

02. Report on Performance

Actual Performance in Relation to Performance Targets Set Out in Portfolio Budget Statements (PBS)

EOWA's identified outcome is:

“To deliver equality of opportunity in employment for women”

EOWA achieves this outcome via two underlying outputs that direct and drive strategic and operational activities. These outputs are:

1. Administration of the Act, and
2. Education, advice, information and communication.

Together, these outputs are improving the productive performance of Australian employers through creating equality in the workplace for women.

These outputs are measured against the target indicators illustrated in Table 02.

In the PBS 2000-2001, the total price of delivering Output 1 was \$1.222M. The performance targets set out in the PBS for Output 1 remain unchanged and have been achieved at a cost totalling \$1.225M.

Table.02 Outcome Effectiveness – Overall Achievement of the Outcome – (measures, indicators and targets used as appropriate)

Impact 1

Organisations' compliance with Act

Performance Indicator

Extent to which organisations comply with the Act, improve their performance and are eligible for waiving.

Actual performance

As at 5 September 2001 1,903 reports had been assessed. Of this, 98% were compliant. This is an excellent preliminary result.

As this is the first reporting period under the amended legislation, direct comparison to the level of organisational performance is not valid, however, based upon our preliminary results, organisations are demonstrating improvements in their workplace programme and results illustrate that employers are making a change with respect to equal opportunity for women in the workplace.

As at 6 September 2001, there were 103 waived organisations. This figure demonstrates that organisations have responded well to the new legislation. Progress has been made by organisations in finding solutions to challenging issues and the implementation of programmes that assist in the reduction of discriminatory issues in the workplace.

Impact 2

Employer awareness and support of equal employment opportunity for women.

Performance Indicator

Level of employer awareness and support to be monitored by requests for information, stakeholder feedback, visits to website, increased quality of media coverage and partnership events.

Actual performance

Awareness has increased significantly through client consultation and an increased number of presentations, speeches and partner liaison initiatives. Website visits have increased as have distribution numbers of EOWA's newsletter, *Action News*.

Table.03 Output 1 Effectiveness Performance Information

Impact

Administration of Government legislation.

Performance Indicator

Quality: High level of key stakeholder and client satisfaction with services provided.

- Quantity:**
- Provided secretariat and administrative support to the EEO Advisory Board
 - Developed reporting tools (*Voluntary Report Form* and *Guidelines*)
 - Developed compliance, waiving and assessment methods, and
 - Developed integrated information management system.

Price: \$1.225M

Actual performance

Services have been improved substantially, resulting in positive stakeholder and client feedback.

EOWA's continued secretariat and administrative support to the EEO Advisory Board has resulted in successful communications and advice between the EEO Advisory Board and the Minister.

Reporting tools have been revised to ensure clear and successful outcomes for the reporting process. Client feedback has resulted in positive outcomes.

Stage 1 of the new EOWAR database has been successfully implemented into the everyday operation of EOWA.

In the PBS 2000-2001, the total price of delivering Output 2 was \$1.223M. The performance targets set out in the PBS for Output 2 remain unchanged and have been achieved at a cost totalling \$1.224M.

Table.04 Output 2: Effectiveness Performance Information

Impact

Advice, education, information and communication

Performance Indicator

- Quality:**
- High level of employer awareness to be monitored by internal assessment, including access to publications and website, number of speeches presented at conferences and seminars, level of media exposure and number of partnership events with employers, employer organisations and other key stakeholders
 - High level of client satisfaction with (i) standards of service identified in EOWA's Service Charter, (ii) information and advice, (iii) site visits, and (iv) specific feedback
 - EEO Advisory Board's feedback of the implementation of the *Equal Opportunity for Women in the Workplace Act, 1999*, and
 - Maintenance of EOWA website.
- Quantity:**
- Preparation and dissemination of information in relation to legislative change, eg, publications, workshops, information and educative sessions
 - Quarterly Newsletter – *Action News*, and
 - Level of industry liaison, consultation and partnership events.

Price: \$1.224M

Actual performance

High level of client awareness monitored. EOWA has personally contacted 2,800 organisations and made them aware of the legislative requirements.

In addition, client awareness and satisfaction is evident from:

- **Publications:** Over 1,000 copies distributed of the executive summary of *Balancing the Till in 2001*
- **The website:** 133,164 individual user sessions. Feedback illustrates that the website is highly informative and educational.
- **Workshops:** 34 individual workshops with an average of 20 attendees in each
- **Speeches:** 16 speeches, presentations and community and employer events
- **Enquires:** The Telephone Advisory Service (TAS) responded to 3,331 telephone calls
- **Employer Sessions:** 100 employer feedback and programme development sessions
- **Strategic alliances:** 9 strategic alliances were formed, and
- **Media exposure:** increased media interaction and exposure.

A high level of client satisfaction was demonstrated with no complaints made under the Service Charter.

Quarterly distribution of *Action News* now totals over 8,000 copies.

The EEO Advisory Board expressed high levels of satisfaction with the operations and services of EOWA.

Purchaser/Provider Arrangements

EOWA has not entered into a purchaser/provider arrangement with the Department of Finance for 2000-2001.

Significant Changes

No significant financial changes occurred during the financial year 2000-2001, or from the prior year 1999-2000 budget. However, there has been an increased appropriation in this reporting year 2001-2002.

Narrative Discussion and Analysis of Performance

Output 1

The Reporting and Assessing Process

The amended Act came into effect on 1 January 2000 and changed the way in which organisations reported to EOWA. The new reporting requirements are set out in Sections 13, 13A and 13B of the Act. The new legislation provides less prescriptive reporting requirements. It enables employers to report in any way that is meaningful to them, as long as they analyse the issues for women, take actions, evaluate their actions, plan future actions, and consider the seven Employment Matters as a part of this process.

