



# **Did you know that in the construction industry . . .**



**12 per cent of employees are women**

**Women earn on average \$135 per week less than men**

**There has been a slower rate of improvement in EEO policies than in any other male-dominated industries such as mining (Affirmative Action Agency, 1998)**

## What is the aim of this information kit?

- To assist employers in the construction industry address some of the workplace equity issues faced by women.
- To provide some strategies to recruit and retain more women in the industry and address organisational culture issues.

Many employers are now actively encouraging women to apply for positions in the construction industry and many consumers are specifically requesting tradeswomen. As more tradeswomen enter the industry they are becoming known for the quality of their work.

One of the major challenges confronting equal employment opportunity (EEO) or equity initiatives within the construction industry is the large number of subcontractors. There are few permanent manual workers employed directly by major construction companies. The industry is also affected by swings of boom and recession. Despite these challenges, there are a number of initiatives you can take to reduce the barriers faced by women in this male-dominated industry.

### THIS INFORMATION KIT CONTAINS...

#### 1. Industry-specific information

How to recruit more women **see page 3**

How to retain women already working in the industry **see page 4**

How to encourage women to work in non-traditional areas **see page 5**

How to offer more flexible working arrangements **see page 6**

#### 2. A quick checklist of issues and strategies **see page 7**

#### 3. A comprehensive checklist **see page 11**

*Some of these issues may not be a problem for your organisation. However, they have been identified by best practice companies and addressed in their EEO programs.*

# 1. Recruiting women

The construction industry faces difficulties getting women to apply for jobs, particularly in the area of trades. Some of the issues that contribute to this problem are outlined below.

## SOME OF THE ISSUES

- Lack of formal recruitment procedures.
- Need to advertise jobs in a way which appeals to women.
- Lack of human resource planning (for example, forward estimates of future labour supply and demand, targets to increase the number of women recruited).
- Women's lack of knowledge about careers in the construction industry and the perception that it is still a 'boys club'.

## WHAT YOU CAN DO

- Formalise your recruitment procedures into written policies. For example:
  - Identify the skills and aptitudes required for a particular job, produce a written job description and select applicants on the basis of how well they meet the criteria you've specified in the job description.
  - Make sure interviewers are trained in EEO, and always include a woman on all interview panels.
- Advertise positions externally. Make the job you are advertising sound appealing to women and promote the company as an EEO employer.
- Look at your staffing profile and set targets and action plans for recruiting women.
- Promote careers in the construction industry for women at secondary schools and/or universities. Have information stalls at career markets.

## WHAT OTHER ORGANISATIONS ARE DOING

**Thiess Contractors Pty Ltd** trains all interviewers in EEO principles and how to avoid discriminatory questions. All employment advertisements include the clause "Thiess is an Equal Employment Opportunity Employer".

**AMEC Engineering Pty Ltd** approached TAFE colleges to offer work experience to apprentices, targeting female apprentices. It aims to increase the number of women working in the trades area to help create a supportive environment for women.

**Boulderstone Hornibrook** has raised its profile with female undergraduates, which has resulted in an increase in the number of female graduates recruited. Female undergraduates have also been targeted for work experience within the company. Presentations have been made at university campuses promoting the company as an employer of choice which has a commitment to women. Within the company, EEO interview training is being conducted.



## 2. Retaining women

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In addition to its difficulty attracting women, the construction industry has also had problems retaining female employees. The lack of women in the industry has contributed to a male culture which is often not appealing to women.

### SOME OF THE ISSUES

- Attitudes toward women in the industry, including the view that it is 'no place for a woman'.
- Few support mechanisms for women and a perception by women that sexism and harassment exist.
- A perception that women are physically incapable of performing the sort of manual work required. This is despite the fact that most OHS codes of practice, such as lifting, do not discriminate on the basis of gender, and improvements in technology are removing any barriers.
- Lack of amenities for women and the existence of behaviour such as swearing and display of pornography.
- Lack of career paths and high rate of temporary, casual work.
  - Perception of a 'concrete ceiling' which prevents women entering management.

### WHAT YOU CAN DO

- Improve the workplace culture for women
- Promote affirmative action (AA), EEO and sexual harassment policies within the organisation. Appoint a senior person to oversee the EEO/AA program.
- Encourage support networks and mentoring schemes for women. One support network is the National Association of Women in Construction (NAWIC).
- Ensure that employees are aware of OHS codes of practice, and that they do not discriminate on the basis of gender.
- Provide amenities for women and provide training in EEO and sexual harassment policies for all employees.
- Try to develop career paths for all employees, especially women.
  - Introduce multi-skilling, cross-skilling and job rotation.
  - Aim to provide more job security. Reduce the number of casual staff and increase the number of permanent part-time staff.

