

## 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's effectiveness in delivering this outcome is achieved by:

- Administration of the Act; and
- Education, advice, information and communication.

Through accurate measurement of the above outputs, EOWA directs and drives key strategic and operational activities to promote equality of opportunity in employment for women.

These outputs are measured against the target indicators as outlined in Table 2.

This reporting year included the following key priorities for EOWA:

- The Online Educational Offering Project;
- The inaugural undertaking of the Women in Leadership Census using Catalyst methodology which will enable benchmarking in the US, Canada and eventually Europe.
- A greater emphasis on education of all stakeholders, but predominantly our clients (businesses with 100 employees or greater);
- A greater emphasis on individual client management to assist our clients with their workplace programme and to report to us;

- The inaugural EOWA Business Achievement Awards and the EOWA Employer of Choice for Women citations for our clients; and
- A report on the number of our clients that provide paid parental leave.

In the PBS 2001-2002 reporting year, the total price of delivering Output 1 was \$1,708,000. The performance targets set out on the PBS for Output 1 remain unchanged and have been achieved at a cost totalling \$1,708,000.

**Table 2 Outcome Effectiveness – Overall Achievement of the Outcome – (measures, indicators and targets used as appropriate)**

Impact 1

Organisations' compliance with the Act

**Performance Indicator**

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

**Actual performance**

As at 23 August 2002, 1781 reports had been assessed as compliant. Of these, 17% were assessed at a high level, 14% were starting out on their programme or their progress was slow and the vast majority (69%) were assessed at a moderate level.

As at 23 August 2002, there were 114 waived organisations. This is up from the previous year's figure of 105.

Impact 2

Employer Awareness and Support of Equal 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**

Due to EOWA's strategy of education and our commitment to personal feedback and the new Client Manager approach, EOWA has identified an increase in employer awareness in this reporting year. Employers are actioning more Employment Matters as part of their workplace programme. Also, of the 20% of clients who provided feedback to their client manager, 88% were positive and complimentary about EOWA's help and encouragement. During the Business Achievement Awards, EOWA gained outstanding media coverage, 46 print articles and 12 radio interviews. The new website and tools specifically designed for EOWA's clients have received excellent feedback from many sources and there have been 151,566 individual sessions, a marked increase over last year.

### Table 3 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 a new system of liaising with clients through personalised Client Management process including proactive consultation and tailored feedback;
  - Developed extensive client-focused educational offering including new tools and resources to develop and implement a successful workplace programme;
  - Developed the EOWA Employer of Choice for Women citation; and
  - Developed the EOWA Business Achievement Awards.

*Price:* \$1,708,000

---

#### Actual performance

The EEO Advisory Board continued to be supported up until the last meeting in June 2002. The Board disbanded at this when the funding ended.

Clients benefited from their own industry client manager who was able to draw comparisons between organisations within the same industry. The client management system worked extremely well with more clients sending in their reports on time, with a marked reduction in the number of 28 day letters informing reporting organisations that their report was overdue.

The new website, including the wide range of online tools, has been extremely well received.

The EOWA Employer of Choice for Women citations and the EOWA Business Achievement Awards received extremely favourable publicity. The Awards lunch was such a success that a number of the organisations that attended the event have sponsored the 2002 EOWA Business Achievement Awards.

---

In the PBS 2001-2002 reporting year, the total price of delivering Output 2 was \$1,707,000. The performance targets set out on the PBS for Output 2 remain unchanged and have been achieved at a cost totalling \$1,707,000.

### Table 4 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 Act, and
  - Maintenance of the EOWA website.
- Quantity:**
- Preparation and dissemination of information in relation to legislative change, for example, publications, workshops, information and educative sessions;
  - Quarterly Newsletter – *Action News*; and
  - Level of industry liaison, consultation and partnership events.

*Price:* \$1,707,000

---

---

## Actual performance

- **Publications:** Quarterly distribution of *Action News* now stronger with over 8,000 copies hardcopy distributed and 3,000 subscribers to the bi-monthly *eActionNews*.
- **The website:** 151,566 individual user sessions. Feedback indicates that the website is highly informative and educational.
- **Workshops:** 15 individual workshops with an average of 15 attendees in each.
- **Speeches:** 21 speeches, presentations and community and employer events.
- **Inquiries:** The Compliance Advisory Team (CAT) provided advice to 6,355 telephone callers.
- **Employer Sessions:** 26 employer feedback, consultation and workplace programme development sessions.
- **Strategic alliances:** 15 strategic alliances were formed and another six were strengthened.
- **Media exposure:** increased media interaction and exposure.

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

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 2001-2002.

## Where Performance Targets Differ from PBS

Performance targets did not differ from the PBS.

## Narrative Discussion and Analysis of Performance

### Output 1

#### Reporting

##### The Year in Perspective

This year was only the second time organisations have reported to EOWA under the amended Act. It has provided us with valuable opportunities to redesign and improve on current reporting practices established in the previous year; as well as an opportunity to witness many of our clients building on their previous workplace programmes, making progress towards equal opportunity.

EOWA recognises that every reporting organisation is at a different stage in implementing workplace equity. It is EOWA's experience, however, that there is almost always potential for an organisation to improve the employment outcomes for women.

An important strategy to achieve more substantive compliance by organisations with the Act has been the introduction of a new client manager approach in 2001-2002. This personalised, client-focused approach has been highly successful in building relationships which has corresponded with an increase

EOWA has been able to provide tailored information material and advice

in the number of actions clients are taking under their EO programmes. To establish a benchmark for improvement, EOWA has this year introduced a new measure of workplace programme development into the report assessment process. We have divided our clients into three categories:

- Starting Out;
- Moving Forward; and
- Leading the Way.

By recognising the different stages which organisations are at in achieving equal employment outcomes for their female employees, and by adopting an individualised client management approach, EOWA has been able to provide tailored information material and advice that has been relevant and appropriate to each client's particular needs.

### **Serving Our Clients Better: A New Client Management Approach**

Experience from the 2000-01 reporting year highlighted the fact that EOWA would benefit from creating and building relationships with clients before and during the reporting period. To do this in 2002 EOWA implemented a client management approach by appointing client managers who were highly skilled in managing clients and trained to add value to the client's tasks of developing a workplace programme and reporting on their programme.

The approach delivered a flexible reporting process that built on efficiencies that improved on last year's successful process and provided a high level of client service that ensured employers were prepared for reporting in 2002. The assessment process delivered industry-based, organisation-specific telephone and written feedback to each client.

This strategy was designed to enhance relationships between EOWA and reporting organisations to assist them to achieve their business outcomes. The provision of strategic advice by the EOWA client manager placed the organisation's report contact in a better position to influence change within their organisation, with the overarching aim of the process being to shift the organisation's focus from compliance to commitment to equal opportunity for women.

Report assessing commenced on 24 April 2002, with a completion date of 13 September 2002.

Outcomes achieved from the client management process included:

- Increased numbers of organisations were aware of their obligations;
- Increased numbers of organisations developed workplace programmes;
- Increased numbers of organisations developed equal opportunity initiatives for women;
- Increased numbers of organisations wrote quality compliant reports the first time around;
- Reduced EOWA time spent on following up late reports; and
- A reduction in the anticipated number of non-compliant organisations.

## Reporting Made Easy: EO Reports Submitted to EOWA in 2002

As of the 23 August, EOWA had assessed 1,943 of an expected total of 2,644 reports.

Empowered with the mission of inspiring more Australian organisations to commit to equal opportunity for women, EOWA was pleased to note an increase this reporting cycle in the number of organisations who reported on their workplace programmes. Specifically, the number of organisations who reported to EOWA in 2001-2002 rose from 2,548 to 2,644, an increase of 3.8%.

While the increase was a small one, EOWA nevertheless anticipates that the number of compliant organisations will continue to rise, attributable in part to an ongoing commitment to dialogue with organisations with more than 100 employees, including those who historically have not complied with the Act. Electronic reporting (e-reporting) was introduced by EOWA for the first time in 2000-2001, but it is in this reporting cycle that full potential is being realised, with 78% of reports submitted electronically. This has helped to further streamline the entire reporting process to avoid paper reports and saved valuable time for both reporting organisations and EOWA.

### The Report Assessment Process

In accordance with the Act, EOWA assesses organisations based on whether they are:

- Compliant with the Act;
- Waived from reporting requirements; or
- Non-compliant with the Act.

The amended Act, which came into effect on 01 January 2000, provides less prescriptive reporting requirements than under the previous legislation. 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.

EOWA's client managers assessed each organisation's report according to what action had been taken to address issues under each of the seven Employment Matters. Each report was assessed under each Employment Matter as 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.

This year, for the first time, client managers also made an assessment of the overall level of development of each organisation's workplace programmes, and categorised the organisation according to whether it was *Starting Out*, *Moving Forward*, or *Leading the Way*.