Hand-in-hand with this flexible approach to reporting was a significant increase in the demand for EOWA's educational and advisory services. Employer's attended workshops detailing the changes to the Act, how to develop a workplace programme, how to report on it and, where applicable, how to apply for waiving. They visited EOWA's website and downloaded the relevant educational tools, such as the *Compliance Guidelines*, *Employment Matter Guidelines* and the *Analysis Toolkit*, and they contacted our Telephone Advisory Service to receive individualised assistance on specific workplace programme development.

Under the administration of the amended Act, EOWA ceased to use the rating scale applied in previous years. Organisations are now rated in accordance to whether they are:

- compliant with the Act
- waived from reporting requirements, or
- non-compliant with the Act.

To assist employers report, EOWA developed a *Voluntary Report Form* and a *Sample Compliance Report* that provided a comprehensive example for organisations to follow. In response to employer feedback via the roundtable consultations throughout 1999/2000, the *Voluntary Report Form* allowed employers to satisfy the requirements of the Act and report on issues relevant to their workplace, while also encouraging organisations to be concise. Establishing a six-stage compliance cycle process to develop a workplace programme has assisted employers to report concisely using bullet points and a table format within the report.

"E-reporting equals easy reporting" was how EOWA introduced its new service of electronic download and submission of reports. Electronic reporting (e-reporting), through the database EOWAR, was developed to meet the Government Online Strategy. Through extensive consultation with reporting organisations, EOWA developed the database and e-reporting system that captured the requirements of organisations. The entire reporting process was streamlined to avoid paper and save valuable time for both reporting organisations and EOWA. Employers could either

access EOWA's website and download the appropriate Microsoft Word version of the *Voluntary Report Form* and download the Microsoft Excel tables to assist the compilation of the workplace profile, or they could receive an email containing the relevant software versions of the required files. E-reporting was highly publicised through the newsletter *Action News*, through the website, and through staff at EOWA personally contacting each of the existing reporting organisations on our database during February 2001 to ensure correct email and other contact information.

Prior to the reporting deadline of 31 May 2001, EOWA's staff were joined by a team of EOWA Assessing Officers (Assessors) specifically contracted to handle the large number of reports in the new format. Alongside existing staff, all were thoroughly trained in the importance and use of EOWA's new database. This powerful database is a comprehensive client management system that allows EOWA to track information relating to reporting clients as well as non-reporting clients. It provides up-to-date reports on the status of each client in relation to their compliance report, as well as recording all contact with the client, and is available to all EOWA employees. This allows EOWA to provide organisation-specific advice and feedback with an increase in content quality. The database is also a powerful analysis tool that tracks information regarding equal opportunity within Australia. The custom advice, feedback and powerful analysis will result in an increase in quality with respect to organisations EEO programmes, ultimately advancing equality for women in the workplace.

Throughout the reporting period, employers were kept informed of the status of their report. When submitting electronically, they received an automated reply email acknowledging receipt and advised when they could expect to hear from an Assessor. Similarly, for those who supplied a hard copy report, information was made available via EOWA's website regarding the assessing process.

“A total of 2,548 organisations reported to EOWA this year, with 78% of reporting organisations coming from the private sector”

A total of 2,548 organisations reported to EOWA this year, with 78% of reporting organisations coming from the private sector. At the time of publication, EOWA had assessed 1,903 of the total 2,548 reports, and subsequently results reported are based on these assessed reports.

The initial step in the assessing process after reading the report was for the Assessor to code the reports according to whether:

- The organisation had no issues in that particular Employment Matter
- The organisation had issues in that particular Employment Matter and they were actioned in the reporting year
- The issues were actioned effectively
- The issues were actioned innovatively
- The issues were not actioned in the reporting year but prioritised for future action in the next reporting period
- The issues were not actioned and not prioritised for future action, or
- The organisation made no comment regarding the particular Employment Matter.

In some cases, the client's analysis under a particular Employment Matter may have stated that they had no issues, but after thorough scrutiny by the Assessor and an

extensive telephone conversation with the client, the Assessor may have concluded that the client did have issues in that area and subsequently code it as such. A brief analysis indicated the following:

- The Employment Matters most frequently actioned were Training and Development, followed by Arrangements for Dealing with Sex-based Harassment
- The least frequently actioned Employment Matter was Work Organisation
- Promotion, Transfer and Termination was the Employment Matter most often actioned effectively
- Training and Development was the area most frequently actioned innovatively
- Conditions of Service was the most frequently identified Employment Matter as having no issues, followed by Pregnancy, Potential Pregnancy and Breastfeeding
- Pregnancy, Potential Pregnancy and Breastfeeding was also the Employment Matter where clients were most likely to make no comment at all, and
- All Employment Matters were prioritised approximately equally for future action and, similarly, for no future action.

“As an additional value-added service, every client who submitted a report received a telephone call from an Assessor.”

A more detailed analysis, broken down by sectors, will be available later in the year. Using this coding system, 16% of employers had innovatively or effectively actioned the Employment Matters. These organisations undertaking innovative or leading-edge initiatives in their workplace programme were highlighted as potential case study material. One hundred and seventy organisations agreed to one or more of their initiatives being used by EOWA as educational material in case studies.

As an additional value-added service, every client who submitted a report received a telephone call from an Assessor. This telephone conversation enabled the client to receive personal confirmation of the compliant status of their report, detailed feedback on their workplace programme, congratulations on specific actions of particular note, and an opportunity to discuss their individual programmes with EOWA staff.