### WHAT OTHER ORGANISATIONS ARE DOING

**AMEC Engineering Pty Ltd** conducted a survey to find out the level of understanding about affirmative action amongst employees. It found that affirmative action was poorly understood, and issued an explanatory newsletter to all employees.

**AMEC** also has a number of AA/EEO representatives throughout the organisation. The AA/EEO Committee has been given the tasks of identifying issues that cause women to leave the company and drafting policies to address these issues.

**Evans Deakin Industries Ltd** has made increasing the percentage of women working in its organisation a broad goal of their AA/EEO program. It is surveying women to identify any impediments to promotion to supervisory positions, and will develop an action plan based on these results. It is also establishing a company website which will emphasise the benefits of remaining with the company to women.

**Hansen Yuncken Pty Ltd** has made extensive efforts to raise awareness of AA, EEO and sexual harassment policies within the company. Management meetings contain a standard item on AA/EEO and the minutes are distributed. Regular company newsletters contain articles on AA/EEO and all site noticeboards contain AA, EEO and sexual harassment policies and contact officers.

### 3. Encouraging women to work in non-traditional areas

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Women in the construction industry are commonly under-represented in management and trades and over-represented in clerical areas.

#### **SOME OF THE ISSUES**

Women are not well represented across all occupational areas. Of the general construction companies which reported to the Affirmative Action Agency in 1998:

- 0.3 per cent of tradespersons were women, and female tradespersons earn on average \$152 per week less than male tradespersons.
- 2.3 per cent of managers and administrators were women.
- 9 per cent of professionals were women
- 75 per cent of women with jobs in this sector work in clerical jobs.

#### **WHAT YOU CAN DO**

- Contact a group training company (such as Group Training Australia) to recruit female apprentices or to organise a female apprentice to undertake work experience.
  - Group training companies recruit apprentices and trainees, provide their basic training, and then hire them to host employers.
- Encourage networking and mentoring for women. Become a support member of the National Association of Women in Construction (NAWIC).
- Establish career paths for female employees, particularly those in the clerical area.
  - Encourage clerical staff to develop expertise in other areas such as estimating, standards information and regulations.
- Ensure that a focus of the training and development program is to develop skills necessary for women to move into areas where they are under-represented.

#### **WHAT OTHER ORGANISATIONS ARE DOING**

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**Laver Pty Ltd** is implementing a formal performance appraisal system for administrative staff. This system will identify staff training needs and provide an opportunity to discuss career development. An "Employee Performance Appraisal Review Form" with an accompanying guide is being developed to ensure that there are consistent procedures for all staff.

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**Thiess Contractors Pty Ltd** has collected and analysed human resource data to monitor the progression of female employees within the organisation. It uses this data to target the training and development program to assist particular groups such as women with management potential. It is also promoting technical and management training to the large number of women clustered in clerical areas.

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**AMEC Engineering Pty Ltd's** AA Committee is defining the skills required for management and supervisory positions. Managers plan to establish a mentoring scheme targeting female employees who possess these skills or are interested in developing them.

## 4. Offering flexible working arrangements

Currently there are few provisions for part-time work and other flexible working arrangements. As the majority of primary care-givers are women, this makes it difficult for them to balance their work and family responsibilities. This may present barriers for women working within your organisation.

### SOME OF THE ISSUES

- Requirement to work large amounts of overtime.
- Requirement to work long shifts.
- Lack of family-friendly initiatives such as part-time work and job-sharing.
- Remote locations.

### WHAT YOU CAN DO

- Introduce initiatives such as carer's leave and paid parental leave to create a family-friendly environment.
- Investigate practices such as job-sharing and increased use of permanent part-time work.
- Introduce initiatives to assist women on maternity leave such as working from home, keeping them informed of workplace developments and graduated return to full-time work.
- Ensure that those working part-time have the same training and promotion opportunities as those working full-time. Conduct training during reasonable hours.

### WHAT OTHER ORGANISATIONS ARE DOING

**Evans Deakin Industries Ltd** has set a goal to increase the percentage of women returning to work from maternity leave as part of its AA/EEO program. It aims to achieve this goal by ensuring women on maternity leave are on a mailing list for company newsletters and other information. Evans Deakin also plans to write to all employees on maternity leave and encourage them to remain in contact with the company.