Every client who submitted a report received a telephone feedback call from their client manager. This telephone conversation enabled the client to receive personal confirmation of the compliance 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.

After telephone contact, all organisations received a customised letter, addressed to both the report contact and the Chief Executive Officer, with client managers tailoring comments to reflect the progress and highlights of the individual organisation's workplace programme, and which also suggested issues to concentrate on during the next reporting cycle.

### **Insights from 2002 Reporting**

Analysis of EOWA's reporting database has provided valuable insights into the implementation of EO workplace programmes across the different types of organisations reporting to us.

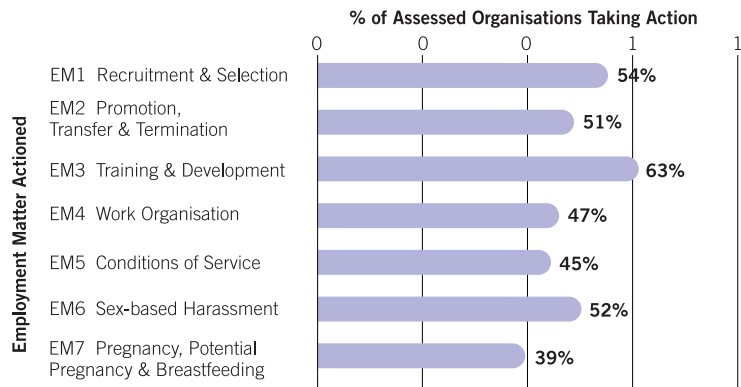
Of the 2,644 organisations reporting to EOWA in 2001-2002, 1,945 (74%) had had their assessment finalised at the time of analysis. Of these 1,945 assessed reports, 1,781 (92%) had been assessed as Compliant with the Act, 58 (3%) had been officially waived from reporting for the next one to three years, and 106 (5%) were waived from a previous year. The following analysis is based on these compliant organisations.

- **Employment Matter Comparison**

Training and development (Employment Matter 3) was the most frequent area in which reporting organisations took action on EO issues, with 63% of organisations coded by client managers as having 'actioned', 'actioned effectively' or 'actioned innovatively' their workplace issues in this area (See Figure 3). The second-most actioned area was Recruitment and Selection (Employment Matter 1) at 54%, followed by Sex-based harassment (Employment Matter 6) at 52%.

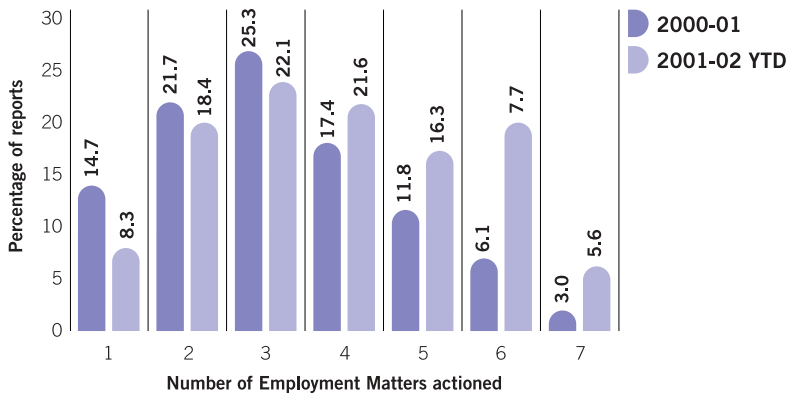
Pregnancy, Potential Pregnancy and Breastfeeding (Employment Matter 7) was the least actioned area in 2001-2002. Nonetheless, 39% of reporting organisations assessed to date were coded as having taken action in this area.

**Figure 3 Percentage of Assessed Organisations Taking Action**



EOWA is encouraged to note that reporting organisations are taking action in a greater number of Employment Matters than was recorded in 2000-01. Figure 4 shows that, even though only 74% of reports have been assessed at the time of analysis, significantly more organisations are taking action across a greater number of Employment Matters in 2001-2002.

**Figure 4 Employment Matters Actioned**

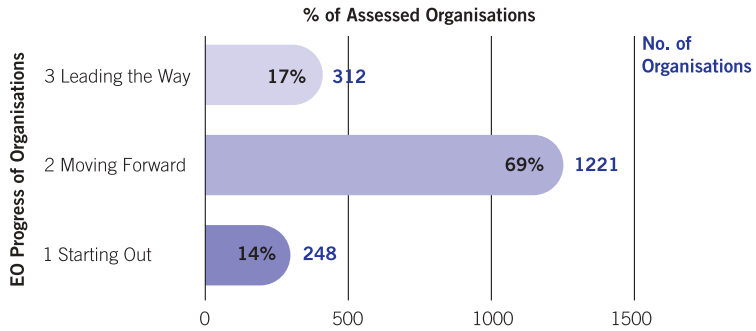


This finding indicates that employers are considering more Employment Matters when they take action to address lack of equal opportunity in their workplaces.

- Workplace Programme Development Levels

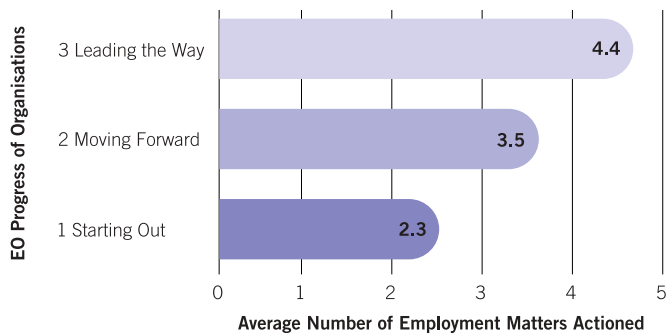
New information collected by EOWA's client managers reveals the stage which reporting organisations are at in implementing equal opportunity workplace programmes. Figure 5 shows that 17% of organisations assessed to date are described as *Leading the Way*, while the large majority of organisations are described as *Moving Forward*, and have made more moderate progress to date.

**Figure 5 Percentage of Reporting Organisations by EO Progress Stage 2001-2002**



There is a strong link between how far advanced an organisation's workplace programme is, and the number of Employment Matters the organisation is likely to have taken action on. Figure 6 shows that organisations described by their client managers as *Leading the Way* have a higher average number of Employment Matters actioned than organisations described as *Starting Out*.

**Figure 6 Average Number of Employment Matters Actioned by Reporting Organisations by EO Level 2001-2002**



- Predominantly Female Organisations

Organisations with predominantly female employees were more likely to be assessed as *Leading the Way*, than were organisations with a predominantly male staff. Of those organisations with 60% or more female staff, 29% were classed as *Leading the Way*, as opposed to an average of 17% for all assessed organisations collectively.

Organisations with predominantly male staff were less likely than the average to be accorded *Leading the Way* status, with only 12% described at this level.

- Impact of Organisational Size on Workplace Programme Development

The reporting data revealed that larger organisations are more likely than smaller ones to have a well-developed workplace programme in place. Organisations with

over 1,000 employees are significantly more likely than average to be described as *Leading the Way* or to be officially waived from reporting. Twenty-nine per cent of all non-waived organisations assessed to date (1,781) with 1000-plus employees were categorised as *Leading the Way*, as opposed to 17% overall; and 15% of all 1000-plus employee compliant organisations to date (1,945) were waived, as opposed to 8% overall. Of course, these figures could reflect the fact that larger organisations are more likely to have personnel dedicated to developing and reporting on the organisation's workplace programme.

Organisations with fewer than 500 employees, in contrast, were more likely (17%) than average (14%) to be described as *Starting Out* in terms of their workplace programme development.

- Industry Sector and Workplace Programme Development

There is little variation between the industry sectors based on the average number of Employment Matters actioned. However, some sectors are much more likely than average to be either *Starting Out* or *Leading the Way*.

The sector with the largest percentage of organisations described as *Starting Out* was accommodation, cafes and restaurants, with 35% at this level, compared to an average of 14% for all non-waived organisations assessed to date (1,781). Next was agriculture, forestry and fishing, with 26% at this level, followed by construction with 21%.

The sector with the largest percentage of organisations described as *Leading the Way* was health and community services, with 44% at this level, compared to an average of 17% for all compliant organisations assessed to date. Next was personal and other services, with 42% at this level, followed by transport and storage with 30%.

- EOWA Survey on EO Priorities

To throw more light on what stimulates organisations to embrace equal opportunity initiatives, EOWA's client managers also conducted a brief telephone survey with their respective clients regarding what each considers to be the organisation's key EO issues. Asked to choose from one of eight possible responses (including the option 'other'), reporting organisation contacts were asked to rank the top three priorities they would focus on to advance women in their organisations. They were then asked to identify what were the biggest challenges preventing them from taking action to address these priorities. The survey findings will be launched in early 2003.

