



03

Report on Performance

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Actual Performance in Overall Achievement of Outcome

As identified in the Portfolio Budget Statements (PBS), EOWA's effectiveness indicators for the output to achieve the planned outcome are described in Table 1. The table provides information on the strategies chosen to deliver the outcome, and shows the links between the output and the outcome.

TABLE 1

Effectiveness – Overall Achievement of the Outcome Including Performance Information for Administered Items

Impact	Organisations' compliance with the Act and employer awareness and progress towards equal employment opportunity for women.
Impact Measured by Effectiveness Indicators	Compliance with the Act; client performance improvement; eligibility for waiving, EOWA Employer of Choice for Women (EOCFW) citations and Business Achievement Awards (BAAs); requests for information and advice; workshop attendance; stakeholder feedback; website use; media coverage; and partnership events.
Actual Performance	<ul style="list-style-type: none"> • 2,516 compliant and 13 non-compliant organisations (as at 5 October 2006) • Average of 4.6 Employment Matters actioned per organisation (4.3 EMs actioned in 2004-05). • 122 waived organisations (as at 5 October 2006). 116 EOCFW organisations. 52 organisations self-nominated for the 2006 BAAs (12 self-nominated for more than one award). • 52 workshops and 45 individual workplace consultations held. • 275 media mentions. • 9 external partners supported EOWA events.
Output	Encouragement of Australian employers to improve equal opportunity outcomes for women in the workplace.
Output Measured by Quality	Client awareness/satisfaction with: administration of the Act; value-added services; improved client reports; EOWA's service charter; client management processes and systems; workshops; site visits and consultancy services; website and on-line educational tools; written materials/publications and presentations; information and advice; media interest; BAA feedback; and strategic alliances/partnerships with key people and organisations.
Output Measured by Quantity	Client satisfaction determined by number of: responses to client managers; complaints to EOWA and the Minister; electronic reports submitted; information/advice provided; liaisons, consultancies and partnership events with client organisations; workshop attendees; e-newsletters; website usage and feedback, waived and EOCFW organisations; client relationships and CEO attendance at the BAAs.

Actual Performance

- All reporting organisations were telephoned by EOWA and offered tailored feedback.
- Complaints made to EOWA regarded technical eReporting issues. No complaints made to the Minister.
- 984 reports submitted via EOWA's eReporting tool as at 5 October 2006 (845 submitted in 2004-05).
- More than 350 business leaders, including over 50 CEOs attended the 2005 BAAs (400 attendees in 2004).
- 247 clients attended 52 EOWA workshops in 2005-06 (407 attendees at 55 workshops in 2004-05). Workshop evaluation sheets measured 99.5% client satisfaction.
- EOWA's *Leading Edge Initiatives* publication distributed to all reporting CEOs and Report Contacts.
- *Industry Verticals* publications focusing on Education and Finance and Insurance distributed to all CEOs of reporting organisations in those two sectors.
- EOWA's e-Newsletter distributed to nearly 5,000 subscribers.
- Survey results indicated that 99% of surveyed reporting organisations were aware of EOWA's website and 88% used the site and found it very useful.
- 122 organisations waived (115 waived in 2004-05). 116 organisations awarded EOFCW citation (115 were EOFCW in 2005).

Price in PBS	Actual Expenditure
\$3.244m	\$3.185m

Reporting

Compliance organisations report annually to EOWA on:

- The composition of their workforce
- How they consulted with their employees
- Their analysis and issues identified for women in their organisation across the seven Employment Matters
- Actions taken
- The evaluation of the actions taken
- Planned future actions

EOWA's reporting clients are assessed as either compliant, non-compliant or waived from reporting for a specified period of time under the *Equal Opportunity for Women in the Workplace Act (The Act)*. Should a report be initially assessed as non-compliant, Client Consultants work with that organisation to obtain the necessary additional information for that organisation to reach compliant status.

Client Consultants, who are highly skilled in managing client relationships and human resource issues, are recruited annually to assess EOWA reports. They receive comprehensive training that equips them to provide tailored feedback relevant to each employer's needs. Client Consultants are also allocated specific industries to assess, which enables them to develop a comprehensive knowledge of industry-specific issues.