**Thiess Contractors Pty Ltd** jointly offers accredited training through distance education with the Open Learning Institute. This is particularly beneficial for women with family responsibilities.

**Laver Pty Ltd** is in the process of formalising (into a written document) the following policies which have been operating informally:

- Financial assistance for the completion of external study
  - Emergency parental leave
  - Flexibility in working hours to allow staff to manage family commitments etc.
- This will ensure that access to these benefits is consistent for all staff.

**AMEC Engineering Pty Ltd** has found that the introduction of flexible working hours has enabled the company to retain staff and therefore save on recruitment and retraining expenses. A number of women are now working full-time from home, job-sharing or working three day weeks. One employee who has returned from maternity leave is working a four day week. The AA Committee is identifying factors which prevent women returning from maternity leave.

**"Theiess is committed to providing a culture of fairness and equity, providing opportunities for personal and professional development and empowering people to be the best they can be in their jobs."**

Robin Franklin, Group Manager Human Resources, Thiess Contractors Pty Ltd

# QUICK CHECKLIST OF EQUITY ISSUES FACING WOMEN IN THE CONSTRUCTION INDUSTRY. THE FOLLOWING GIVES YOU EXAMPLES OF STRATEGIES FOR YOUR EQUITY PROGRAM.

## How can we recruit more women?

- Do you have few women applying for jobs in your organisation?
- Do you find it difficult to attract female applicants?

What are some of the issues?	What can we do to address these issues?
Your organisation recruits friends of existing employees or uses a list of workers looking for jobs rather than advertising all positions.	<ul style="list-style-type: none"> <li>➤ Introduce advertising or recruitment through employment agencies to ensure that women with the skills know that jobs are available.</li> </ul>
Your organisation is currently using a recruitment agency that may have biased attitudes in their selection processes.	<ul style="list-style-type: none"> <li>➤ Contact your employment agency to ensure it has women on its books.</li> <li>➤ Compare agencies to determine if your current agency can provide women with the necessary skills.</li> </ul>
The culture is not accepting of women.	<ul style="list-style-type: none"> <li>➤ Change the culture through training of existing employees.</li> <li>➤ Introduce policies that may attract female applicants.</li> </ul>
There are no women with the required skills in your area.	<p>You need to increase your recruitment pool:</p> <ul style="list-style-type: none"> <li>➤ Assess whether you can train women to undertake the job on offer or take on women apprentices.</li> <li>➤ Visit schools, TAFE colleges, employment agencies, universities etc to encourage women to apply for positions in your organisation.</li> <li>➤ The skills you require may be unnecessary, for example requesting previous experience in the industry.</li> </ul>

## How can we retain more women in our organisation?

Does your organisation have a high turnover rate for female employees?

Are women and men leaving your organisation for different reasons?

What are some of the issues?	What can we do to address these issues?
Sexual harassment occurs in your workplace or culture is not accepting of women.	<ul style="list-style-type: none"> <li>➤ Introduce a sexual harassment policy.</li> <li>➤ Introduce a grievance procedure.</li> <li>➤ Train employees and management.</li> <li>➤ Introduce cultural change training.</li> </ul>
Your organisation lacks flexible work practices.	<ul style="list-style-type: none"> <li>➤ Introduce flexible start and finish times.</li> <li>➤ Introduce part-time work and family leave.</li> </ul>
Women are not returning from maternity leave.	<ul style="list-style-type: none"> <li>➤ Introduce flexible start and finish times.</li> <li>➤ Introduce part time work and family leave.</li> </ul>
Women feel isolated in a male-dominated environment.	<ul style="list-style-type: none"> <li>➤ Aim to recruit more women in male-dominated areas</li> <li>➤ Contact a group training company to place a female apprentice for work experience.</li> </ul>
Your organisation does not value women or expect them to stay.	<ul style="list-style-type: none"> <li>➤ Introduce cultural change strategies.</li> </ul> <p>Introduce a buddy system or mentoring program for new employees.</p>

## How can we provide a more flexible workplace?

- Do employees with family responsibilities have difficulty balancing work and family commitments?
- Does your organisation have a high turnover rate for female employees?