Telephone conversations ranged from a brief five-minute call through to enthusiastic 45 minute conversations, and allowed EOWA to capture further information as required for compliance. In addition, Assessors asked questions as part of a survey regarding paid maternity and paternity leave, and part-time work options. It also provided an excellent opportunity for reporting contacts to give feedback, with 46% of organisations making an unsolicited positive comment about EOWA, the reporting process, educational tools available, the website and their overall satisfaction at the level of assistance provided.

As well as the verbal praise, EOWA also received several letters from Chief Executive Officers stating their congratulations to and appreciation of EOWA on the new reporting process.

After telephone contact, all organisations received a customised letter, addressed to both the Report Contact and the Chief Executive Officer, with Assessors tailoring comments to reflect the progress and highlights of the individual organisation's workplace programme, and also to suggest areas to concentrate on during the next reporting cycle.

In addition to coding, making telephone calls and composing a tailored letter, Assessors also nominated some organisations for EOWA's *Business Achievement Awards 2001* in relation to the support garnered by the organisation's Chief Executive Officer, their Human Resources Practitioner, or for overall organisational achievements in the area of EEO. The winners will be notified and receive their Awards at a special gala event in October 2001.

By 1 August 2001, some organisations had not sent in their report and, in accordance with the legislation, a letter was sent stating that EOWA was keen to provide assistance to the employer regarding their compliance report.

The organisation then had 28 days in which to send in the report and comply with the legislation. In the letter, the organisations were made aware of the requirements of the Act and the penalty for non-compliance, including the Director's intention to name the organisation in EOWA's Annual Report tabled in Parliament by the Minister for Employment, Workplace Relations and Small Businesses.

Subsequent telephone calls were made by the Assessors to these organisations to offer further personal assistance should it be required to continue to ensure that the organisation met the 28 day deadline.

The reporting process was a rewarding and exciting experience for EOWA staff, and also allowed EOWA to provide a higher level of educative services to our 2,548 reporting organisations and other stakeholders around Australia.

Waiving

Part IV Section 13C of the Act enables EOWA to 'waive' the reporting requirements of employers, although the employer is required to continue to develop their workplace programme during this time.

If an employer is waived, that particular employer does not have to submit a report for a period up to three years.

Waiving aims to:

- Encourage organisations to develop effective workplace programmes to achieve equal opportunity in the workplace
- Recognise organisations which have done as much as they can, given their unique organisational circumstances
- Enable organisations to divert resources from reporting into their workplace programme, and
- 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 may waive the reporting requirements set out in Sections 13, 13A and 13B of the Act if applications for waiving have been made in writing (or on EOWA's own initiative) and EOWA is satisfied that the employer has fulfilled the following requirements under Section 13B:

- Analysed its workplace to identify the issues for women relating to each employment matter
- Taken all reasonably practicable measures to address the issues for women in the workplace identified in each employment matter, and
- Complied with the requirements of the Act for a period not less than three consecutive reporting years.

EOWA formally asked all CEOs to consider the opportunity and business benefits of applying for waiving status. Waiving was also promoted through workshops, the Telephone Advisory Service and the website. Applications could either be made in writing or by inviting EOWA to visit the organisation's workplace.

By 6 September 2001, EOWA had received 106 waiving applications, consisting of 81 written applications and 25 workplace visit applications. Many other organisations expressed an interest in being waived. However, following consultation with an EOWA advisor, these organisations believed they had not met the three requirements for waiving under the Act, although they would pursue waived status next year. A broad range of organisations from a variety of industry sectors, states and organisational sizes have applied to be waived. Thirty-five out of a possible 47 industry categories are represented in waiving applications. A detailed list of waived organisations is provided in Appendix 9.

By 6 September 2001, the Director had waived the reporting requirements of 103 organisations: 11 for one year, 75 for two years and 17 organisations were given a three-year waiver. Many of these organisations have been identified as Best Practice due to the fact that they have taken a pro-active and strategic approach to developing a workplace programme which is delivering equity for women in the workplace.

EOWA expects that interest in waiving will increase in the next reporting year. One hundred organisations that were compliant in this reporting cycle have indicated their intention to apply to be waived from the reporting requirements on submission of the next report by 31 May 2002.

EOWA Online Project

One of the most significant findings from the EOWA nationwide consultation programme conducted in 2000 was the desire by reporting organisations to submit their annual equal opportunity compliance reports electronically. To provide this service, EOWA invested in an e-business strategy and new database to manage online reporting. This has enabled EOWA to meet the government's commitment to providing online business services by 1 January 2002.

Organisations covered by the Act are now able to download the *Voluntary Report Form* and supporting educational packages from the EOWA website, complete the form and submit it electronically via e-mail or e-fax. This process has been called 'e-reporting'. To facilitate electronic reporting for those organisations that have email but not Internet access, our educational packages have an e-mail facility.

**“58% of organisations covered by the Act
have submitted the report in an electric format.”**

As of the 6 September 2001, 58% of organisations covered by the Act have submitted the report in an electronic format. Feedback on the new electronic report submission process has been extremely positive with many employers stating that the process improves the efficiency and overall experience of the reporting process.

To manage the receipt of electronic documents and a new reporting format that supports the amended legislation, EOWA developed a new database. The database was designed to effectively support the collection of data and internal assessment on each report, in addition to maintaining an accurate and useful record of client contact details.

A short-term goal of EOWA is to provide a leveraged system from the database in which *Compliance Reports* will be available on the website in a searchable format. This will further assist organisations to benchmark their progress against other organisations and view case study examples. The database also facilitates EOWA to fulfil our current requirement to provide public access to the Equal Opportunity *Compliance Reports*.

The database is a support tool that will provide EOWA with information necessary to continuously improve its client service standards. The e-reporting in conjunction with the database, provides reporting organisations with the ability to submit their reports cost-effectively and efficiently.

