

Dear Reader

Our prestigious *2002 Business Achievement Awards* event is nearly upon us, with the associated *Intimate Conversation* seminar with leading CEOs proving a major drawcard. Don't let your CEO miss out! In this issue, we take a peek at another first for EOWA – our **Australian Women in Leadership Census** to be launched in November, as well as highlighting some of our online tools, available absolutely **free**, to help develop and implement a successful EEO workplace program. And don't miss *Let's talk about ...*, the first of our inspiring interviews with senior CEOs and Diversity Leaders. Enjoy!

Business Achievement Awards 2002



And the Leading CEO and Diversity Leader for 2002 are ...

Are your CEO and most senior Human Resources executives attending this prestigious award ceremony at Melbourne's Southbank on 29 October? The BAAs provide a smorgasboard of inspiration as Australia's leading EEO organisations are recognised for their innovations and consistent good work. For more information call Samone Mason on **02 9448 8500**.



EOWA Employer of Choice for Women

An Intimate Conversation

Be one of a select few to hear leading Australian CEOs share their insights into advancing women in business through innovative diversity and equal opportunity initiatives. Join this exciting gathering of CEOs – **John McFarlane** of ANZ Bank; **David Singleton** of Ove Arup; **Robert Franklin** of Autoliv Australia and **Stephen Goodey** of Sara Lee Household and Body Care – facilitated by Margot Cairnes, International Leadership Strategist – Chairman, The Change Dynamic. Only 100 places are available so [register now](#).



> [Australian Women in Leadership Census](#)

Where are women in corporate Australia? The first of its kind in Australia, EOWA's census provides a snapshot of contemporary Australian workplaces.

> [Employment Matter Solutions ... Looking at the Human Factor](#)

Take a look at our new series of training tools created by ex-Federal Sex Discrimination Commissioner, Susan Halliday, which examines the human factor in processes.

> [FREE Tools!](#)

Get the most out of your EEO program with EOWA's free tools to download:

- Employee Opinion Surveys – find out what your employees really want.
- Costing Turnover Calculator – how much is it *really* costing you when staff leave?

> [Let's talk about ...](#)

Change management. Making changes for women in a traditionally male working environment can be tough. Avis Australia's HR leader, Jeanette Kruk, talks us through it.

A First for Women's Racing



Victoria's Metropolitan Panel of Stewards will never be the same again. Racing Victoria's **Heidi Keighran** was upgraded to Assistant Steward in August 2002, becoming the youngest ever in Victoria and the only woman on the Panel. Heidi also won the 2001 Australian Racing Board Fellowship, which was established to promote the career development of outstanding youth in the thoroughbred racing industry. *Well done Heidi!*

We have moved:

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The Human Factor: Playing Havoc with Policies and Procedures

“You can have the best HR policies and practices in the world but they still won’t deliver equitable outcomes for Australia’s diverse workforce unless you address the people aspects.” Fiona Krautil, Director, EOWA

In conjunction with Susan Halliday, ex-Federal Sex Discrimination Commissioner, EOWA has developed a series of hands-on tools – **Employment Matter Solutions** – which address the intervening human factor in policies and procedures.

“Working with Susan Halliday was a great opportunity to access her incredible knowledge in the area of discrimination and potential discriminatory situations,” said EOWA’s Lisa Annese, co-creator of the Solutions. “I’m excited that we are able to present these Solutions in a practical, module-based format and would urge all HR practitioners to take advantage of this unique tool.”

These Solutions are designed to be used either by individual EO practitioners or to be run as Employment Matter training sessions within your organisation. Each module explores the ways human factors can compromise and negate an organisation’s objective policies and merit-based processes, impacting negatively on women at work. Working with real-life sample workplaces, the Employment Matter Solutions work through the issues in module form and comprise:

- a short case study
- things that could go wrong in the sample workplace
- a key question that allows the trainer to unpack a negative human factor
- an examination of the impact and reviews how to neutralise it, and
- strategies to pre-empt and prevent it in the future.

Relating it back to the organisation’s own workplace, the module concludes by helping to identify processes and policies for the individual’s workplace which could be introduced or enhanced to prevent the human factors from having a potentially negative impact on women in the workplace.

In this issue we feature the **Employment Matter Solution** on *Work Organisation*.

Work Organisation

Let’s take a look at a case study company Provite Agricultural Health Products, where Julia Johnson worked in a professional role in a manufacturing environment, on a permanent part-time basis. Of her four days per week, one day was worked from home as was agreed on Julia’s return from adoption leave three years ago.