WHAT ARE SOME OF THE ISSUES?	WHAT CAN BE DONE TO ADDRESS THESE ISSUES?
Your organisation lacks flexible work provisions.	<ul style="list-style-type: none"> <li>Introduce family or carer's leave policies.</li> <li>Introduce flexible start and finish times.</li> <li>Keep in touch with women while on maternity leave.</li> </ul>
Work hours and expectations are not flexible enough to attract women with family responsibilities, or the position demands irregular or excessive hours.	<ul style="list-style-type: none"> <li>Introduce more flexible hours.</li> <li>Allow part time work at a management level.</li> <li>Review the need for extensive travel in management positions.</li> <li>Introduce a 'work from home' policy.</li> </ul>
Women are not offered permanent part-time work when it not possible for them to work full-time.	<ul style="list-style-type: none"> <li>Establish a policy on permanent part-time work and publicise it throughout the organisation.</li> <li>Introduce a system that moves casuals into permanent positions.</li> </ul>
All employees commence employment as casuals but women never become permanent.	<ul style="list-style-type: none"> <li>Review your policy and procedures for ensuring equity in selection processes for permanent employment.</li> <li>Ensure that casual employees are given induction and are aware of the organisation's policies.</li> <li>Provide permanent part-time positions.</li> </ul>

## How do we encourage women into non-traditional areas?

Do women tend to be employed in certain occupations and not in others?

*(For example, women working in the construction industry tend to be clustered in clerical positions and under-represented in trades and in management.)*

What are some of the issues?	What can be done to address these issues?
The culture is not accepting of women in trades.	<ul style="list-style-type: none"> <li>➤ Publicise the EEO and Sexual Harassment Policies and provide Sexual Harassment awareness sessions.</li> <li>➤ Organise elections for EEO or Sexual Harassment Contact Officers on site.</li> </ul>
The culture is not accepting of women in management.	<ul style="list-style-type: none"> <li>➤ Introduce a mentoring system.</li> <li>➤ Allow part-time work at a management level.</li> </ul>
Women have little awareness of the work of other areas of the organisation, and little opportunity to develop their skills in other organisational areas.	<ul style="list-style-type: none"> <li>➤ Introduce cross-skilling and job rotation.</li> <li>➤ Introduce training to enable employees to move across the organisation.</li> </ul>
Your organisation lacks flexible work provisions.	<ul style="list-style-type: none"> <li>➤ Introduce part-time work and family leave provisions.</li> <li>➤ Introduce flexible start and finish times.</li> </ul>

# COMPREHENSIVE CHECKLIST OF ISSUES FACING WOMEN IN THE CONSTRUCTION INDUSTRY.

An extensive range of strategies are listed for organisations just starting out on their EEO program, and for organisations aiming to be best practice.

## Recruitment, Promotion & Separation

**HOW DO WE RECRUIT MORE WOMEN?**

**HOW DO WE GET MORE WOMEN INTO MANAGEMENT?**

**HOW DO WE RETAIN MORE WOMEN?**

<b>Is your organisation just starting out?</b>	<b>Is your organisation aiming for best practice?</b>
<ul style="list-style-type: none"><li>➤ Ensure formal and open recruitment processes exist for all jobs</li><li>➤ Give recruitment panels selection training</li><li>➤ Ensure on-going review of recruitment and promotion processes occurs</li><li>➤ Give feedback to unsuccessful internal job applications</li><li>➤ Analyse all job descriptions to ensure that they reflect the required skills</li></ul>	<ul style="list-style-type: none"><li>➤ Make knowledge of AA/EEO a selection criterion for all supervisory and management positions</li><li>➤ Recognise skills acquired within and outside the workforce</li><li>➤ Give managers the responsibility to ensure that all internal candidates have received appropriate training</li><li>➤ Examine impact of internal training programs on women and men's career progression</li><li>➤ Introduce training programs to assist in meeting recruitment and promotions targets</li></ul>

# Access to all organisational areas & levels

## HOW CAN WE ATTRACT WOMEN INTO NON-TRADITIONAL AREAS?

### Is your organisation just starting out?

- Advertise and publicise intentions to recruit women into non-traditional areas
- Encourage women to attend in-house training
- Encourage women to attend management courses
- Prepare staff in specific areas of workplace for the employment of women in non-traditional areas
- Provide managers with on-going training on integration of women into traditional men's work
- Implement women in management networks
- Identify skills/experience gap of women wanting to progress into management
- Identify jobs that require physical changes
- Encourage women to apply for non-traditional and management jobs