For every report assessed, Client Consultants telephone and email that organisation's EOWA report contact to provide personalised and detailed feedback on their workplace program. The feedback conversation with clients not only enhances the relationship between EOWA and reporting organisations but also provides an opportunity to discuss their individual program, ensuring that employers receive the maximum benefit of industry knowledge.

Client Consultants recognise that each reporting organisation is at a different stage in implementing a workplace program for achieving equal opportunity, hence feedback is tailored to each organisation's particular stage in that process. This feedback is designed to assist clients to influence change within their organisation.

In March 2006, over 2,700 CEOs from reporting organisations were sent a personalised letter on behalf of EOWA's Director updating them on the Agency's activities and also inviting them to contact EOWA for reporting and workplace program assistance. Additionally, all CEOs from compliant organisations received a tailored letter advising compliance with the Act and written feedback on their workplace program outlined in their report.

At the end of each calendar year, EOWA publishes all compliance reports from that reporting year on the EOWA website. This enables employers to read about how other organisations, both in their industry and generally, are addressing their equal opportunity issues.

Non-Compliant Organisations

As at 5 October 2006, there were 13 reporting organisations that did not comply with the *Equal Opportunity for Women in the Workplace Act 1999*.

Of these 13 organisations, ten have been non-compliant long term (that is, the client has been non-compliant for three or more consecutive years). The only organisations on the non-compliant list are those that did not submit a compliance report.

Non-compliant organisations are ineligible to tender for government contracts and industry assistance.

For the names of 2005-06 non-compliant organisations, refer to Appendix 9.

Waiving

The Equal Opportunity for Women in the Workplace Act 1999 (Section 13C) provides organisations covered by the Act with the opportunity to apply to be waived from reporting. This means that the employer is not required to submit a report to EOWA for a period of up to three years. Under the Act, organisations which have been waived from reporting are required to continue to develop their workplace program during the period of the waiver.

Waiving aims to:

- Encourage organisations to develop effective workplace programs to achieve equal opportunity in the workplace
- Recognise organisations that have done as much as they can, given their unique organisational circumstances
- Enable organisations to divert resources from reporting into their workplace program
- Respond to organisations that believe and can demonstrate that there are no further actions they can reasonably and practicably take to progress equal opportunity for women in the workplace.

EOWA's Waiving Manager provides organisations interested in waiving with a high level of one-on-one support and assistance. This involves consultation, feedback and guidance relating to EO in their workplace. In addition, EOWA's Workshop 2 focuses on requirements for waiving. Education and Client Advisors who conduct these workshops provide participants with advice and information to provide the foundation for a successful waiving application.

This year, 137 organisations applied to be waived, an increase from 126 applications last year. In 2005–06, the Director waived the reporting requirements of 122 organisations (compared with 115 organisations in 2004-05), demonstrating that these organisations are taking all reasonable and practical actions to progress equal opportunity for women in the workplace.

A list of waived organisations is provided in Appendix 10.

Insights from Reporting

Each year EOWA receives Equal Opportunity Compliance Reports from employers covered by the EOWW Act. These reports are assessed by EOWA staff for compliance with the legislation, and as part of the assessment process, data is recorded on each report in the EOWA database.

The 2005-06 report assessment data provides insights into how Australian employers are taking action to implement equal opportunity for women in their workplaces.

As at 5 October 2006, the total number of organisations registered with EOWA for the 2005-06 reporting year was 6,895 organisations, of which 2,737 were designated reporting organisations, an increase of 18 (0.7%) since 2004-05. Changes in the total number of registered organisations occur on a continuous basis throughout the year, and result from factors such as the sale, merger and closure of companies, and reductions in employee numbers that bring organisations below the 80-employee threshold.

Of the 2,737 reporting organisations registered with EOWA in 2005-06, 92.4% (2,529) were due to report to the Agency in 2006, with the remaining 7.6% (208) exempt from reporting this year as they had been officially waived in a previous year.