A significant business relationship has been forged with leading practice Australian organisations

## Waiving

The Equal Opportunity for Women in the Workplace Act 1999 provides organisations covered by the Act to apply for Waived status. Section 13C of the Act enables the Equal Opportunity for Women in the Workplace Agency to 'waive' the reporting requirements of employers. This means that the employer is not required to submit a report to the EOWA for a period of up to 3 years. Under the Act the waived organisation is required to continue to develop their workplace programme during the waived period.

Waiving aims to:-

- Encourage organisations to develop effective workplace programmes 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 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 13C:-

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

For the 2001 reporting cycle, EOWA formally asked all CEOs to consider the opportunity and business benefits of applying for waived status. Waiving was also promoted through the Compliance Advisory Team and the website and to those attending our educational workshops. Applications could either be made in writing or by inviting EOWA to visit the organisation's workplace.

EOWA's waiving advisors provided those organisations interested in waiving with a high level of one-on-one support and assistance that involved consultation, feedback and guidance relating to EEO in their workplace. EOWA waiving consultants also provided detailed feedback and consultative services to clients wishing to submit their final waiving application for assessment. Educational 'Waiving Information Kits' were also developed and emailed to clients. These initiatives enabled organisations to have a fuller understanding of what is required to be waived and also provided education, development and assistance to those organisations wishing to attain waiving status. A significant business relationship has been forged with leading practice Australian organisations as a result of the waiving consultation services provided. This opportunity has also allowed EOWA

to inspire and influence Australian companies and organisations to create an Australian workforce where every woman can achieve her greatest potential in the workplace.

During March 2002 EOWA focused on providing assistance to the University Sector. This involved EOWA proactively calling Universities and providing program development, waiving advice and assistance.

By 29th August 2002, EOWA had received 135 waiving applications, consisting of 125 written applications and 10 workplace visit applications from a broad range of organisations, industry sectors, states and organisational sizes. 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. Many of these organisations indicated they will pursue waived status in the future. A detailed list of waived organisations is provided in Appendix 09.

By 30th August the Director had waived the reporting requirements of 113 organisations: 20 for one year, 82 for two years and 11 were given a three-year waiver. Several of these organisations have been identified as leading practice or potentially as an EOWA Employer of Choice for Women (EOCFW) due to the fact that they have taken a pro-active and strategic approach to developing a workplace programme that is delivering real outcomes for women in the workplace.

### **EOWA Employer of Choice for Women (EOCFW)**

On October 2001, 56 organisations were awarded the citation of EOWA Employer of Choice for Women (EOCFW). This was the first time the *Equal Opportunity for Women in the Workplace Agency* had made such an announcement. Companies awarded the EOWA Employer of Choice for Women citation were invited to use this branding in their recruitment advertising and other company promotional material. The EOCFW citation provided significant positioning in a competitive marketplace, particularly when a company is seeking to attract the best possible talent.

In 2002, the EOCFW policy and criteria document was reviewed and a sixth criterion was added. Henceforth, to be an EOWA Employer of Choice for Women, an organisation needs to:

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

2001 EOWA  
Business  
Achievement Awards  
honoured Australian  
business leaders  
and successful  
organisations

Strong and increasing business interest in the EOWA Employer of Choice for Women has continued, particularly in response to the inclusion of the EOCFW component in workshops. The EOCFW citation recipients are reviewed and updated annually in September to ensure that the organisation's current workplace program continues to meet the six criteria required to maintain the EOWA Employer of Choice for Women citation. Organisations that no longer demonstrated the criteria were removed from the list. The updated list for 2002 will be announced at the Business Achievement Awards to be held on the 29th October.

A detailed list of 2001 *EOWA Employer of Choice for Women* organisations is provided in Appendix 10.

### **Business Achievement Awards**

The highly successful inaugural 2001 EOWA Business Achievement Awards honoured Australian business leaders and successful organisations that have driven the advancement of women in their workplace. This year's Business Achievement Awards were supported by many of Australia's leading CEOs, HR practitioners and organisations representing both large and small employers. This is a critical event in the EOWA calendar and is a way of focusing attention on women in the workplace and recognising equal opportunity excellence. The positive response that EOWA received from businesses, organisations and individuals who are committed to advancing women and Australian business has been overwhelming.

In response to feedback from organisations involved in the Business Achievement Awards for 2001, the relevant criteria for each category was revised and enhanced. Nominations for the five awards (given in four categories) were made either by EOWA assessors based on information provided in compliance reports, waiving applications or EOWA Employer of Choice for Women applications, or made by any other external party.

In the second year of these awards, again there will be five awards given in four categories honouring business leaders for their achievements in the field of EEO endeavour. In 2002 the Business Achievement Awards will be held in Melbourne on October 29, with the judges being Amanda Sinclair, Margot Cairnes, Graeme Russell and Heather Ridout.

The award categories for 2001, and the criteria by which the winners were judged are as follows:

**Award 1: Leading CEO for the Advancement of Women**

Awarded to the person who:

- Leads by example through personal commitment
- Drives management accountability for action
- Creates an inclusive workplace culture
- Goes the extra mile for the advancement of women, and
- Delivers improved outcomes for women and the business.

**Award 2: Diversity Leader for the Advancement of Women**

Awarded to the HR/Diversity champion who shows he/she:

- Understands EEO issues and how to address them
- Integrates EEO for women into the business strategy
- Educates the organisation on the issues affecting women's employment
- Takes action on issues relating to the employment matters, and
- Delivers improved outcomes for women and the business.

**Award 3**

**(a) Leading Organisation for the Advancement of Women  
(less than 500 employees)**

**(b) Leading Organisation for the Advancement of Women  
(more than 500 employees)**

Awarded to the organisation that shows it:

- Strategically positions EEO for women
- Has excellent analysis, including consultation with employees
- Drives an inclusive organisational culture
- Takes action on issues relating to employment matters, and
- Delivers improved outcomes for women and the business.

**Award 4: Outstanding EEO Practice for the Advancement of Women**

This award is to recognise an innovative or effective achievement by an organisation that has made a difference for women in the workplace by:

- Innovative practices to advance women
- Effective addressing of EEO issues, and
- Demonstrated strategic outcomes as a result.

In addition the 2002 awards will introduce a new category, 'Most Promising Person or Organisation for the Advancement of Women'. A detailed list of the winners for 2001 of the above awards are provided in Appendix 11.

**EOWA Database Project**

In 2000-2001 EOWA commenced the development of a new database to assess and monitor report compliance with the Act. One of the key requirements clients identified through a national consultation programme was the ability to submit their annual equal opportunity report to EOWA online.

In 2001-02 the number of organisations choosing to submit their report online rose from 65 per cent to 78 per cent (as at August 2002). Only 10 per cent of organisations submitted a hard copy report.

The new database and electronic storage of all equal opportunity reports has enabled EOWA to create an online searchable database of reports that clients and the public can access. This database was launched in trial form in November 2001 with a selection of 200 best practice reports from a range of industries. In November 2002 all reports submitted to EOWA will be published electronically via this database. Clients are able to peruse the database by searching for an organisation by name selecting an industry to examine, or by looking for reports that contain information according to the employment matters outlined in the legislation.

### **Equal Employment Opportunity Advisory Board**

This reporting year saw the final meeting of the Equal Employment Opportunity (EEO) Advisory Board. The EEO Advisory Board has not operated since June 2002 due to funding coming to an end.

The EEO Advisory Board's main function was to provide the Minister for Employment and Workplace Relations with advice on matters relating to:

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

In addition, the EEO Advisory Board also provided valuable feedback to EOWA on effective ways to consult and operate within the business community. The EEO Advisory Board provided EOWA with timely and invaluable information and feedback concerning our processes and liaison with business.

EOWA provided a secretariat function to the EEO Advisory Board which only assisted in the leveraging of building partnerships with industry.

EOWA would like to establish a reference group of employers in the future to assist in building partnerships with industry.

The EEO Advisory Board met three times during the past reporting year, specifically on 6 July 2001, 25 October 2001 and 28 March 2002, in Melbourne, Adelaide and Sydney respectively, and assisted EOWA with development of the EOWA Business Achievement Awards, the Maternity Leave Statistics and the Online Education Offering project.

The members of the EEO Advisory Board were:

- Deanne Bevan - Chair of the EEO Advisory Board, Human Resources Director, Asia Pacific, Middle East, Africa, McDonalds Corporation.
- Gracia Baylor AM, Immediate Past President of the National Council of Women of Australia.
- Therese Bryant, National Women's Officer and also National Education and Training Officer, Shop Distributive and Allied Employees' Association.
- Professor Timothy Davis, Professor of Medicine at the University of Western Australia (Fremantle Hospital).
- Julie Flynn, Chief Executive Officer, Federation of Australian Commercial Television Stations (FACTS).