### Is your organisation aiming to be best practice?

- Analyse the impact of education awareness programs
- Identify hidden barriers that stop the organisation from retaining women
- Design specific training courses such as bridging courses for women
- Introduce a mentoring scheme for women
- Develop competencies for clerical staff, train women to identify their skills and competencies to Encourage self nomination for promotion
- Educate all staff in relation to breaking down barriers about traditional men's and women's jobs
- Make managers responsible for ensuring hidden barriers are removed
- Develop fast track career progression program for women to management
- Develop career paths for clerical staff within administrative areas and create paths into non-support positions

# Financial Remuneration

## HOW DO WE ENSURE WOMEN AND MEN ARE PAID EQUITABLY?

Is your organisation just starting out?	Is your organisation aiming for best practice?
<ul style="list-style-type: none"><li>➤ Analyse wages/salaries of men and women</li><li>➤ Review job descriptions</li><li>➤ Analyse statistics to identify inequities in commissions, benefits and bonuses, overaward payments and performance pay across all occupations</li><li>➤ Determine and analyse uptake of overtime by gender and job</li><li>➤ Review benefits attached to shift work and part time work</li><li>➤ Review job classifications and revise pay structures</li><li>➤ Discuss/review pay equity in industrial negotiations</li><li>➤ Identify other sources of gender inequity in pay</li></ul>	<ul style="list-style-type: none"><li>➤ Conduct gender-neutral job analysis</li><li>➤ Implement skills recognition process</li><li>➤ Implement formal job evaluation system</li><li>➤ Develop guidelines for performance pay</li><li>➤ Redesign jobs</li><li>➤ Review job evaluation system for gender bias (eg teamwork, empathy rewarded)</li><li>➤ Implement Recognition of Prior Learning Program</li><li>➤ Analyse promotion/remuneration process</li><li>➤ Address pay inequity in industrial agreements</li></ul>

# Training & Career Development

## HOW DO WE ENSURE TRAINING AND CAREER DEVELOPMENT OPPORTUNITIES ARE PROVIDED FAIRLY?

### Is your organisation just starting out?

- Make information about training available and accessible
- Ensure trainers and training materials are non-sexist
- Identify training needs of all staff
- Introduce unpaid study leave to attend training
- Develop career development courses
- Provide training to women to assist them to identify/value skills in administrative work
- Identify particular staff/occupations for career development training
- Target women to attend career development training
- Determine who gets on-the-job training and who gets off-the-job training

### Is your organisation aiming to be best practice?

- Provide catch-up or bridging training to women interested in non-traditional work
- Introduce paid study leave
- Identify any problems associated with residential training courses
- Examine training program for impact on women's career progression
- Ensure all staff are given access to career development training
- Make all managers responsible for assisting staff with career path planning
- Offer alternatives to residential training

# Work & Life Balance

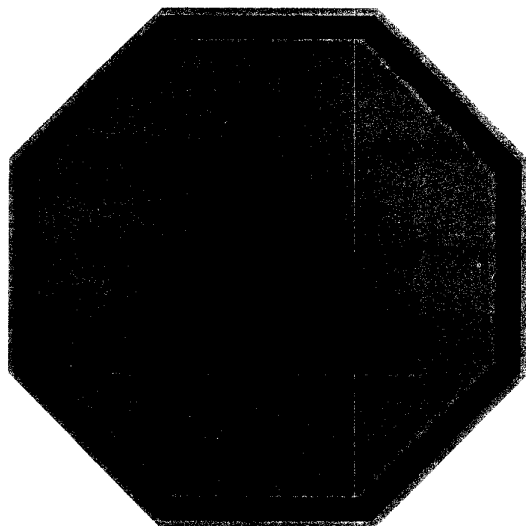
## HOW CAN WE PRODUCE A MORE FLEXIBLE WORKPLACE?