The Equal Employment Opportunity Advisory Board

The Equal Employment Opportunity (EEO) Advisory Board's main function is to provide the Minister for Employment, Workplace Relations and Small Business with advice on matters relating to:

- Equal opportunity for women in the workplace
- The role and functions of EOWA, and
- The operation of the *Equal Opportunity for Women in the Workplace Act, 1999*.

The EEO Advisory Board provides feedback and advice to EOWA on effective ways to consult and operate with the business community.

EOWA provides a secretariat function to the EEO Advisory Board.

An ongoing focus of the EEO Advisory Board is to build strategic links with the business and community sectors and to ensure that EOWA remains relevant and responsive to employers covered by the Act.

The EEO Advisory Board consists of key stakeholders with respect to equal opportunity for women in the workplace, such as businesses, employers, peak bodies and employees. The Chair of the EEO Advisory Board is Deanne Bevan, HR Director Asia Pacific Middle East Africa, McDonalds Corporation.



From left to right:

Brendan McCarthy, Robin Squirchuk, Gracia Baylor, Lorraine Martin, Peter Reith (previous Minister of Employment, Workplace Relations and Small Business and guest of the EEO Advisory Board), Deanne Bevan, Reg Hamilton, Fiona Krautil, Julie Flynn, Therese Bryant.

The members of the EEO Advisory Board are:

- Gracia Baylor, AM, Immediate Past President, National Council of Women of Australia, and Deputy Convenor of the Victorian Women's Council
- Therese Bryant, National Women's Coordinator, Shop Distributive and Allied Employees' Association

- Julie Flynn, Chief Executive Officer, Federation of Australian Commercial Television Stations
- Jane Goodluck, Acting Assistant Director, Office of the Secretary, Tasmanian Department of Treasury and Finance
- Reg Hamilton, Manager, Labour Relations, Australian Chamber of Commerce and Industry
- Lorraine Martin, AO, Managing Director, Lorraine Martin and Associates, and Chair, Women Entrepreneurs Capital Access Network
- Rohan Squirchuk, Managing Director, Council for Equal Opportunity in Employment Ltd.

Brendan McCarthy, Operations Division Director, Chamber of Commerce and Industry Western Australia, resigned from the EEO Advisory Board during the reporting period.

EOWA thanks the EEO Advisory Board for their expertise and contribution to the continuing success of EOWA.

The EEO Advisory Board met three times throughout 2000-2001, twice in Sydney and once in Melbourne.

In 2000-2001, the EEO Advisory Board contributed significantly to the development of the *Employment Matter Guidelines* and the *Waiving Guidelines*. The EEO Advisory Board also played a key role in the smooth implementation of the revised reporting and waiving arrangements.

Deanne Bevan – Chair of the EEO Advisory Board

“I would like to congratulate EOWA on successfully managing the transition to the revised reporting structure established under the new Act. This success has largely been due to the extensive and meaningful consultation with key stakeholders, including thousands of employers covered by the Act.

A key product of this consultation process has been the development of user-friendly guidelines that greatly assist employers to comply with the Act. These include the Employment Matter Guidelines and the Waiving Guidelines (both of which are available on the EOWA website).

“Recognising the skills and contribution of all employees delivers tangible benefits to all parties”

Much work remains to be done to ensure Australian workplaces are free from discrimination. Recognising the skills and contribution of all employees delivers tangible benefits to all parties. It has been a key focus of the EEO Advisory Board and EOWA to work closely and cooperatively with employers, to deliver on equal opportunity in workplaces. The key responsibility though, rests with employers themselves, and to that end I have been greatly encouraged by the initiatives Australian employers have been taking”.

Output 2

Employer Awareness

The Act provides that all relevant employers must develop and implement a workplace programme during each reporting period and prepare and submit a public report. Where a public report has not been received, EOWA may name the organisation in its Annual Report. Before such naming may take place, EOWA is required to provide the employer with a letter stating that, under the Act, EOWA is proposing to take such action.

In 2001, EOWA has identified approximately 2,600 relevant employers (ie, employers with more than 100 employees). The Australian Bureau of Statistics¹ estimated that approximately 6,500 organisations employed more than 100 people during 1998-99, and thus it is likely they were relevant employers for the purposes of the Act. Based on these figures, it would appear that the provisions of the Act are currently being applied to less than half of all relevant employers.

This lack of coverage undermines the efficacy of the Act. The uneven playing field between identified and non-identified employers is a contributing factor in the reluctance of some companies to effect significant organisational change. Significant economy-wide improvement in the opportunities for women in the workplace are affected by the Act's inability to impact on all relevant employers.

At the August 2000 EEO Advisory Board meeting, the EEO Advisory Board recommended that EOWA work in consultation with industry groups to encourage employers from target industries to self-identify. At the subsequent meeting, EOWA presented a draft coverage project initiative. The EEO Advisory Board endorsed this strategy and proposed that all apparently relevant employers be considered reporting organisations in the absence of any alternative information being provided.

To date, EOWA staff resources have been fully committed to preparing for and managing reporting in 2001. Accordingly, EOWA plans to commence the self-identification pilot project in specific sectors and industries between October and December 2001. This timeframe has the advantage of providing identified organisations with a maximum of time to develop and implement their programme between April 2001 and March 2003, and report on this by 31 May 2003.

Feedback from Stakeholders

Feedback from stakeholders has been extremely positive for the EOWA in the last reporting period.

EOWA is proud of its achievements in communicating the requirement of the Act to all stakeholders whether they are reporting organisations, students, the public or general interest groups.

Many organisations submitted their report electronically for the first time. The feedback from this process was very positive with many people stating that electronic reporting definitely reduced the time taken in processing and submitting the report, and that this was a benefit for all parties involved.