A science graduate with experience in marketing and logistics, Julia had access to four shared support staff in the head office and was responsible for 12 regional contacts scattered throughout NSW, VIC, TAS and NZ with whom she dealt regularly.

Her full-time peer, Carl Minatto, held an identical role covering WA, SA, NT and QLD. Carl shared the same support staff and had responsibility for 15 regional contacts. Between them they forecast annual agricultural product demand, often managing peaks and troughs in unexpected weather patterns.

Regular communication with their regional contacts, keeping them stocked, on-track commercially and up-dated on new product lines were key job requirements. Understanding what their direct competitors were doing was also an important part of the job.

Issue One: Family Friendly at a Price

Case Study: Flexibility, Favourites and Friday

Provite was pleased with the recognition associated with the success of Julia's family-friendly working arrangements when these were profiled in a management magazine. Julia reported that she had suggested the arrangement and after a three-month trial period, the company formalised it. Julia took calls at home and responded to emails if urgent on the day she was not employed, and she was happy to alter her days in emergency situations. Her manager Martin Drummond said that feedback from Julia's 12 regional contacts was positive, and that the arrangement appeared to suit everyone.

Julia and Carl filled in for each other when needed, but when Martin was away on leave, Carl was put in the "acting role" receiving a temporary wage increase. This had happened three times over the past two years. Julia had never been offered the acting position, but had on each occasion been asked by Martin to keep an eye on Carl while he was in it.

"I hadn't worried too much about [the situation], but I must admit I felt irritated recently when I was filling out the company's new succession plan documentation," says Julie. "Unlike Carl, I can't stipulate that I've formally acted as the Manager of the area."

Currently acting as the Manager, Carl was speaking with three new graduates as part of an induction process. One graduate asked Carl about casual Friday, noting that it was Friday and not everyone seemed to be "into the opportunity". Carl was overheard by support staff to say "It's fine for the girls, but I think you'll find the boys on this floor balance the 'opportunity' as you call it, with how serious they are about their careers."

What Could Be Going Wrong?

- > Individuals who opt for part-time or flexible work arrangements are seen, and treated as people who are less serious about career progression – for the part-timers it's just a job
- > Company policy allows for family friendly work arrangements, but no management training to counteract negative gender bias and stereotypes that come into play when women choose to exercise these options.
- > Acting roles that can develop staff are not rotated equitably.
- > An inappropriate and divisive management request for one staff member to keep an eye on a peer, who is being paid to act-up.
- > An outlook on jobs, (shared with new graduates by a more senior person) that appears to contrast the serious nature of men's careers to the less serious nature of women's work.

Key Question: Do women who opt for family-friendly work arrangements experience less favourable treatment?

Many people assume that if an organisation offers alternative and flexible family-friendly ways of organising work, that it has fulfilled its EO responsibilities. While this may be the aim and true at the outset, the organisation also has the longer-term responsibility to ensure that women don't experience direct or indirect sex discrimination because they utilise alternative work arrangements.

How does the human factor intervene in Julia's case?
Find out how to neutralise or pre-empt it from our [Employment Matter Solutions](#) 

Free Tools!

EOWA has developed a comprehensive range of online educational tools to assist HR practitioners develop and implement a successful workplace program. Available to download from our new website, these tools cover the Six Steps approach to complying with the Act, and offer varying levels of complexity depending on each individual organisation's needs. Take a look at what is on offer at our [Tools to Assist You](#) page on our website.

Costing Turnover Calculator

Ever wondered how much it *really* costs when a valued employee walks out the door? The analysis of turnover costs is a key strategy used by successful businesses to engage senior executives to better manage the diverse needs of their workforce. Research shows that on average the cost of replacing an employee is one year's salary; for a lawyer that's \$150-200,000 while for a bank teller it's \$30,000. No matter how you look at it, it's a very significant cost to the business and one that is often not considered. For employers of choice, measuring staff turnover plays a vital part in attracting and retaining good people.

To assist in this process, EOWA has developed a comprehensive [Costing Turnover Calculator](#) which allows organisations to measure the true cost of staff turnover in the areas relating to separation, replacement, training, lost productivity in the workplace and consequently, lost business.

This step-by-step program prompts you to enter the specific cost for turnover-related areas and provides a total dollar cost to the organisation which is losing staff. This powerful tool demonstrates why it is imperative for businesses to maximise their female talent.

Employee Opinion Surveys

Consultation with employees ensures that management knows exactly how their employees feel and what they want. It takes assumptions out of the planning process and lets employees know that they are heard in their organisation. Employees are more likely to be supportive of the implementation of policies and procedures if they have been consulted on them.