This year, 99.5% of 2006 reporting organisations (2,516 out of 2,529) were assessed as compliant under the Act, compared with last year when 99.4% (2,494 of 2,508 reporting organisations) complied. Out of these 2,516 compliant organisations, 122 were approved to be waived from reporting for a future period of up to three years, which compares with 115 in 2004-05.

The number of non-compliant organisations this year was 13 (0.5% of 2,529), compared with 14 (0.5% of 2,508) in 2004-05 and 17 (0.6% of 2,535) in 2003-04.

Women's Workforce Participation

In 2005-06, employee data was available for 2,726 of the 2,737 organisations registered with EOWA. These 2,726 organisations employed 2,640,627 people, an increase from 2,544,561 in 2004-05. Of these, approximately 48.5%, or 1,280,000 were women.

As at 5 October 2006, employee gender data was available for 2,381 reporting organisations. The proportion of women in these organisations is shown by employment category on the following page, together with the final figures for 2003-04 and 2004-05 (updated since the last Annual Report).

	2005-06 (%)	2004-05 (%)	2003-04%
CEOs	9.6	8.9	9.2
Managers	32.5	31.6	30.8
Employees	48.5	48.3	46.9
Full-time Employees	35.1	36.2	34.8
Part-time Employees	77.8	77.6	77.4
Casual Employees	59.6	58.5	58.8
Part-time Managers	80.9	81.9	77.9
Casual Managers	56.1	45.0	40.7

Women's employment participation in the total workforce and management of reporting organisations for the past three years is shown in Figure 2.

FIGURE 2

Women's Employment Participation in EOWA Reporting Organisations



* Interim figures as at 5 October 2006

Annual EOWA Survey of Reporting Organisations

Each reporting year, EOWA conducts a telephone survey of reporting organisations on the current equal opportunity issues for women in the workplace.

The annual survey collects benchmarking data on the provision and prevalence of specific employer initiatives to support women in the workplace, assists in the identification of new developments and trends in employers' promotion of equal opportunity for women in the workplace and provides an educational function by raising employer awareness of the issues for women in the workplace and the range of initiatives that exist to address these.

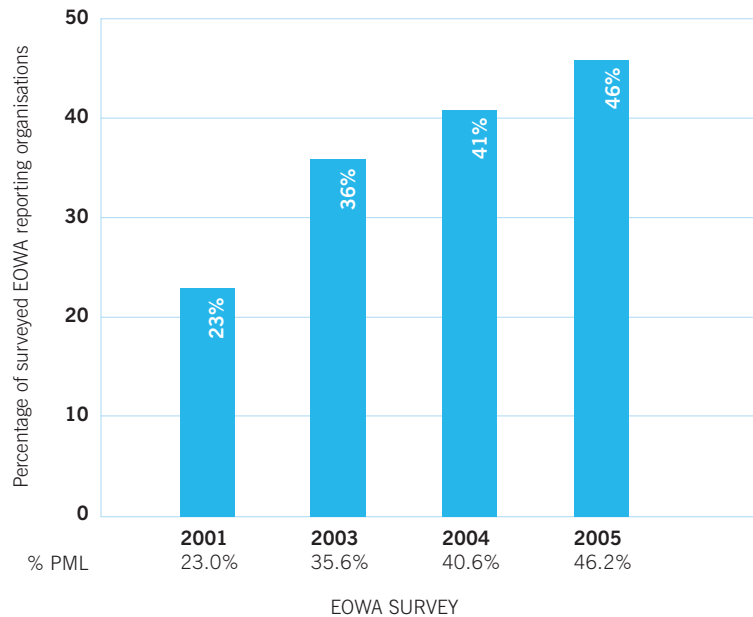
The 2005 survey examined the provision of paid parental leave, employer arrangements to assist women to return to work from maternity leave, awareness of staff turnover costs, the level of concern relating to the ageing workforce, the implementation and effectiveness of staff retention initiatives, workplace initiative success factors, and access to work/life flexibility arrangements.

The survey was conducted as part of the annual report assessment process for the reporting year 1 April 2005 – 31 March 2006, with data collected through telephone conversations between EOWA report assessors and reporting organisations between the months of May and September 2006.