Our website now facilitates learning and education in addition to providing information and advice

- Jane Goodluck, Manager, Human Resources, with the Tasmanian Department of Treasury and Finance.
- Lorraine Martin AO, Chairman of Lorraine Martin and Associates, and of Women Entrepreneurs Capital Access Network.
- Rohan Squirchuk, Managing Director, Council for Equal Opportunity in Employment Ltd.

EOWA would officially like to thank the members of the EEO Advisory Board for their immense contribution not only to EOWA, but also to progressing of equal opportunity for women in the workplace. Their input and advice will be missed.

## Output 2

### Employer Awareness

EOWA, and equal opportunity for women in the workplace in general, have gained significant boosts in profile in the past reporting year.

EOWA launched and successfully ran the 2001 EOWA Business Achievement Awards rewarding organisations and employees for outstanding achievements in advancing women and business. This generated a great deal of interest in the media and amongst leading edge CEOs which raised the profile of EOWA and equal employment opportunity.

EOWA also launched the awarding of the EOWA Employer of Choice for Women citations. We awarded 56 citations and names were announced at the EOWA *Business Achievement Awards* luncheon. This created a desire within leading edge organisations to strive towards getting their name on this list as indicated in reports to EOWA.

Our website now facilitates learning and education, in addition to providing information and advice on developing workplace programmes, compliance and reporting. The website has been a key ingredient in focusing stakeholders on the real issues facing women in the workplace and it provides cutting-edge solutions to remove barriers to equal employment opportunity.

In November 2001 the EOWA Advisory Board initiated a coverage project to capture business services and retail companies which may have been newly formed or for some other reason were not on the EOWA database. EOWA generated an extensive list of 1,100 business and retail services from the Dunn and Bradstreet database. This list was culled to 500 companies which were not registered on our database.

Those companies were sent a letter explaining the legislation and offering support and assistance to begin their workplace programme. A number of companies accepted this offer and EOWA worked with them to build their programmes on solid foundations.

Due to the coverage project, the number of companies on our database has increased by 3% and the number of employees newly covered by the Act has increased by 62,689 employees. The coverage project has therefore increased awareness of EOWA and our mission significantly.

EOWA continues to consolidate its position as an advisor and educator on equal employment opportunity for women with large and medium employers. The focus continues to be on providing workplace solutions.

After discussions with our stakeholders, EOWA has made a transition from policing to advising and educating. Awareness now exists amongst most of our clients of this transition. This is primarily due to EOWA's focus on employing a number of industry client managers to make at least four phone calls to each client during the reporting cycle. The relevant client manager made a phone call following assessment of the client's report, gave comprehensive feedback on their workplace programme, discussed their industry constraints to introducing equal employment opportunity and provided the client with ideas for future actions.

### **Feedback from Stakeholders**

With the advent of the new client management process and the proactive telephone calls to every one of EOWA's clients covered by the legislation, EOWA has received extremely positive feedback from stakeholders regarding the new approach.

EOWA's strategy underpinning the new client management approach was to:

- Consolidate its position as a leading-edge advisor and educator for large and medium employers on issues and solutions concerning women in the workplace;
- Transform EOWA from a policing role to advisor and educator.

In addition to the client management process, EOWA delivered some outstanding results, specifically:

- The highly successful inaugural Business Achievement Awards;
- The EOWA Employer of Choice for Women citation;
- The launch of the redeveloped EOWA website incorporating new online education tools and resources such as:
  - Improved navigation incorporating a search function;
  - Online searchable database of reports;
  - Online case studies; and
  - Key agenda items for change.

The above processes and associated outcomes have been immensely popular with all stakeholders. To this end, EOWA has received 235 positive comments on our services and assistance in the past reporting period and only eight negative comments. As this is the first year of recording quantities of feedback, EOWA aims to reduce the negative feedback by improving its processes and outcomes.

Twenty-five people made suggestions to EOWA concerning the process of compliance and reporting or waiving. EOWA will systematically assess these suggestions for relevance to improve next year's reporting cycle.

The following are just some of the excellent feedback provided by our stakeholders:

#### **Website Feedback**

“It is my opinion that your website and help lines are extremely user-friendly.”

“...must say the website is excellent. Again, thanks for your mindful assistance.”

“I just wanted to let you know that I think your new website is fantastic!”

“I think the new website is a million times better than the one that was there prior to it...and I even loved the old one!”

“Once again excellent job on the website. Congratulations.”

“Your new website is ‘way cool’. I am very impressed with ‘The Quick Guide’ and the site is logical, informative and very easy to use.”

#### **Action News Feedback**

“Reading about what businesses are doing, seeing the photos, having real hands-on information that I can use in class with my students is invaluable. My students respond so much better to the newsletter than to just statistics and technical information.”

“I am part of the Executive Committee for our Women’s Network and find much of the information in your newsletter is very helpful. Please add me to your subscription list.”

“Thank you for *eActionNews* – most interesting.”

#### **Workshop Feedback**

“I thoroughly enjoyed the presentation and feel I am personally better equipped to lead change in my workplace.”

“ I am better equipped to position Waiving and *EOWA Employer of Choice for Women* in my organisation ”

“Pitched at the right level, answered my questions, gave appropriate information.”

“Practical tools, advice and assistance provided – delivered in a friendly, personal and informative manner.”

“Excellent notes to take away and refer back to later.”

“A great way to reinforce my prior experience regarding legislation and reporting process. Providing strong guidelines and tools in which to go away and truthfully analyse how (my organisation) is progressing.”

“Positioning our business for Waiving - I now feel more confident in the process. Very interactive and a great afternoon.”

“The presenter is a polished professional – I’ve learnt a lot from the workshop and enjoyed the stimulating discussion.”

“Case studies very interesting and useful.”

“This workshop gave me the foundations to build on for the future.”

“All this was great. I have a lot to take back to the workplace. Great opportunity to network and discuss ideas of what goes on in other organisations.”

“Very informative, easy to follow. Gained a great deal of insight and suggestions to assist us comply with reporting requirements.”

“Very informative and very well presented”

#### **Compliance Advisory Team Feedback (CAT)**

“Preparation of the (EOWA compliance) report has already prompted improvements in organisational reporting with the development of organisational charts and the identification of gaps in position documentation, and human resources files. We can now anticipate reporting needs more accurately and tailor data collection to suit.”

“Thank you for your phone call advising us of the compliance of our report. We appreciate your assistance in our application and the additional suggestions you informed me of during our phone conversation as well as the information in your email, which I read with interest. There are certainly points which we will be considering at our workplace.”

“Thank you for your email. Your Agency certainly tries to make the process as easy as possible for us. We will certainly be submitting our report electronically.”

“Thank you for the call yesterday. I am certainly feeling more confident about completing the report.”

“I very much appreciate your understanding of our needs and requirements.”

“Thank you for your telephone conversation. I found this information very useful.”

“Thank you for the email. I will be sure to call should I require any advice/assistance regarding the report.”

#### **Feedback from CEOs and Senior Management**

“Thank you for your positive feedback to our report. This really encourages and motivates us to continue the good work in this area.”

“I’d just like to say after many years reporting on behalf of companies, the new format is fantastic, much easier, and even enjoyable to write.”

“Your words of encouragement about our achievement to date are much appreciated. We now hope that our report next year will show even more progress with our workplace programme.”

“The comments about the quality of our report are greatly appreciated. We feel the act of complying helps keep us focused and aware.”

“Thank you very much. I found your people very supportive and helpful last year, but it is even more assuring to know that we have a specific person to refer to.”

“Thank you for your positive feedback to our report, this really encourages and motivates us to continue the good work in this area.”

### **Partnerships, Liaison and Strategic Alliances**

In continuing the initiative to become a ‘Centre of Excellence’, EOWA has continued to form partnerships, liaison and strategic alliances with key industry, academics, organisations and CEO’s.

In the past reporting year EOWA, the Director and Deputy Director formed or strengthened partnerships or strategic alliances with many groups, including (in alphabetical order):

- Amanda Ellis, Head of Women in Business, Westpac Banking Corporation;
- ANZ and the ANZ Business Women’s Conference;
- Australian Institute of Company Directors (AICD);
- Australian National University (ANU) - Women of Influence Series;
- Barbara Annis and Associates, change consultants, Canada;
- Catalyst;
- Clare Burton lecture series;
- Council for Equal Opportunity in Employment Limited;
- Department of Immigration and Multicultural Affairs (DIMA);
- DEWR’s Work and Family Unit;
- Dr Graeme Russell, Associate Professor of Psychology, Macquarie University;
- Equal Opportunity Practitioners Association, Queensland;
- Expertise Australia;
- Julie Mellor – Equal Opportunity Commission, United Kingdom;
- Macquarie University, specifically with respect to the Macquarie Graduate School of Management’s annual “Women, Management and Employment Relations” Conference;
- Margot Cairnes, global leadership strategist;
- The National Diversity Think Tank (NDTT);
- NSW Department for Women;
- Office of the Status of Women (OSW), specifically the Australian WomenSpeak Conference;
- Pru Goward and the Human Rights and Equal Opportunity Commission (HREOC);
- Royal Melbourne Institute of Technology (RMIT);
- Trudi McNaughton, Managing Director, EEO Trust New Zealand;
- Women’s Information Sharing Network.