In addition to conventional telephone or mail correspondence, the EOWA website also incorporates online feedback. EOWA will continue to encourage all forms of feedback from stakeholders and act on that feedback based upon requirements outlined in the EOWA Service Charter.

¹ Australian Bureau of Statistics, Small Business in Australia (1999)
<http://www.abs.gov.au/ausstats/abs@.nsf/0/D312EC05C76141FECA2569DE00263EE5?Open>

Feedback includes:

Website

“I am writing to compliment you on the EOWA website. I have found the site an organised, well set out and informative resource. I look forward to keeping up to date with changes, and wish the organisation further success in the future.”

“Your website truly excels at delivering information simply and effectively.”

Action News

“The discussions raised from HR thinking have lead to benefits.”

Workshops

“Overall, a very valuable and informative day made so by the easy, professional and relaxed style of the presenter.”

“Our organisation loves your Newsletter, Action News.
Congratulations.”

“The workshop was invaluable – extremely well presented. I am now confident that I can go away from this, able to complete the report – armed with great ideas that I had not previously recognised.”

“The EOWA workshop provided many tools and techniques for the preparation of the Workplace programme report. It has truly been a benefit for both the business bottom-line and the employees.”

Telephone Advisory Service

“I appreciated your willingness to listen and respond directly to concerns and issues. This allowed greater exploration of issues.”

Feedback from CEOs

“It is very gratifying to receive such feedback.”

“What a pleasure to receive such a personalised letter from EOWA. We are very encouraged by it.”

“It is so pleasing that you took the time to write such a positive letter following the submission of our workplace programme.”

Partnerships and Liaison

Research Project

As part of EOWA's ongoing commitment to research, EOWA joined forces with the Australian Retailers' Association and the Work and Family Unit (DEWRSB) to conduct much-needed research into attracting and retaining staff (predominantly women) in the retail sector. Preliminary findings from this research were released in May 2001, with the full report available in October 2001.

This proved to be a successful alliance, and EOWA plans to extend its research opportunities through creating further partnerships in other key industries.

Workshops

Working with partners helped EOWA effectively implement the legislation throughout the reporting year. Partnerships with the Australian Chamber of Commerce and the various State Chambers, as well as industry bodies such as the Australian Industry Group, enabled EOWA to hold Educational Workshops nationally with high attendance rates. (For further details, see *Workshops and Educative Sessions*).

Speeches and Presentations

The Director and Deputy Director had many requests to speak at various organisations, ranging from individual companies to business forums. This presented many opportunities to educate and inform a wide cross-section of the Australian public. Topics covered the theory and reasoning behind the amended flexible and employer-focused legislation, as well as practical, hands-on assistance to develop a workplace programme. Also discussed were significant case study examples in which leading organisations were showcased for their achievements in implementing the legislation in their workplace programmes. (For further details, see *Speeches and Presentations*).

Conferences

EOWA's Director attended, or was directly involved, in several conferences throughout the year. These conferences provided an excellent opportunity to network and to share information with other people in related fields. EOWA and, in particular, the Director, had significant involvement with:

- The Department of Immigration and Multicultural Affairs (DIMA) *Productive Diversity* conference
- The National Diversity Think Tank
- Macquarie Graduate School of Management's (MGSM) *13th Women, Management and Employment Relations* conference
- Office of the Status of Women's *Australian Women Speak* conference.

Site Visits

Effectively implementing the Act requires an in-depth knowledge of the Act in action. Through site visits and workplace development meetings with specific organisations, the Director has been able to inspire as well as provide practical advice. Such visits carried out by the head of EOWA have been extremely worthwhile in highlighting to organisations the commitment of EOWA to advancing women in the workplace, as well as providing the Director with an opportunity to discuss the benefits to business and industry. Site visits included Optus, Hewlett Packard, IBM, Crane Enfield Metals and Bishop Davies Court Nursing Home.

Workshops and Educative Sessions

EOWA conducts workshops and educative sessions to promote and communicate compliance with the Act. The educative sessions aim to provide employers with the theory, advice and tools they need to analyse, assess and report on their workplace programmes for women in the workplace. The workshops are designed to highlight the real benefits to employers and to business of equal opportunity for women.

EOWA conducted 34 workshops throughout the reporting year with each workshop attended by an average of 20 persons. Workshop partners are outlined in Table 05.

Table.05 Workshop Partners

State	Partner
New South Wales	Australian Business Ltd
	Australian Retailers' Association
	Australian Industry Group (NSW)
	ITC
	Sertec Ltd
Victoria	Australian Industry Group (VIC)
	Victorian Employers' Chamber of Commerce and Industry (VECCI)
	Association of Independent Schools
Queensland	Queensland Chamber of Commerce and Industry
	Australian Industry Group (QLD)
South Australia	Business SA and the Engineering Employees Association
Western Australia	Western Australian Chamber of Commerce and Industry (WACCI)

All participants received an evaluation form to rate and provide feedback on the EOWA workshop with respect to content and achievement of objectives. Ninety percent of participants completed these forms. The majority of the workshop attendees rated each question with an agree or better grading, acknowledging the excellence of the presenter, the content and the relevance of the workshop. On a scale of one to five, where one is the lowest score and five is the highest, 95% of all attendees rated the *workshop content met the objectives* question with a four or five score.

Many attendees provided additional comments praising certain sections of the workshop which they found beneficial to their job or of an outstanding nature in general.

EOWA is extremely happy with the feedback provided on the evaluation forms and will continue to evaluate each workshop to provide an educative service which is of value to all reporting organisations.

Table 06 illustrates the objectives, content and outcomes for each workshop provided in the last reporting year.

