrued sick leave provision for the purpose of carer's leave
 - full use of accrued sick leave provision for pregnant employees for the purpose of attending pre or post natal doctor's appointments and for female employees undertaking fertility treatment, such as in-vitro fertilisation

"We identified that for all women to have the opportunity to advance into management and for the company to move forward, we needed family-friendly policies.

"We have small departments with specialised positions, so to lose key people is potentially disastrous because they're not easily replaced."

*Cyndi Stow
HR Manager*

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- limited use (20 hours per annum) of accrued sick leave provision for male employees to attend pre or post natal doctor's appointments or fertility treatments with their partners.
- Sick leave for the above purposes can be taken in hourly increments.

Outcomes:

Potential barriers for continuing in the workforce for Wiley's female staff who are pregnant or potentially pregnant have been reduced by the above policies.