The 2005 survey results on the provision of paid maternity leave and paid paternity leave by EOWA reporting organisations surveyed in 2001, 2003, 2004 and 2005 are shown in Figure 3.

FIGURE 3

Results of the 2001, 2003, 2004 and 2005 annual EOWA surveys on the provision of paid maternity leave by surveyed reporting organisations



The full published results of the 2005 EOWA survey can be viewed on EOWA's website at: http://www.eowa.gov.au/Information_Centres/Resource_Centre/EOWA_Publications/EOWA_Surveys.asp

The 2006 EOWA survey investigates the provision and impact of paid maternity leave, the provision of quality part-time work and the accountability measures that can be used to improve equal opportunity for women in the workplace. The results will be released later in 2006-07.

Educating HR and Diversity Practitioners

Workshops and Education Sessions

EOWA conducts workshops and other educational sessions to assist clients in developing EO workplace programs and to educate employers about the business benefits of removing barriers to women's participation in the workplace.

Throughout the year a total of 52 workshops were conducted across Australia, attracting 247 attendees. This was a decrease from the 407 attendees who attended the 55 workshops offered in 2004-2005.

All workshop participants received an evaluation form with which to provide feedback in relation to content and achievement of objectives. Over 99.5% of respondents either agreed or fully agreed that their workshop expectations had been met.

Consultancy Services

Consultations are designed to deliver improved outcomes for women and align equal opportunity practices with the organisation's business needs. Employers are able to choose from a range of services, including informative and practical workshops, an analysis of current workplace programs, internal training, analysis of their policies, motivational presentations and industry-specific reports, along with advice on how to become a leading organisation for the advancement of women.

Consultations present senior managers and executives with the organisational benefits of equal opportunity for women in the workplace and provide them with ideas and strategies to encourage women in their workplaces to reach their full potential, and improve organisational outcomes.

This year, EOWA conducted 45 individual workplace consultations, up from 43 conducted in 2004-05.

Advice and Consultation

An important part of EOWA's role is educating and assisting organisations to achieve equal opportunity for women in their workplaces. To this end EOWA provides advice and consultation both over the telephone and in person to reporting clients, media, academics, students, government organisations, women's groups and the general public.

Detailed assistance is provided to employers on interpretation of the Act, how to comply with the Act, workplace program development, how to use EOWA's workplace development tools, case studies from leading organisations and general information on issues for women in the workplace.

For the period 1 July 2005 to the end of the 2005-06 financial year, EOWA responded to in excess of 1,735 inquiries (compared with 2,411 inquiries in 2004-05). Additionally, during the 2005-06 reporting year, every reporting organisation was provided with personalised and industry-specific assistance on their workplace program.

Website

EOWA's website offers an extensive range of online tools and a library of rich resources including leading organisations' policies, practices and case studies, designed to enhance the development of successful EO workplace programs.

EOWA continued to improve the resources available to business by improving the navigation of the website, allowing easier access to reporting and research information. During the year, a survey was conducted with a sample of reporting organisations which showed that 99% of organisations were aware of the website, 88% of organisations used the site and also found it very useful and 56% of these organisations used it for assistance with reporting. Further improvements and an expansion of resources took place at the end of the financial year and will continue in 2006-07.

Communications

Speeches and Presentations

An important educational role for the Agency is to publicly address the current issues facing women in the workplace. Representatives of EOWA conduct speeches in order to educate, inspire and create debate around improving outcomes for women and business.

This year, EOWA representatives delivered public addresses across the nation and internationally to a broad range of audiences including government agencies, women's networks, private companies, industry groups and universities.

Publications

EOWA Leading-Edge Initiatives

EOWA's *Leading Edge Initiatives* was first launched in 2005 and published again in February 2006, and is available in hard copy, as well as on the EOWA website. The publication showcases a wide selection of initiatives by employers from across a variety of industries who are maximising women's employment participation and opportunities.