Table.06 Workshop Objectives, Content and Outcomes

Workshop 1 - Your Business and the Act

Objectives

- To provide an overview of the Act through an interactive, educational forum for reporting organisations, focusing on how to develop an effective workplace programme, and
- To encourage networking between equal opportunity practitioners.

Content

- The Business case
- Focus on actions, and
- Understanding the *Compliance Guidelines*.

Outcomes

- Provide case study material
 - Explain the reporting process
 - Present *Compliance Guidelines*
 - Call to action
 - Understand the components of Workplace Programmes so that they can successfully comply with the legislation
 - Adapt the practical examples given so that clients can assist their business to implement equal opportunity
 - Identify their business case, and
 - Get equal opportunity onto their CEO's agenda.
-

Workshop 2 - Leading HR Practices – Adding Value to the Bottom Line

Objectives

- To provide an interactive, educational forum for organisations to understand the development of an effective Workplace Programme, with a focus on requirements for achieving a waived status, and
- To provide a networking opportunity for diversity managers and consultants.

Content

- How diversity can competitively position your business
- The diversity spectrum – where is my organisation? (G Russell's model)
- What can one manager do?
 - Identify champions
 - Use 'open doors' to spread the message
 - Succession planning
- What keeps your CEO awake at night?
- Diversity tools used by companies, and
- Cost benefit – Return On Investment (ROI).

Outcomes

- Set your business up for diversity success
- Adapt the models discussed so that you can identify strategies that will enable you to achieve results for your business
- Use the tools discussed to identify and analyse your organisation's position in the diversity spectrum, and
- Use strategies to snap your organisation out of diversity denial.

Website

The EOWA website (www.eowa.gov.au) has received a considerable amount of praise from organisations since its reconstruction in May 2000. The majority of comments arise from the *Educational Tools* section in which all of the EOWA compliance assistance material is conveniently located and readily available for viewing or download in various file formats.

Compliments also stem from the ease of navigation and the relative simplicity of the menu structure. Most users find the information they require rapidly and with minimal 'clicks' away from the homepage.

An increasing number of students and educational institutions are accessing the website for general educational information regarding equal opportunity.

Monthly trends indicate that the website experienced bi-annual peaks in the months of October 2000 and May 2001, with July 2000 and December 2000 recording the lowest demand for information. On average, the website experienced 11,097 sessions per month equating to some 133,164 individual sessions for the reporting period. This is an increase of 13,919 from the previous reporting period and illustrates that as an effective communication tool, the website is playing an increasing role.

The most commonly accessed directories in the website were that of the *compliance* directory and the *download documents* directory. This data provides useful marketing information, indicating the user's intention when visiting the website.

Future plans for the website include redevelopment of the design incorporating EOWA branding, review of the content, simpler navigation architecture, a searchable *Compliance Report* database, an online educational *e-learning* sub-site, and a major expansion of the student material section.

Overall, EOWA's website has been successful. It has delivered the message and material required for organisations to comply with the Act in a timely fashion with minimal disruption to the organisation. It has also educated many stakeholders in the issues and solutions surrounding equal opportunity for women in the workplace.

Speeches and Presentations

An integral part of EOWA's work has been to communicate, via public addresses, the work of EOWA and its implications for society at large. For EOWA's Director, the challenge has been to balance each presentation with both realistic facts and an inspiring vision. While the content of each address has evolved over the year, the core message has remained unchanged, namely, that while there are case study examples of EEO practice in Australian business, the truth remains that equality for many women in the workplace is, still, a wish rather than a reality.

A total of 16 speeches and presentations were delivered throughout the year. A wide cross-section of the Australian public were reached, including employers and peak industry bodies in the mining, legal, business, IT, media and higher education sectors.

March 2001 was a particularly busy month for speeches and addresses. This was strategically planned, as March 2001 was a critical month in the lead-up to the first reporting year under the terms of the amended legislation. The Director presented to large business audiences, beginning with a keynote address at the Queensland University of Technology. The Director spoke of EOWA's achievements and challenges, as well as a number of other issues including:

- Why are young women not entering well-paying, in-demand professions such as IT and engineering?
- Why aren't there more women in key operational roles in business?
- Why does Australia still have the lowest percentage of women in management in the industrialised world?
- How can employer organisations get the best from their team through diversity?

At Alcoa World Alumina Australia head-office in Perth, for example, EOWA's Director put forward a vision for a more profitable business where women could fully and equally contribute. The Director provided ideas on practical solutions that would make a difference to Alcoa's outcomes for women.

The Director is due to present a hard-hitting address at the annual Macquarie Graduate School of Management (MGSM) *13th Women, Management & Employment Relations* conference in July 2001 and also at the Clare Burton memorial dinner in August 2001, which is partly sponsored by EOWA.

Publications

EOWA has produced two major publications during the past reporting period, namely:

- EOWA's quarterly serial newsletter *Action News*, and
- The executive summary to the Retail Research Project: *Balancing the Till in 2001*.

Action News

With a quarterly circulation of over 8,000, EOWA's client newsletter *Action News* reaches human resource managers, chief executive officers, company secretaries, senior managers, tertiary education institutions, industry organisations, women's groups, and other interested members of the general public through a quarterly mail-out.

Revamped in September 2000, the newsletter aims to provide a more practical approach to assisting clients. Each newsletter seeks to provide:

- Advice on the current stage of the compliance cycle in relation to an organisation's workplace programme
- Inspiration through case studies on relevant industries and the seven Employment Matters
- Information on related activities and events, and
- A forum for debate on topical media issues.

Through the *Resource Centre* on EOWA's website, *Action News* is available in a portable document format (PDF) for stakeholders and other interested parties.