In addition, consultation with employees is a requirement of the Act as it helps to identify equal opportunity issues for women. Whether it is through one-on-one discussions, part of the performance appraisal process, a formal focus group or an employee survey, consultation enables employees to participate in decisions and share in the responsibility for actions taken.

EOWA's consultation tools are designed to gain information from your staff about what's working and what's not working in your organisation in relation to removing discrimination and advancing women.

We offer a series of three [Employee Opinion Surveys](#), developed by Dr Graeme Russell (Director Work + Life Strategies), which are based on the seven Employment Matters and tiered to the needs of different business – those starting out, moving forward or leading the way.

In addition, an [Online Survey Tool](#) has been developed which allows you to automatically select your survey group, generate your survey form and graph the results from staff ready for inclusion in your report to EOWA. This tool is offered as a software program which is run from your local computer. ☺

Let's talk about ... change management

Avis Australia's HR Director Jeannette Kruk is passionate about creating a diversity strategy that challenges the status quo and achieves real advancement for women. As one of Australia's pre-eminent rent-a-car companies, Avis currently has four women out of a team of 14 that report directly to the CEO. Kruk, a finalist in the Diversity Leader category of EOWA's *Business Achievement Awards 2001*, speaks with *Action News*.

AN: What do you see are the biggest challenges to advancing women at Avis?

Kruk: I believe Avis has the fundamentals right, and by that I mean selecting the right person for the job based on knowledge, skills and experience, and advancing people through the organisation based on their job performance and potential. Our female workforce representation is around 40%, which is a pretty good mix. But what needs work are the subtleties, things like people's inherent value systems which are based on their life experiences. Changing people's perception of gender roles and challenging senior managers to think outside the box of the traditional full-time, 8 to 5 employment situation are opportunities for us.

AN: Changing an individual's behaviour and attitude is certainly a big challenge. How do you approach the issue?

Kruk: I'm not sure if it's possible for me to change someone's 'attitude' as I think that is more closely related to a person's beliefs, and those beliefs were formulated long before they came to Avis. However, I believe my mission is to make people aware of the biases they may bring into the workplace and allow to influence their employment decisions. It's the behaviour I'm looking to change, not necessarily the beliefs, and keeping the focus on a person's ability to do a job and away from personal characteristics is the way to achieve that aim.

The key, as I see it, is to constantly challenge perceptions and assumptions. I challenge our recruitment processes, compelling managers to focus on job competencies rather than personal attributes such as age, gender or nationality which can easily be gleaned from a person's resume. I take a stand when someone acts contrary to our Values or EEO policy. I challenge the people I work with, asking them to put themselves in the position of another and to "walk in their shoes" for a while.

AN: As a woman in senior management, what is important to you?

Kruk: When it comes to gender role perception, I believe that being competent as a female in a senior management role will speak for itself to someone who believes that women belong in the home, or in clerical roles only, and have no positive contribution to make at the strategic level.

I also think it's important to 'walk the talk' of the Avis Values in carrying my job responsibilities. These Values provide the framework for our success in the workplace. Each individual is equally responsible for upholding these Values, which are woven into many of our human resources programs to foster accountability. The *Respect for the Individual* value, for example, led to the development of a similarly titled diversity training program focusing on recognising and understanding our biases, and valuing the differences that each of us brings to the table.

Obviously, if everyone thought the same then innovation and creativity would be pretty rare commodities! Another program deals with sexual harassment, stereotyping and discrimination, and we present the information in a way that makes the light bulbs go off in people's heads.

"... being competent as a female in a senior management role will speak for itself to someone who believes that women belong in the home or in clerical roles only."

AN: In what way have your efforts led to behavioural change?

Currently I have several examples of managers who have eagerly sought alternative work schedule arrangements to accommodate new mothers on their staff – talented and loyal individuals who otherwise would have been forced to resign. These managers have recognised the positive impact on the business in making these arrangements, which typically are not costly or disruptive. Previously these same managers may simply have said, “Sorry, it’s a full-time job.”

AN: Resistance to change is inevitable. How do you handle it?

Kruk: I deal with resistance in two ways. Firstly, I built and continue to build credibility for the HR function by getting the basics right. HR has to be seen as a strategic business partner within the organisation and this comes from the CEO down. I attend all operational reviews, for example, and add value to the business in that way. Having a good rapport and good personal relationship with business and line managers is essential, as is making yourself available and being responsive to their needs. As a result, I find that they now call on me for assistance.