EOWA also joined forces with the Australian Retailers' Association and the Work and Family Unit (DEWR)

EOWA also joined forces with the Australian Retailers' Association and the Work and Family Unit (DEWR) to research and launch a report into keeping talent in the retail industry entitled "Balancing the Till in 2001". Preliminary findings were released in May 2001 (the previous reporting year) with the full launch of the report in February 2002. The launch was very successful, delivering much needed research and findings into attracting and retaining staff in the retail industry.

Overall it has been a successful year for EOWA building relationships with stakeholders. EOWA aims to strategically create opportunities in other key industries in order to further deliver necessary research and extend partnerships and alliances.

### **Workshops and Education Sessions**

The aim of EOWA's educational assistance is to provide employers with the theory, advice, practical tools and case examples they need to develop effective workplace programmes.

EOWA conducts workshops and educative sessions to promote and communicate compliance with the Act. Workshop 1 *Advancing Women and your Business* was enhanced after the 2001 reporting cycle to incorporate findings and case study material obtained through the reporting process.

Workshop 2 *The Path to Business Success* was developed late 2001 with the objective of helping clients position their businesses to achieve Waived status, EOWA Employer of Choice for Women status, and how to apply for the EOWA Business Achievement Awards.

In 2001 a third day was added to EOWA's workshop programme to provide the opportunity for participants of Workshop 2 to engage in individual consultation with the Manager Waiving and EOWA Employer of Choice for Women on positioning their businesses to achieve this status.

Individual consultations with businesses on equal opportunity issues to individual employers were also provided on request.

EOWA conducted 15 workshops throughout the reporting year. Workshop partners are outlined in the following table.

**Table 5 Workshop Partners**

	Partner
New South Wales	Australian Business Ltd
	Australian Industry Group NSW
	ITC
Victoria	Australian Industry Group VIC
	Victorian Employers' Chamber of Commerce and Industry (VECCI)
	Association of Independent Schools
Queensland	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 five per cent of participants completed these forms. The majority of attendees rated each question with an Agree or Strongly Agree grading, acknowledging the excellence of the presenter, the content and the relevance of the workshop. On a scale of 1 (lowest) – 5 (highest), 95% of workshop attendees rated the statement 'The workshop content met my objectives' with a 4 or 5 score.

Many attendees also provided additional comments praising aspects of the workshop and providing useful feedback on enhancements to the workshop programme.

The following table provides an overview of the Workshop Programme.

**Table 6 EOWA Workshops**

Workshop 1 (half day)	The workshop
<p>Advancing Women and Your Business Make complying with the Act work for you!</p> <p>This interactive educational forum assists employers new to the reporting process and those who would like assistance in developing an EOWA programme.</p>	<ul style="list-style-type: none"> <li>• provides excellent business case reasons for advancing equal opportunity for women.</li> <li>• reviews the legislation and compliance guidelines.</li> <li>• shows you how to comply with the Act.</li> <li>• provides practical tools to assist organisations in developing effective programmes that can achieve business benefits.</li> </ul>
Workshop 2 (full day)	The workshop
<p>The Winning Path to Business Success</p> <p>Position your business for Waiving and Employer of Choice for Women status</p>	<ul style="list-style-type: none"> <li>• highlights the business benefits of Waived status and <i>EOWA Employer of choice for Women</i> status.</li> <li>• provides case studies on organisations that have already achieved Waived status or EOWA Employer of choice for Women.</li> <li>• provides guidelines and a detailed process for preparing your report.</li> </ul>

### Individual Consultations

<b>December 12</b>	<b>VIC</b>	Ceramic Fuel Cells, The Trust Co of Australia, Sara Lee
<b>February 14</b>	<b>VIC</b>	Quiksilver, Robert Bosch, Catholic Schools Wagga, KPMG
<b>March 7</b>	<b>NSW</b>	Pfizer, 3M
<b>August 6</b>	<b>SA</b>	Angas Park Fruit Company
<b>October 16</b>	<b>NSW</b>	Nuplex

EOWA also met with three overseas delegations, namely:

<b>August 15</b>	ILO Work & Family Delegation
<b>August 29</b>	Korean Delegation
<b>November 8</b>	Japanese women's group

### Online Educative Offering

The online education project officially commenced in October 2001. The primary project objective was to assist reporting organisations increase equity outcomes for women across the seven employment matter areas through the delivery of a series of educational tools and resources. To engage the interest of organisations and increase the relevance and practicality of the tools, an integral part of the project has been to redesign and redevelop the existing EOWA website. EOWA's vision was for organisations to be presented with tools and resources that were useful and relevant to them individually, with consideration of their current familiarity with the reporting process, the industry they operated in, whether or not they were a predominantly male or female organisation, and their level of expertise and success in creating equitable outcomes for women in the workplace.

More broadly, EOWA intended to appeal to an online audience, larger than its reporting organisations. Students, academics, media, non-reporting organisations, government departments and indeed any other stakeholder would be able to visit the EOWA website and be guided directly to resources and tools designed to suit their individual needs.

The opportunity to influence public debate was also possible through the online education project. Key agenda items that are relevant and current have been included with high visibility on the website home page. EOWA plans to rotate these agenda items as public debate changes and as different issues become relevant for employers.

With 151,566 website sessions throughout the year, EOWA recognises the significant opportunity to support, assist and influence its clients so that steps can indeed be made towards an Australia where every woman has the opportunity to reach her potential.

Project objectives were achieved through a number of key sub-projects:

#### Redevelopment of the EOWA website

Core strategies for the redevelopment were:

- Redesign website to engage interest of key stakeholders including reporting organisations, interest groups, media, students and other government groups.

The client 'Fast Track' enables organisations to self select where they are on the equal opportunity journey

- Facilitate ease of use and navigation allowing users to locate relevant information efficiently.
- Provide users with an increased level of educative material and an entirely different internet experience.
- Offer a client 'Fast Track' option where reporting organisations can be directed to educative materials that are relevant and useful specifically to their organisation. The client 'Fast Track' enables organisations to self select where they are on the equal opportunity journey, from Starting Out, Moving Forward or Leading the Way; the extent to which their workplace is predominantly male, female or mixed gender; and whether or not they are a first time or existing reporter.
- Enable users to search the website for keywords, case material or compliant reports.
- Leverage and build on EOWA knowledge to promote learning.

Website testing with client reference groups was a critical part of the online project implementation and was undertaken throughout the project, with consultation extending to a total of over 60 employers.

### **Provision of online access to compliance reports submitted in 2000/2001 reporting cycle**

An online database of reports was developed to:

- Assist organisations benchmark the type of initiatives working well within their industry;
- Provide more detailed information on implementation approaches;
- Provide guidance on the level of detail provided in compliant reports; and
- Meet EOWA's requirement to provide access to public workplace programme reports on demand.

In March 2002 a trial version of the site was delivered. It is envisaged that in November 2002 all reports will be available online as part of EOWA's website.

Currently 226 reports are available. Under the provision of the Act that allows for the evaluation section of a workplace programme report to remain confidential, these reports only contain public information following careful editing of the reports to remove private and confidential information that relates to individual staff members or salaries and evaluations where the client has stipulated they request confidentiality. Online reports can be located according to the employment matter they have actioned, the size of the organisation or its industry grouping. The searchable reports database was available from 14 March 2002.

### **Delivery of a series of practical and educational tools**

EOWA has designed and created a series of new tools and resources that will assist organisations:

- More fully understand EOWA legislation and their requirements to develop a workplace programme, comply with legislation and report to EOWA each year;
- Analyse their workplace and identify issues;
- Take action to address issues;
- Deliver improved outcomes for women and their business; and

- Benchmark themselves against leading practice and international data on women's equity issues.

The new tools include:

1. Online EEO Survey Tool;
2. Three employee opinion surveys designed to assist organisations identify equal opportunity issues. They have been developed using a tiered approach in line with the Client Fast Track navigation method and consist of a simple survey for organisations Starting Out; an in-depth survey for organisations Moving Forward and a comprehensive survey for organisations that are Leading the Way;
3. Training Needs Analysis Toolkit;
4. Costing Turnover Calculator;
5. Employment Matter Kits (Guidelines);
6. Employment Matter Solutions;
7. Revised Compliance and Waiving Guidelines;
8. Revised Public Report Form and Sample Report;
9. EOWA Employer Of Choice For Women Information Kit;
10. Consultation Tool tiered in three layers to suit individual organisations as above
11. Workplace Analysis Toolkit tiered in three layers to suit individual organisations as above;
12. The Business Case Tool; and
13. Women in Management tools
  - a. How to Develop and Maintain Management Commitment
  - b. How to Develop and Implement Succession Plans
  - c. Mentoring - Formal and Informal
  - d. Creating Flexible Work by Design
  - e. Strategies to Engage Men as EO Partners

During the next reporting year EOWA will develop further tools aimed to assist organisations develop their workplace programme, specifically in relation to sex-based harassment and pay equity.