Balancing the Till 2001

The key findings of a nationwide survey of workplace practices in the retail sector were published in May 2001. The project examined the issues of attracting and retaining staff in this highly female-dominated sector, and offered ways to combat this through better people management.

The survey, undertaken by EOWA in partnership with the Australian Retailers' Association and the Work and Family Unit (Department of Employment, Workplace Relations and Small Business), provides valuable benchmarking information for the retail industry.

With over 1,000 copies distributed by EOWA to relevant company and industry people, the key findings raised sector awareness regarding this important issue. The full report is due for release in October 2001.

Telephone Advisory Service

EOWA's Telephone Advisory Service (TAS) provides telephone assistance nationally to relevant reporting organisations, students, academics, other government departments, and interested members of the public. Throughout the year, the TAS team responded to a total of 3,331 telephone calls.

In addition, where greater assistance was required, face-to-face meetings with clients were also undertaken to help organisations develop a workplace programme to meet their compliance requirements as well as their organisational needs.

Calls to Employers Covered by the Act

Additional staff were hired to make personal telephone calls to approximately 2,600 employers informing them of the legislative requirements. This major task ensured that the majority of the reporting organisations were aware of their reporting requirements. The call also provided the employer with the opportunity to ask questions surrounding their workplace programme and issues relating to equal opportunity for women in the workplace. This reduced the influx of potential calls leading up to the reporting deadline.

Calls from Employers Covered by the Act

As this was the first year of reporting under the amended Act, enquires regarding the use of the new *Voluntary Report Form* and the introduction of e-reporting accounted for the majority of calls answered by the TAS team.

Of the 2,395 calls from relevant employer organisations, detailed help was provided on:

- Understanding changes to the amended Act and how to comply with it
- The changes to the reporting process, including e-reporting
- How to use tools, such as surveys, to help analyse the workplace and develop a workplace profile
- What to include in the report in order to be compliant, and use of the *Voluntary Report Form*
- Relevant industry and company case study examples
- Investigating the seven Employment Matters and developing a workplace programme, and
- Examples of innovative Human Resource practices, both internationally and domestically.

Of the recorded calls, TAS advisors answered queries regarding the following:

- 1,041: administration of the reporting process
- 707: EEO and the legislation, including programme development
- 528: advisory calls, and
- 200: other.

Calls from Other Clients

The Advisory Service received 897 enquiries from other stakeholders, representing 27% of total calls. These stakeholders included:

- Students, both secondary and tertiary level
- Academics and researchers
- Employer associations, trade unions and advocacy groups
- Consultants, EEO practitioners and training providers, and
- Other government organisations.

Impact of the Website

The number of calls to TAS was significantly reduced during the peak time of February to May 2001 due to clients' use of the website. All relevant reporting information, such as a copy of the Act and how to comply with it, is now available on EOWA's website. This was clearly publicised in the newsletter, *Action News*, and in all correspondence.

The website assisted in providing practical information, thus allowing Advisers to spend more quality time assisting clients to find solutions to specific workplace challenges. However, from March 2001 onwards, Advisers spent a considerable amount of time providing valuable educative and supportive information to clients regarding how to successfully prepare a workplace programme, what constitutes a compliant report, and the benefits of the reporting process in the broader context of their organisations.

Strategic Alliances

Strategic meetings and alliances were formed with key people in order to position EOWA as a Centre of Excellence. These included liaisons with:

- Susan Halliday, the former Federal Sex Discrimination Commissioner and Pru Goward, the current Federal Sex Discrimination Commissioner
- Graeme Russell, Associate Professor of Psychology, Macquarie University
- Dr Taylor Cox Jr, diversity and corporate change expert from the United States
- Margot Cairnes, global leadership strategist
- Ellen Gallinsky, Managing Director, Work and Family Institute, New York
- Trudi McNaughton, Managing Director, EEO Trust New Zealand, and
- Susan Scott-Parker, CEO, Employers Forum for People with Disabilities.

In addition to these alliances, the Director also attended the *Catalyst* Awards and Conference in New York. This event provided significant opportunities for developing alliances with the United States' Fortune 500 Chief Executive Officers, their human resource directors, other diversity practitioners and key *Catalyst* members. EOWA's access to potential resource material from the international market, as well as key *Catalyst* staff, was also broadened through this experience.

Media

EOWA has a diverse stakeholder base including Chief Executives, HR managers, working women and the public in general. The role of the Communications team has been just as diverse, and required a great deal of strategic focus. Above all, the key messages EOWA set out to communicate were:

- Women are good for business
- Equal Opportunity is good news for both men *and* women
- EOWA can help businesses enormously to put in place profitable, strategic EEO initiatives.

As a team, the first strategic task was to determine how to reach the ears of as many employers and decision-makers as possible, in order to influence those who were not yet convinced about the benefits of EEO. To reach as many chief executive officers as possible, EOWA has diligently built the business case for EEO over the past 12 months, growing and highlighting the case study examples that testify to tangible, positive bottom-line results for organisations.

These quantifiable, concrete case studies have been disseminated through the Director's many addresses to business leaders and opinion-makers, through presentations at workshops around the country, through well explained and illustrated articles in *Action News*, and highlighted on our website. Overall, the Communications team has showcased positive examples of the benefits of EEO in the workplace, so that EOWA can educate and inspire more Australians to increase the rate of change for working women in this country.

Armed with the results of the first reporting cycle under the amended Act, the Communications team plans to capitalise upon the educational value of these case study examples in the next reporting cycle.