It is distributed nationally to over 2,700 CEOs and report contacts, and the Agency continues to receive additional requests throughout the year from non-reporting organisations and members of the public for copies of the publication. Some reporting organisations also request additional copies for wider internal distribution.

EOWA News Alert

EOWA regularly distributes this electronic newsletter, which provides tailored and relevant information to clients and other subscribers.

Each edition explores a specific EO issue, provides reporting-related information and updates on relevant internal or external events. The publication is distributed to nearly 5,000 subscribers. Subscription numbers continue to increase.

EOWA Industry Verticals

The EOWA *Industry Verticals* publication series presents an analysis of data derived from equal opportunity reports submitted by employers to EOWA in 2005, the 2001-2005 EOWA surveys of reporting organisations and over 2,000 individual consultations with reporting organisations by EOWA client consultants in 2004-05.

Two new issues in the *Industry Verticals* series were released in 2005-06, focusing on the Education (September 2005) and Finance and Insurance (June 2006) industries. Both were distributed to CEOs of all reporting organisations in the two respective sectors.

Media

EOWA's media strategy has continued to position the organisation as a key voice for working women in Australia. This profile has provided a platform which allows EOWA to work alongside some of Australia's foremost business leaders.

In 2005-06, the Agency achieved at least 275 known media mentions (209 print articles and 66 radio, TV and online media), compared with 213 print and 81 radio, TV and electronic media stories in 2004-05. It should be noted that this is an excellent result for 2005-06, since the EOWA Australian Census of Women in Leadership, which generates significant media coverage, was not produced this financial year.

Building Partnerships and Engaging Business Leaders

EOWA has continued to develop and strengthen strategic relationships with leading organisations and networks in Australia during the past year.

EOWA's key projects in 2005-06, which were aimed at inspiring leaders to take action to help women advance in the workplace, were:

- The EOWA Business Achievement Awards
- The *Intimate Conversation* forum
- The EOWA *Employer of Choice for Women* citation
- The EOWA *Industry Verticals* research series
- Networking and representation of EOWA on industry bodies

The EOWA Australian Census of Women in Leadership, which is now a biennial project, was not produced this financial year.

EOWA Business Achievement Awards (BAAs)

Over 350 business leaders, including over 60 Chief Executive Officers, attended the 2005 BAAs to honour Australian business leaders and the organisations that have strategically driven the advancement of women in their workplace. Corporate sponsors included Alcoa World Alumina Australia, the Australian Industry Group, Autoliv Australia, the Commonwealth Bank of Australia, ExxonMobil, Hays, IBM Australia and McDonald's.

This prestigious EOWA event is a way of focusing attention on women in the workplace and recognising equal opportunity excellence. The number of award nominations continues to increase each year, as has the number of awards to cater for the increasing number of eligible winners.

The 2005 BAA winners are listed in Appendix 11.

EOWA *Intimate Conversation* Forum

The EOWA *Intimate Conversation* is an annual "up close and personal" forum where CEOs from leading-practice organisations discuss their assessments of the important issues for women in the workplace and the obstacles facing them. The panel speaks openly and honestly about the issues they have encountered in driving EEO.

The 2006 panel comprised Karen Chester, Chief Executive Officer, Access Economics; Michael Hawker, Chief Executive Officer, Insurance Australia Group and Giam Swiegers, Chief Executive Officer, Deloitte Touche Tohmatsu. Facilitating the discussion was Helen Trinca, Editor of *Australian Financial Review* BOSS. Over 100 people attended from a diverse range of industries and organisations, which is the highest number achieved since the event began in 2002.

EOWA Employer of Choice for Women (EOCFW)

In February 2006, 116 organisations were featured on the EOWA Employer of Choice for Women list.

To be an EOWA Employer of Choice for Women, an organisation needs to:

- Have policies in place (across employment matters) that support women across the organisation
- Have effective processes (across employment matters) that are transparent
- Have strategies in place that support a commitment to fully utilising and developing its people (including women)
- Educate its employees (including supervisors and managers) on their rights and obligations regarding sex-based harassment
- Have an inclusive organisational culture that is championed by the CEO, driven by senior executives and holds line managers accountable
- Deliver improved outcomes for women and the business

Organisations seeking the citation, including current citation holders, are required to submit an application each year to ensure that their current workplace programs continue to meet the six criteria required to maintain their EOCFW status. Organisations that no longer demonstrate the criteria are removed from the list.