### Website

Although the EOWA website ([www.eowa.gov.au](http://www.eowa.gov.au)) was highly praised through the previous reporting period, EOWA saw the need to improve on its online offering due to the identification of weak points in certain sections of the website.

The project objective was to deliver an online offering of educational and information-based tools and resources to assist EOWA clients meet their business objectives through the full utilisation of their diverse and potentially diverse workforce.

EOWA began the Online Educational Offering in November 2001 with a brief to analyse feedback concerning elements of the website and make improvements where necessary.

An in-depth study into the positives and negatives of the website commenced with an extensive client reference programme designed to obtain and collect users' comments, ideas and criticisms, in order to detail requirements for a new website. Twenty people attended the client reference sessions, starting with the original EOWA Employer of Choice for Women discussion group in the offices of EOWA. EOWA held the following client reference forums:

- Analysis of general collected feedback concerning the website;
- Analysis of phone call feedback when speaking to clients;
- EOWA Employer of Choice for Women Client Reference morning tea; and
- Analysis of a user survey developed specifically for the website redevelopment.

In addition to a total redesign of its look and feel, the website also underwent extensive content analysis and hierarchy alterations to deliver information better to our stakeholders. Through this content mapping process, there was a need to add sections to the website to disseminate essential information, namely:

- What is Equal Opportunity?;
- Why EO Makes Business Sense;
- Case Studies;
- Developing a Workplace Programme (previously buried throughout the sections 'How to Comply' and 'Reporting');
- Client Fast Track;
- Key Agenda Items; and
- Frequently Asked Questions.

More information on the strategy behind the redevelopment of the website can be found in the 'Online Educative Offering' section in this chapter of the Annual Report.

Prior to the major redevelopment, there were several new sections added to the EOWA website which were implemented since the previous reporting period. In summary, these are:

- EOWA Employer of Choice for Women (EOCFW) section incorporating general information on the EOCFW citation, information on how to apply and the continuously updated list of organisations who have received the citation;
  - 'Media Centre' incorporating
    - Director's Speeches;
    - Presentations;
    - Media Releases;
    - Event information;
    - Alerts for EOWA events and speaking arrangements;
    - Direct links to the 'EOWA Background'
    - Direct links to 'Fiona Krautil Profile'
    - A one-stop-shop for all media and interested parties to keep track and diarise key EOWA happenings.
- *eActionNews* section providing current and archived copies of the electronic publication;

- Online searchable database of reports;
- List of Consultants added to the 'Resources Centre' section. An excellent resource for organisations looking for further assistance. This list provides a snapshot of the organisation, a contact person and a brief description of their core operations (i.e., training courses, lectures, publications, consulting, etc);
- *Balancing the Till in 2001* – Retail Report. This publication has its own section on the website allowing users to download all or specific chapters of the report; and
- Workshop information including nationwide dates of workshops and detailed content of each workshop now has its own section.

The most commonly accessed areas of the website continue to be 'Tools to Assist' and 'How To Comply with the Act.' The 'Student Centre' still proves to be a popular destination for users of the EOWA site, and the EOWA Business Achievement Awards in October generated much interest regarding the EOFCW citation, in fact more so than the actual Awards section itself.

The Coverage project has sparked much interest in the 'Covered by the Act' section, which has had a great increase in demand during the past reporting period.

Similar to the last reporting year, the website statistics indicate that the website experienced bi-annual peaks in the months of November 2001 and May 2002. Of particular interest is the increase in 'sessions' or people visiting the website. In this reporting year, there was 151,566 individual sessions. This is a substantial increase of 18,402 from the previous reporting year.

The EOWA website is now the major communications medium for informing and educating clients, students and other interested parties. The intuitive structure and simple navigation now make using the website quick and easy, while the professional, corporate, and modern design, points EOWA in the right direction to becoming a future Centre of Excellence.

## **Speeches**

EOWA's Director delivered 21 public addresses during 2001-02, a significant increase on 15 from the previous year.

Audiences included industry associations, women's networks, private companies, universities and conferences.

EOWA has welcomed these engagements as a valuable opportunity to inspire, educate and engage its client organisations, wider stakeholders and the general public to promote and achieve workplace equality for women.

For EOWA's Director, the challenge has been to balance each presentation with facts as well as inspiring the audience to take action. While the content of each address has varied according to the needs of the specific audience, the core message has remained constant: that while a formal commitment to the

principles of EEO is now widespread, the achievement of real equality for women in the workplace requires a genuine and proactive commitment to work re-design, led from the top and to accountability at all levels.

Specific topics addressed by the Director in her speaking engagements have included:

- Contemporary leading practice in Equal Opportunity;
- Barriers to women's advancement in the workplace;
- Advancing women and business – the business case for EEO;
- What women can do to promote their own careers;
- Organisational change – transforming gendered workplaces; and
- Moving from Equal Opportunity to managing diversity.

## Publications

### Action News

EOWA's quarterly newsletter, *Action News*, became an annual publication in 2002, supplemented by a new bi-monthly electronic newsletter, *eActionNews*.

Together, these two publications focus on providing EOWA's clients with:

- Advice and assistance in developing a successful workplace programme;
- Inspiration through relevant industry case studies and the seven Employment Matters;
- A medium to raise public awareness through debates on topical EEO and related issues, for example, paid maternity leave; and
- Information to assist with ongoing and new partnership arrangements.

Production of *Action News* coincides with EOWA's annual Business Achievement Awards and roll call of EOWA's Employer of Choice for Women list. The newsletter effectively showcases the winners and finalists from this prestigious event, and encourages and inspires businesses across the nation to set high standards in equal opportunity for their organisation.

With an ongoing circulation of approximately 8,000, *Action News* remains popular with many of our clients. This is particularly so of Human Resource practitioners who use the topical and informative articles to stimulate debate and raise awareness of issues among employees and senior management within their organisation.

*Action News* plays a major role in educating and informing EOWA's stakeholders with regard to not only complying with the Act but also understanding the practical and social benefits of equal opportunity for women in the workplace.

### eActionNews

Hand-in-hand with the launch of EOWA's new e-learning website, EOWA developed and introduced an electronic newsletter, *eActionNews*. Launched in March 2002, the electronic newsletter was aimed at providing clients with relevant reporting-related information, as well as directing them to the interactive

With an ongoing circulation of approximately 8,000, *Action News* remains popular with many of our clients

In the past reporting year, CAT participated in some 6,355 telephone calls and inquiries.

and informative website. Traffic to EOWA's website increased by 63% in the six months from September 2001 to March 2002, a direct result of the email delivery of *eActionNews*. From March 2002 to July 2002, traffic has remained constant at an average 4,021 sessions per month (previously 2,619).

With an email circulation of approximately 3,000, the electronic newsletter's primary audience is the designated organisational Report Contact. However, the nature of the electronic medium is such that email referrals have led to an increase in the number of subscription requests as well as attracting a different type of reader. An additional 70 new subscribers have registered with EOWA since the March 2002 launch, with readers varying from our regular stakeholders to now include women in focus groups within organisations, women on executive committees, women in networks, and individuals interested in the general area of equal opportunity for women.

As part of EOWA's commitment to the Government Online Strategy, *eActionNews* is accessible by all stakeholders. It is delivered via a plain text email with links to HTML, Microsoft Word and PDF versions available from the website.

Automatic subscribe and unsubscribe functions are currently not available, however, it is envisaged that EOWAR, EOWA's main database, will have the requisite functionality for this to occur during 2003.

The introduction of *eActionNews* resulted in positive feedback and support for the new format.

### ***Balancing the Till in 2001***

The official launch of the full report into the recruitment and retention of staff in the retail industry, *Balancing the Till in 2001*, occurred in February 2002. This research, carried out in partnership with the Australian Retailers' Association and the Department of Employment and Workplace Relations Work and Family Unit, was well received in the retail industry as it provides valuable benchmarking information regarding the highly topical issues of attracting and retaining staff in this predominantly female industry. The report also provided solutions to combat the issues raised through better people management.

This publication is available from EOWA's website in the *Resource Centre, Publications* section.

### **Compliance Advisory Team (CAT)**

EOWA's Compliance Advisory Team provides telephone assistance to reporting organisations, students, the public, academics, government departments and any other interested party.