Is your organisation just starting out?	Is your organisation aiming to be best practice?
<ul style="list-style-type: none"> <li>➤ Survey staff to identify work, family and flexibility needs and discuss results with staff/unions</li> </ul>	<ul style="list-style-type: none"> <li>➤ Introduce paid study leave, paid parental leave, work from home policy</li> </ul>
<ul style="list-style-type: none"> <li>➤ Publicise existing family-friendly and flexible policies, for example, emergency leave or parental leave</li> </ul>	<ul style="list-style-type: none"> <li>➤ Provide part-timers with study leave and parental leave</li> </ul>
<ul style="list-style-type: none"> <li>➤ Develop a study leave policy</li> </ul>	<ul style="list-style-type: none"> <li>➤ Subsidise cost of child care/other care</li> </ul>
<ul style="list-style-type: none"> <li>➤ Introduce new forms of paid and unpaid leave based on identified needs, for example, maternity/paternity leave, emergency leave</li> </ul>	<ul style="list-style-type: none"> <li>➤ Conduct child care cost benefit analysis</li> <li>➤ Introduce affordable off/on-site child care</li> </ul>
<ul style="list-style-type: none"> <li>➤ Introduce and publicise new practices that reflect the needs of staff, for example:               <ul style="list-style-type: none"> <li>- child care referral services</li> <li>- elder care leave</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ Investigate options for organisations in relation to child care</li> <li>➤ Survey casual staff to determine their needs</li> </ul>
<ul style="list-style-type: none"> <li>➤ Ensure part-time staff have access to training and career progression</li> </ul>	<ul style="list-style-type: none"> <li>➤ Introduce career break schemes for staff on parental leave and study leave</li> </ul>
<ul style="list-style-type: none"> <li>➤ Develop a job sharing policy</li> </ul>	<ul style="list-style-type: none"> <li>➤ Introduce a home-based work policy</li> </ul>
<ul style="list-style-type: none"> <li>➤ Implement flex-time or rostered days off</li> </ul>	<ul style="list-style-type: none"> <li>➤ Ensure occupants of all jobs are able to access all flexible work policies</li> </ul>
<ul style="list-style-type: none"> <li>➤ Analyse costs and benefits to your organisation and employees of the flexible initiatives</li> </ul>	<ul style="list-style-type: none"> <li>➤ Trial job sharing of management or professional jobs</li> </ul>
<ul style="list-style-type: none"> <li>➤ Ensure casual staff are given the opportunity to transfer to permanent status</li> </ul>	<ul style="list-style-type: none"> <li>➤ Introduce a 48/52 holiday scheme (48 weeks' pay distributed over a 52 week period to allow an extra four weeks holiday per year)</li> </ul>
<ul style="list-style-type: none"> <li>➤ Train managers in how to implement flexible practices in their workplace</li> </ul>	<ul style="list-style-type: none"> <li>➤ Ensure that job redesign and performance reviews focus on outcomes not hours worked</li> </ul>
	<ul style="list-style-type: none"> <li>➤ Introduce paid maternity/paternity leave</li> </ul>
	<ul style="list-style-type: none"> <li>➤ Introduce a more flexible approach to what constitutes a career path</li> </ul>
	<ul style="list-style-type: none"> <li>➤ Undertake a cost/benefit analysis of all forms of leave</li> </ul>

# Sexual Harassment & Working Relationships

## HOW DO WE PROVIDE A SEXUAL HARASSMENT-FREE WORKPLACE?

Is your organisation just starting out?	Is your organisation aiming to be best practice?
<ul style="list-style-type: none"><li>▷ Inform all staff about the nature and illegality of sexual harassment</li><li>▷ Develop and publicise sexual harassment policy and procedures</li><li>▷ Implement and publicise grievance handling mechanism</li><li>▷ Train all managers/supervisors on how to handle grievances</li><li>▷ Discipline (including termination) staff found guilty of sexual harassment</li><li>▷ Train contact officers in handling complaints</li><li>▷ Ensure staff attend sexual harassment information/training sessions</li><li>▷ Introduce sexual harassment information sessions for supervisors and managers</li></ul>	<ul style="list-style-type: none"><li>▷ Sexual harassment campaign designed to change attitudes</li><li>▷ Conduct annual survey to monitor occurrence of sexual harassment and attitudinal change</li><li>▷ Review effectiveness of grievance procedure</li><li>▷ Review manager's performance in reducing/managing sexual harassment</li></ul>



## Information Kit produced by the **AFFIRMATIVE ACTION AGENCY**

### **THE AFFIRMATIVE ACTION AGENCY**

This publication was produced by the Affirmative Action Agency. The Agency was established in 1986 to administer the *Affirmative Action (Equal Employment Opportunity for Women) Act 1986*. This legislation requires private sector employers with more than 100 employees to establish affirmative action programs and report on them each year.

The Affirmative Action Agency is a statutory body based in Sydney. The Agency advises and assists organisations as they work to achieve equal employment opportunity for women. The Agency can assist with further publications on specific issues, best practice examples and advice. You can contact the telephone advisory service on (02) 9334 9800.

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ISBN 0 642 37360 4