This year's EOCFW list is provided in Appendix 12.

Networking and Representation of EOWA

During the year EOWA was a member of a number of external organisations, including:

- The NSW Equal Employment Opportunity Practitioners' Association (NEEOPA)
- The Equal Employment Opportunity Network, Victoria (EEON)
- The Equal Opportunity Practitioners' Association, Queensland (EOPA)
- The Equal Employment Opportunity Network Australasia (EEONA)

EOWA also sponsored several events, including the Macquarie Graduate School of Management's *Women, Management and Employment Relations* Conference, the *Going Public* Conference and the Clare Burton Lecture Series.

Purchaser/Provider Arrangements

EOWA has not entered into a purchaser/provider arrangement with the Department of Finance for 2005-06.

Where Performance Targets Differ from PBS

Not applicable. Performance targets did not differ from the PBS.

Factors and Events Influencing Performance

EOWA will be receiving additional appropriations from 2006-07, to supplement depreciation costs of the replacement reporting database. The funding will be provided over a period of five years – the depreciable life of the intangible asset.

Significant Changes in Nature of Principal Functions/Services

There have been no significant changes to EOWA's principal functions or services over the past reporting period. In addition, EOWA has had no significant changes to its principal functions or services since the introduction of the amended legislation as outlined in the 1999-2000 EOWA Annual Report.

Service Charter

EOWA's Service Charter outlines the key service standards that EOWA commits to abide by in order to respond better to the needs of business and working women. External queries or complaints are responded to quickly and client feedback on EOWA's service is encouraged.

Of the 1,735 calls received in the period from July 05 – June 06, 95 calls were from members of the public whom EOWA referred to other agencies as we could not assist them, and 512 calls were relating to rights and obligations under the Act and how EOWA could provide assistance to meet those obligations.

The Service Charter is available on EOWA's website at:
http://www.eowa.gov.au/About_EOWA/Our_Services/EOWA_Service_Charter.asp

Financial Performance

The total appropriation for EOWA in 2005-06 was \$2,709,000 for the reporting year.

Beginning 2006-07, the Agency will be receiving additional funding over a five-year period, to supplement depreciation costs of the replacement reporting master data management system. The new system will aid in improved data management and data mining and will help to reduce the regulatory burden on business by facilitating the electronic lodgement of compliance reports. It will also eliminate the risk of data corruption.

Significant Changes from Prior Year or from Budget

There were no significant changes.

TABLE 2

Summary Resource Table by Outcome

	(1) Budget* 2005-06 (\$)	(2) Actual Revenue 2005-06 (\$)	(3) Actual Expenses 2005-06 (\$)	Variation (3) – (2)	(4) Budget** 2006-07 (\$)
Administered Expenses (including third-party outputs)	0	0	0	0	0
Total Administered Expenses	0	0	0	0	0
Price of Output					
Output – Administration of the Act, Advice, Education, Information and Communication	2,709,000	2,749,999	3,185,036	–	2,833,000
Subtotal of Output	2,709,000	2,749,999	3,185,036	–	2,833,000
Revenue from Government (Appropriation) for Outputs	2,709,000	2,749,999	–	–	2,833,000
Revenue from Other Sources	503,000	420,321	–	–	664,000
Other Sources – Resources received free of charge from Government, EOWA services to external entities	32,000	137,900	–	–	92,000
Total Price of Output	3,244,000	3,308,220	3,185,036	123,184	3,589,000
TOTAL FOR OUTCOME (Total Price of Outputs and Administered Expenses)	3,244,000	3,308,220	3,185,036	123,184	3,589,000
Average Staffing Levels [ASL]	20	19	19	0	21

* Full-year Budget, including additional Estimates

** Budget prior to additional Estimates

Developments since end of Financial Year

No new developments have occurred since the end of the financial year.