In the past reporting year, CAT participated in some 6,355 telephone calls and inquiries.

CAT has also participated in many face-to-face meetings with reporting organisations to discuss their workplace programme, compliance and reporting requirements. This was essential in order to meet individual reporting organisations needs.

### **Calls to Employers Covered by the Act.**

This reporting year saw the introduction of client managers who were responsible for a particular industry based upon their expertise. This proved most successful, with the client managers making approximately 4,500 telephone calls to reporting organisations and other stakeholders. This major task allowed reporting organisations to ask questions about workplace programmes, compliance and reporting, potentially reducing the number of phone calls in the peak reporting period.

The initial telephone calls were also strategically delivered to educate and inspire reporting organisations rather than simply inform them of their requirements under the Act.

As reported in the “Feedback From Stakeholders” section of this report, the Compliance Advisory Team received much praise and positive feedback about the new educative process involving client managers.

### **Calls from Employers Covered by the Act.**

This reporting year, CAT answered 1,855 telephone calls from organisations covered by the Act and responded to 3,213 individual enquiries (one telephone call may contain multiple and different enquiries). Of the 3,213 enquiries, detailed assistance was provided on:

- Understanding changes to the amended Act and how to comply with it;
- The reporting process, including e-reporting;
- How to analyse the workplace and develop a workplace profile;
- EOWA's new tools and how to use them;
- 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 CAT inquiries, the client managers answered the following:

- 1,169 reporting related enquiries;
- 510 programme development enquiries;
- 506 advisory enquires;
- 605 administration enquiries; and
- 57 other enquiries.

### **Calls from Other Stakeholders.**

CAT received 385 (17% of total) enquiries from other stakeholders including:

- Students, both secondary and tertiary;
- Academics and researchers;
- Employer associations;
- Trade unions;
- Advocacy groups;

- Consultants;
- EEO practitioners;
- Training providers; and
- Government organisations, departments and agencies.

## Media

EOWA achieved heightened media coverage in 2001-02 as a result of two new initiatives: the inaugural EOWA Business Achievement Awards, and creation of the EOWA Employer of Choice for Women citation.

The total media coverage for the year, including coverage of the 2000-01 Annual Report and official list of non-compliant organisations, totalled 80 articles in major metropolitan or regional print publications, as well as 17 identified radio interviews. A breakdown of media coverage for 2001-02 is detailed below in Table 7:

**Table 7 - EOWA Media Coverage in 2001-02**

	Print media	Radio
Annual Report and List of Named Companies	14	5
EOWA Business Achievement Awards 2001 and Employer of Choice for Women citation	46	12
Contributing to Public Debate	10	0
Paid Parental Leave	7	0
Other	3	0
<b>Total:</b>	<b>80</b>	<b>17</b>

EOWA recognises that the media offers one of the most effective means of communicating its key messages to stakeholders and the wider community at large. Through engaging in public debate on issues affecting women in the workplace, EOWA has aimed to:

- Raise awareness of the unique issues faced by women in the workforce,
- Promote women as sources of talent and competitive business advantage,
- Position EOWA as a source of leading-edge workplace solutions,
- Emphasise the key role of leadership in effecting workplace change, and
- Accelerate the pace of change.

The communications strategy underpinning these objectives has been aimed at engaging employers and inspiring them to take positive action to advance women in their own organisations. This strategy reflects EOWA's belief that dismantling the remaining barriers to women's equal participation in the workplace will require the commitment and leadership of employers themselves.

## Annual Report 2000-01 and List of Non-Compliant Companies

The annual tabling in Parliament of the list of non-compliant or 'named' organisations, as required by the provisions of the Act, traditionally attracts wide media coverage for EOWA. This year was no exception, despite being the fifteenth year of legislated reporting on EO.

In accord with a strategy of positive engagement, EOWA's Annual Report media communications applauded the increasing commitment of its reporting organisations, 99 per cent of which complied with the Act.

### **EOWA Business Achievement Awards 2001**

EOWA's inaugural Business Achievement Awards, held on 10 October 2001, were a key media event aimed at engaging employers by publicly lauding those that are leading the field in promoting equal opportunity for women. Coinciding with the launch of the new EOWA Employer of Choice for Women citation, the joint event generated substantial media coverage, for EOWA, the Awards and the citation recipients.

Media headlines resulting from the Awards included the following:

- *Australia's top female-friendly employers*, Sydney Morning Herald, 9 Oct 01;
- *The fight goes on*, Sydney Morning Herald, 10 Oct 01;
- *Family-friendly: Australia's top employers*, Sydney Morning Herald, 10 Oct 01;
- *Standing up for women at work*, The Age website, 11 Oct 01;
- *Downs Group Training wins most innovative practice award*, Toowoomba Chronicle, 11 Oct 01;
- *EOWA names most women-friendly boss*, Workplace Express website, 11 Oct 01;
- *The blokes women want to work for*, Sydney Morning Herald, 11 Oct 01;
- *Breaking into the boys' club was just a start*, Australian Financial Review, 12 Oct 01;
- *Employers of choice fly the flag*, The Age, 13 Oct 01;
- *Gaining the edge in equality*, Perth Sunday Times, 14 Oct 01;
- *CEOs turn out for EOWA awards*, HR Report issue 260, 16 Oct 01;
- *Best for women in the Gong*, The Australian, supplement, 17 Oct 01;
- *Ernst & Young women wear the pants*, Financial Review, 19 Oct 01.

### **EOWA 2001 Paid Parental Leave Survey**

On 18 April 2002, EOWA launched the results of its 2001 survey on paid parental leave as part of a joint media initiative with the Federal Sex Discrimination Commission. The release of the survey's findings coincided with the Commission's release of its paid maternity leave options paper, *Valuing Parenthood*, and together the two events generated substantial publicity.

## **Research**

### **Balancing the Till in 2001 – A Report into finding and keeping good people in the retail sector**

As part of EOWA's ongoing commitment to supporting the development of leading-edge workplace practices, EOWA joined forces with the Australian Retailers' Association and the Work & Family Unit (DEWR) to conduct much-needed research into attracting and retaining staff — predominantly women — in the retail sector. EOWA's Director publicised the report on 23 May 2002 at the Annual ARA Employee Relations Summit as part of a dedicated panel session on the retention of staff in the retail sector. The full report can be downloaded from EOWA's website at:

[http://www.eowa.gov.au/Resource\\_Centre/EOWA\\_Publications/Balancing\\_the\\_Till.asp](http://www.eowa.gov.au/Resource_Centre/EOWA_Publications/Balancing_the_Till.asp)

*The Australian Women in Leadership Census 2002 results will be released at a major launch in Sydney in November 2002*

### **Australian Women in Leadership Census**

In an Australian first, EOWA has partnered with Macquarie University, Catalyst (United States) and Expertise Australia to conduct the internationally-recognised Women in Leadership Census in 2002. The Census will clarify both the status of women on boards in Australia's top organisations as well as women corporate officers and top earners in Australia. The Census is designed to establish accurate statistics to enable international benchmarking. It will use Catalyst's highly regarded 'Fortune' metrics with methodology approved by the Australian Bureau of Statistics. Undertaken in collaboration with Macquarie University and key business partners, this quantifiable data will advance the public debate about women's leadership contribution and enable business to maximise further the financial benefits of Australia's diverse workforce. The Australian Women in Leadership Census 2002 results will be released at a major launch in Sydney in November 2002, and will form the benchmark for subsequent years. This project is sponsored by ANZ, the Office of the Status of Women (OSW) and Macquarie University.

### **Paid Parental Leave Survey 2001**

As part of the 2001 annual reporting process, EOWA surveyed reporting organisations on their paid maternity and paternity leave provisions. As mentioned, the findings of the survey were released on 18 April 2002, in conjunction with the release of a paid maternity leave options paper by the Federal Sex Discrimination Commission.

The survey data on paid maternity/paternity leave provisions was collected by EOWA assessors between July 2001 and September 2001, in the course of their telephone conversations with reporting organisations.

Of the 2,541 organisations that reported to EOWA in 2001, 2,104 were surveyed and 92 per cent of these organisations responded to the questions on paid maternity/paternity leave.

In total, almost one in four (23%) of the 1,935 employers surveyed by EOWA reported that they offered paid maternity or paternity leave to employees. Of those companies that offered this benefit, companies with more than 1,000 employees were more likely (38%) to offer female staff paid maternity leave, while companies with less than 500 employees were less likely (19%).

The survey results are encouraging as they demonstrate that a significant proportion of the companies reporting to EOWA have calculated the value to their business of offering paid maternity leave as 'core' to a suite of flexible workplace benefits. "Leading employers know that paid maternity leave is an important retention strategy together with increased flexibility, work redesign and child care assistance," EOWA's Director said in the media release accompanying the survey launch.