The opportunity to extend the reach of EOWA beyond its existing client base fulfils the long-term objective of bringing the EEO message to more employers. Positioning EOWA as an educative, user-friendly organisation that exists to assist businesses to enhance workplace relationships for female employees, will create positive business benefits, and create new perceptions of EOWA. To achieve this objective, the Communications team will focus upon designing a basic video library of educational EOWA products. Generic EOWA products will be posted on the website, used at workshops, and be available for distribution in the form of step-by-step videotapes to guide HR managers in disseminating of EEO information to management and employees. The video product range will include case studies and interviews with CEOs, managers and employees discussing successful EEO strategies and how they were implemented. Changing the perception of EOWA amongst the business community will be the driving philosophy of the Communications team over the next 12 months.

To ensure that consistency of quality, style and content is universal in all Communications team productions, it is planned that all productions, video, website, publications, media releases and letters will be generated and managed in-house. In addition to the cost-benefits achievable over the long term, in-house productions will create a genuine team enterprise in which all members will contribute and participate, with multi-skilling, quality assurance and staff retention the bonus for the team and for EOWA, its clients and stakeholders.

The Communications team will spearhead a vital challenge to position EOWA with the media, clients and the general public as an educational organisation, beneficial to stakeholders, and committed to assisting Australian companies to change traditional and outdated workplace cultures.

Trend Information

During the reporting period, the EOWA website has become a key tool in the administration of, and educating stakeholders about, the Act. The website is now a fundamental communications medium with the majority of organisations utilising the website to access information with respect to complying with the Act and informing themselves of the issues surrounding equality for women in the workplace.

The high standard of the Communications team publication *Action News* has continued to improve over the past 12 months, receiving wide-ranging accolades.

The Telephone Advisory Service (TAS) responded to 3,331 telephone calls during the last reporting year. In the 1999-2000 reporting year, EOWA received a total of 2,064 enquiries through both written and telephone correspondence. This year's figure illustrates a definite trend toward increased awareness of the Act and EOWA's services.

The increase in the number of training sessions is another factor in EOWA meeting both quality and quantity objectives. Training sessions for the previous reporting year totalled 19. This reporting year the figure has increased by 15 to 34.

Complaints under the Service Charter were nil this reporting period down from two in the previous reporting period.

EOWA is proud of these trends and will continue to improve these impressive rates of success during the next reporting year.

Factors that could have influenced these trends include:

- Enquires concerning new reporting requirements as per the amended Act, and
- A greater quantity of organisations identified due to an increased number of first-time reporting organisations.

Significant Changes in Nature of Principal Functions/Services

EOWA has made no significant changes to the nature of its principal functions or services over the last reporting period. As compared to the previous reporting period, the only changes made were those already outlined in the previous annual report, resulting from the amended legislation.

Service Charter

The EOWA Service Charter outlines the service standards EOWA prides itself on delivering to all stakeholders. During the reporting period, no complaints were made concerning the standard of service delivered by EOWA under the Service Charter. Telephone or immediate letter of correspondence would normally address all matters promptly and professionally. This reporting period's figure represents an improvement over last year. In responding to feedback, EOWA will strive to service its clients with greater efficiency and satisfaction over the coming year.

Social Justice and Equity

EOWA seeks to improve social justice and equity through working and striving to achieve our outcome of:

“Equality of opportunity in employment for women”

EOWA's contribution to the above outcome includes administration of the Act through education and advice.

Information is targeted at the seven Employment Matters and is available in all formats including public reports, our newsletter *Action News*, guidelines and educational training sessions.

The submission of reports also ensures that organisations are provided with feedback regarding their workplace programmes. Leading practice examples are showcased as Case Studies. These provide benchmarking and examples of interest to other organisations. (Please note that *Compliance Reports* submitted to EOWA under the Act are public documents).

Financial Performance

The total appropriation for EOWA in 2000-2001 Budget is \$2.363M. EOWA had no new budget measures in the 2000-2001 financial year, therefore the outcome remained unaffected. EOWA received no appropriation for an equity injection or loan and has not appropriated any administered capital for 2000-2001.

The Price of Outputs table (Table 07 below) identifies a variance of \$0.088M, representing accrued revenue from Department of Finance totalling 0.086M for supplementation of rent and \$0.002M increase in other revenue.

Overall, EOWA achieved its outcome to budget.

Significant Changes from the Prior Year or from Budget

No significant financial changes occurred in the financial year 2000-2001, or from the prior year 1999-2000 budget.

Summary Resource Table by Outcome

Table.07 Resource Table by Outcome

	(1) Budget 2000-2001 \$000	(2) Actual Expenses 2000-2001 \$000	Variation (column 2 minus column 1)	Budget 2001-2002 \$000
Administered expenses	NIL	NIL	NIL	NIL
Total Administered Expenses	NIL	NIL	NIL	NIL
Price of Outputs				
Output 1 – Administration of Government Regulation	1,181	1,225	44	1,708
Subtotal Output 1	1,181	1,225	44	1,708
Output 2 – Advice, Education, Information and Communication	1,182	1,224	42	1,707
Subtotal Output 2	1,182	1,224	42	1,707
Revenue from Government				
(Appropriation) for Outputs	2,363	2,449	86	3,415
Revenue from Other Sources	82	84	2	70
Total Price of Outputs	2,445	2,533	88	3,485
TOTAL FOR OUTCOME (Total Price of Outputs and Administered Expenses)	2,445	2,533	88	3,485
			2000-2001	2001-2002
Average Staffing Levels (ASL)			21	22

The above resource table provides budgeted and actual expenses incurred for payments administered under the outcome. The table includes outlines of budgeted and actual prices that the Government has paid EOWA to administer the agreed outcome. The outcome and outputs of EOWA are individually listed in Table 02, 03 and 04.

Development Since the End of Financial Year

There have been no developments since the end of financial year that have affected or may significantly affect the operation or financial results of EOWA in the future.