Secondly, I sell the line managers the business case for diversity. I focus on actions and outcomes, and I look for buy-in from people by relating to their experience.

AN: What kind of outcomes have you achieved?

Kruk: We have a very supportive and communicative CEO and this is fundamental to the success of our diversity strategy. We have achieved a more integrated and flexible work environment, and have examples of part-time work, job sharing and telecommuting where previously these arrangements were non-existent. This not only sets the tone for the organisation, but challenges the mind-set of other business managers.


“Most importantly, by linking EEO, Diversity and People Management goals into the Performance Management System we have created accountability.”

Employees are happy about the flexibility too, with 77% in our most recent Employee Survey stating that Avis and its managers provide the flexibility necessary for employees to achieve work/life balance. I think that’s a great result, particularly in an operations shift work environment where being accommodating is much more challenging than in a head office situation.

AN: What about women? How have they advanced in Avis?

Kruk: We approach the advancement of women as part of our overall Diversity Strategy from which women benefit. This has meant that individuals’ behaviour has changed as employees and managers are aware that they are being measured in terms of how they treat others and value differences. Specifically, it is important for women in the organisation to see other women in senior management positions and, in this way, those on our senior team have become role models and mentors. I also think it’s very inspiring that at Avis the large majority of our management staff have come up through the ranks...our CEO started his career at Avis washing cars! Everyone has a chance, and we dedicate a lot of resources to ensure the ongoing professional development of our high potential employees.

AN: What keeps you motivated to do the job you’re doing?

Kruk: I enjoy the challenge of converting the non-believers, not by force, but by enabling them to see for themselves the actual benefits of changing certain behaviours. It’s personally very satisfying when you see a tangible result from your efforts. The fact that Human Resources has evolved from a purely administrative function into a strategic business partner, and to work for a company that recognises the value in that, is also a great motivator. It’s a great time to be in HR! 

Australian Women in Leadership Census

In its report *Breaking the Glass Ceiling* the International Labour Organisation (ILO) highlighted that there is no internationally comparable data on women in leadership positions with which to benchmark against other countries.

EOWA took up the challenge, which has resulted in the **Australian Women in Leadership Census**. An Australian first, the Census clarifies both the status of women on boards in Australia's top 200 organisations as well as women corporate officers and top earners in Australia.

Applying the business principle of "what gets measured gets done," the Census is undertaken in partnership with Macquarie University and using Catalyst's highly regarded 'Fortune' metrics with methodology approved by the Australian Bureau of Statistics (ABS). (Catalyst is the United States' most prestigious research and advisory organisation dedicated to women's issues in business.)

It is expected that this quantifiable census 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 Census results will be launched by Senator Helen Coonan at an Australian Institute of Company Directors luncheon on 26 November 2002. ☺

**If you would like further information on the Australian Women in Leadership Census,
please contact Lisa Annese on 02 8900 3297.**

Registration Form



An Intimate Conversation

Yes, I would like to attend the EOWA *Intimate Conversation* session on Tuesday, 29 October 2002 from 9.00am in the Garden Rooms, Crown Casino, Melbourne at a total cost of \$275.00 (including GST).

To reserve your place now, please telephone us on **1300 720 161** or fax this form to **(02) 9448 8572**.

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Tax invoice: Upon payment, this registration form serves as your tax invoice in compliance with GST legislation. This notice should be used to claim your Input Tax Credit.

Cancellation Policy: The cost of attendance will be incurred when notice of cancellation in writing is not received within **Five Days** of the event date (29 October).

Post cheques to:

EOWA Accounts
GPO Box 712
Nth Sydney NSW 2059

Fax with credit card details to **(02) 9448 8572**.

Telephone enquiries **1300 720 161**.

Tell a friend

Know someone who would be interested in receiving our newsletter? Email us at actionnews@eowa.gov.au and provide their email details and we'll be happy to send *e-Action News* to them.

Feedback

We welcome your feedback! We aim to provide practical help to develop a workplace program as well as providing lively discussions on related topics. If there is anything you would like to see in a future issue, please contact us by emailing actionnews@eowa.gov.au.

Privacy statement

The agency collects such information as is needed to assist in administering the Equal Opportunity for Women in the Workplace Act 1999. Information is only used for the purpose it was collected and will not be shared with anyone else unless required by law.

Individuals and organisations may review any information that the Agency holds on them and request that this information be changed or updated as appropriate.

The agency takes reasonable steps to ensure that the personal information we collect and use is accurate, complete, and up-to-date. We take reasonable steps to protect the personal information we hold from misuse and loss and from unauthorised access, modification or disclosure.