### **Trend Information**

The EOWA website has made a significant difference to the way EOWA embraces communication and its core business. The website statistics gathered indicate that the website has increased its user base by approximately 13% per year over the past three years. This is an exceptional figure and one EOWA will strive to maintain.

EOWA's media exposure has been considerable in the past reporting year. As a whole, EOWA has gained much branding and stature over the past 12 months. Due to the EOWA Business Achievement Awards, EOWA Employer Of Choice For Women citation and other key aspects noted in the narrative discussion, EOWA continues to build on its service and administrative functions, and is well on its way to becoming a Centre of Excellence.

### **Factors, Events or Trends Influencing Performance**

The major factor influencing EOWA's excellent performance has been our emphasis on a "carrot rather than a stick" approach to compliance. The events that have influenced our performance include our client management approach to reporting and compliance, the EOWA Business Achievement Awards and the EOWA Employer of Choice for Women citation.

### **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 in its principal functions or services since the introduction of the Amended legislation as outlined in the EOWA Annual Report 1999-2000.

### **Service Charter**

EOWA has not altered the Service Charter which outlines key service standards by which EOWA must abide.

During the 2001-2002 reporting period, EOWA has received no complaints under the Service Charter concerning the level or standard of service EOWA has delivered.

EOWA responds to complaints under the Service Charter by addressing all matters via telephone conversation in a prompt and timely manner followed by a letter directly after conversation with the person lodging the complaint.

EOWA is proud of its Service Charter and associated limited number of complaints made and will continuously strive to remain a client focused, proactive organisation. EOWA's Service Charter is available on the web at: [http://www.eowa.gov.au/About\\_EOWA/Our\\_Services/EOWA\\_Service\\_Charter.asp](http://www.eowa.gov.au/About_EOWA/Our_Services/EOWA_Service_Charter.asp)

### **Social Justice and Equity**

Valuing and managing diversity is an important issue for all of us at EOWA. "We embrace diversity" was one of our five EOWA values agreed to by all staff at our planning day in March 2001. Providing each member of staff with the opportunity to reach their full potential is critical to our business success. Through the increased innovation and creativity that diverse teams bring, together with the improved service delivery achieved through employing one high-performing team, EOWA is well positioned to deliver leading edge, solutions-oriented education and advice in a way that adds value for our clients and key stakeholders.

Our Workplace Diversity Plan seeks to build a workplace culture that is inclusive of diversity by encouraging individuals to reach their full potential, while fully supporting EOWA's strategies and goals. The EOWA Workplace Diversity Plan is a two-year plan and was developed as a result of consultation with all EOWA staff.

EOWA is committed to providing a work environment that values and fully utilises the contribution of each member of staff. We recognise that the differences that our people bring with them to the workplace are strengths and we strive to provide a dynamic, inclusive work environment where that diversity is valued.

Diversity relates to differences in race, gender, age, language, cultural background, sexual orientation, religious beliefs and to disability. Diversity also refers to the many ways we are different in other respects such as educational level, job function, socio-economic background, geographic location, thinking style, marital status and whether or not one has family responsibilities.

Workplace diversity requires fair treatment and encompasses the concepts of:

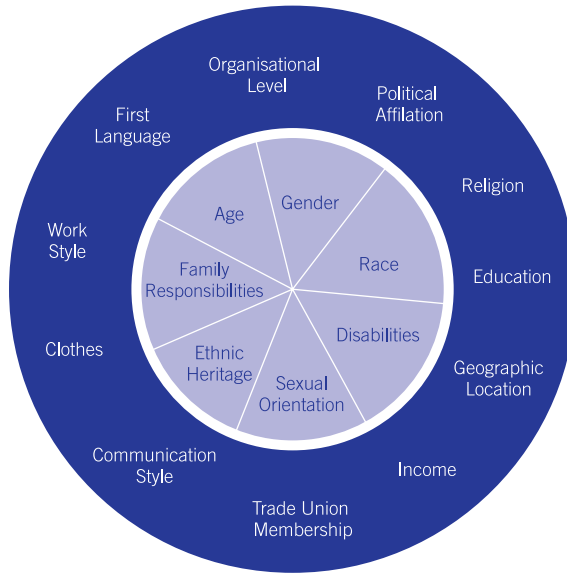
- Equal employment opportunity;
- Appropriate action to eliminate unjustified discrimination;
- Natural justice which ensures people have an opportunity to be heard by an unbiased decision-maker; and
- Valuing diversity.

Our objective is to reflect the diversity of the Australian working population, while maintaining our quality of service to clients, and to work in an environment where the individual differences, skills, talents and views of all staff are valued, and where people are encouraged to learn, develop and share their knowledge.

Following consultation with EOWA staff, this diversity wheel has been adapted to pictorially demonstrate the various aspects of diversity that people bring to our workplace. It also demonstrates that each of us is unique and that our aim is to enable each person to bring their diversity to the workplace each day (rather than leaving it at the door), so that we can manage and value that diversity to enable each individual to fully contribute towards achieving EOWA's vision, mission and goals.

The Diversity Wheel, as illustrated in Table 8, is a pictorial representation of the workplace and is a useful reminder, both in training and workplace practices, that we are all different.

**Table 8 – The Diversity Wheel**



## Financial Performance

The total appropriation for EOWA in 2001-2002 was \$3,485,000.00 for the reporting year.

The Government provided \$3,000,000.00 over the four years to reduce compliance costs and the paperwork burden on businesses meeting obligations under the Act through the introduction of e-commerce and online lodgements.

The Government also provided \$1,200,000.00 over two financial years to enable EOWA to acquire information technology, including software, to support online lodgement of employer reports and information services.

EOWA received an appropriation for an equity injection of \$823,000.00 in 2001-2002, which is accounted for in the Capital Budget and Appropriation Bill No 2. EOWA has not been appropriated any administered capital for 2001-02.

The Equity Injection relates to:

- Implementation of an online service and associated computer system development for \$737,000.00; and
- Supplementary funding of \$86,000.00 for lease escalation, in accordance with EOWA's Property Resources Agreement. The funding for 2000-01 was on an accrual basis with the corresponding equity injection in 2001-02.

## Significant Changes from Prior Year or from Budget

There were two significant financial changes in the past reporting year, namely:

- Appropriation for EOWA database development (EOWAR); and
- Appropriation for online tool and educational resource development.

The database appropriation totalled \$737,000.00 and was expended as capital expenditure.

The online tool and educational resource development appropriation totalled \$450,000.00 and was also expended as capital expenditure.

**Table 9 - Summary Resource Table by Outcome**

	(1) Budget* 2001-2002 \$'000	(2) Actual Expenses 2001-2002 \$'000	Variation (column 2 minus column 1)	Budget** 2002-2003 \$'000
<b>Administered Expenses (including third party outputs)</b>				
<b>Total Administered Expenses</b>				
<b>Price of Outputs</b>				
Output 1 – Administration of the Act	1,708	1,708	-	1,485
<b>Subtotal of Output 1</b>	<b>1,708</b>	<b>1,708</b>	<b>-</b>	<b>1,485</b>
Output 2 – Advice, Education, Information and Communication	1,707	1,707	-	1,485
<b>Subtotal of Output 2</b>	<b>1,707</b>	<b>1,707</b>	<b>-</b>	<b>1,485</b>
<b>Revenue from Government (Appropriation) for Outputs</b>	<b>3,415</b>	<b>3,415</b>	<b>-</b>	<b>2,970</b>
<b>Revenue from Other Sources</b>	<b>70</b>	<b>88</b>	<b>18</b>	<b>50</b>
<b>Total Price of Outputs</b>	<b>3,485</b>	<b>3,503</b>	<b>18</b>	<b>3,020</b>
<b>TOTAL FOR OUTCOME (Total Price of Outputs and Administered Expenses)</b>	<b>3,485</b>	<b>3,503</b>	<b>18</b>	<b>3,020</b>
			2001 -2002	2002 -2003
<b>Average Staffing Levels (ASL)</b>			<b>24.5</b>	<b>21</b>

\* Full-year Budget, including additional Estimates

\*\* Budget prior to additional Estimates

## Developments Since End of Financial Year

There have been two significant developments since the end of financial year that have or may affect the operation or financial results of EOWA in the future.

Specifically, these are:

- The transfer of the financial management to the Department of Employment and Workplace Relations (DEWR). This will reduce the number of EOWA managers by one, the need for an accountant in busy periods and the number of book keeping days by one per week. This will mean financial savings to the organisation as well as freeing up more office space. It also means that we will continue to build relationships between DEWR and EOWA; and
- Relocation of office accommodation from Sydney CBD to North Sydney CBD. This represents a significant saving for EOWA. We will be decreasing the size of our accommodation as well as leaving the city centre to be located in a much less expensive part of Sydney.