



# Compliance Guidelines

## Make Equal Opportunity Contribute to your Organisation's Bottom Line

These Guidelines are the first point of reference for organisations looking for assistance in complying with the legislation. They provide guidance on how to develop and implement an effective equal opportunity for women in the workplace program.

We have found that issues for women in the workplace are addressed most effectively when the program is integrally linked to the organisation's business strategy, and implemented initiatives are closely aligned with business priorities. Programs developed and implemented in this way are more likely to:

- ❖ Progress equal opportunity for women in the workplace, and
- ❖ Contribute to the achievement of business strategies.

**Analysing your workplace** by collecting information to identify the issues for women and providing insight as to why these issues exist is the key to developing an effective program. Priority issues for your specific business can then be chosen to take action. Taking the time to properly analyse your workplace will ensure you set up your workplace program, and your business, for success.

When analysing your workplace, remember that women are a diverse group, and you may well find that different groups have different needs. We therefore encourage you to talk with a cross-section of women who work in your organisation in different roles, of different ages, with different experiences, and from diverse backgrounds.

Addressing structural barriers to women's full participation in the workplace is a challenging change process. It is our experience that some initiatives work and others do not, despite the best intentions. Some organisations will take actions that do not necessarily result in significant shifts in women's representation or organisational culture. Our expectation is that organisations will take the time to evaluate the actions they have taken with a view to learning from both successes and failures.

### Summary

**What do I need to do to comply with the Act?**

See [s.6](#), [s.8](#) of the Act

To comply with the [Equal Opportunity for Women in the Workplace Act \(1999\)](#) (the Act), your organisation is required to:

- ❖ Develop an equal opportunity for women in the workplace program; and
- ❖ Report annually to EOWA on the program and its effectiveness.

These Compliance Guidelines help you to comply with the Act by assisting with:

- ❖ How to develop a workplace program.
- ❖ What to provide in your report.

#### **How to develop and implement a workplace program:**

- ❖ Assign responsibility for the program to a person who is senior and influential enough to take action.
- ❖ Prepare a workplace profile (see [Attachment 1: Workplace Profile Sample Tables](#) on page 15 of these Guidelines).
- ❖ Analyse the issues for women in your workplace considering each of the employment matters by consulting with employees (or their nominated representatives) including women.
- ❖ Prioritise your issues.
- ❖ Take action to address your priority issues.
- ❖ Evaluate the effectiveness of your actions.

#### **Employers need to demonstrate that they have identified the issues for women and taken action.**

- ❖ These actions may be part of your wider business or human resource strategies, provided at the beginning of the reporting cycle you identified that these strategies are issues for women, and you therefore included them in your workplace program.
- ❖ The Act provides a 'compliance cycle' throughout which actions may be spread. Your organisation can then:
  - Avoid an intense human resource commitment at one time of the year, and
  - Integrate equal opportunity into ongoing business planning and strategic activities.
- ❖ Remember that your workplace profile needs to have been completed at or within six months prior to the beginning of the program period. The program period is from 1<sup>st</sup> April to 31<sup>st</sup> March each year.

At the **beginning** of the reporting period you should:

- ❖ Prepare your workplace profile.
- ❖ Conduct your analysis to identify and prioritise equal opportunity issues for women.
- ❖ Plan your actions.

**During the reporting period** you will take the planned actions.

At the **end** of the reporting period you need to report on your activities and:

- ❖ Again prepare your workplace profile to assist you to evaluate your actions over the reporting period (this profile can then be used to help you identify issues for the next reporting period).
- ❖ Evaluate the effectiveness of your actions.
- ❖ Plan your actions for the next reporting year.

You need to report on this program and its effectiveness to the Equal Opportunity for Women in the Workplace Agency (EOWA) annually by 31<sup>st</sup> May.

**What to include in a report?**

See [s.13](#) of the Act

**Developing and implementing a workplace program involves:**

You can report in whatever way is most relevant to you (ie, type of report, format, style etc).

However, your reports must:

- ❖ Set out your workplace profile (Step 1).
- ❖ Describe your analysis of the issues in your workplace relating to equal opportunity for women (Step 2).
- ❖ Identify the priority issues for women (Step 3).
- ❖ Describe the actions you have taken to address these issues (Step 4).
- ❖ Evaluate the effectiveness of these actions (Step 5).
- ❖ Describe the actions that you plan to take in the next reporting period (Step 6).

You can report on workplace analyses, actions and evaluations undertaken for other purposes, but which are aimed at, or have the result of eliminating discrimination and contributing to equal opportunity in the workplace.

Your report must show that you have examined the issues relating to women in your workplace, and have taken actions that aim to achieve equal opportunity for women in the workplace. Please note:

- ❖ These actions may be part of your wider business or Human Resource strategies, provided you identified these at the beginning of the reporting cycle.
- ❖ It is not enough to simply wait until the end of the reporting year and pull together initiatives undertaken for other reasons and frame them as an equal opportunity workplace program.

- You must ensure that the workplace profile refers to a date no later than six months prior to the beginning of the actual reporting program period (the reporting period is from the 1<sup>st</sup> April to 31<sup>st</sup> March annually).

### When providing information, consider if you have:

- ❖ Provided enough information to demonstrate all the reporting requirements have been addressed.
- ❖ Used concise dot-point language.
- ❖ Provided quality information rather than quantity (reports need not be longer than six typed A4 pages).

## Develop and Report on Your Workplace Program

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### Complete the Organisational Detail Cover Sheet

 [Organisational Details Sheet](#)

Your organisation's current details need to be included with your report. EOWA's Public Report form, contains the Organisational Detail Cover Sheet as part of the document. If you choose to report in a different format, you will need to obtain a copy of this sheet from our website.

Details required include:

- ❖ The name of your organisation.
- ❖ Major business (earning) activities (for example, nursing home, manufacturing - plastic bottles).
- ❖ What is the ANSZIC (Australian & NZ Standard Industrial Classification) code/description for your organisation (*eg 2545 - Soap and Other Detergent Manufacturing*). Refer to our website for a complete list.
- ❖ Which organisation(s) within your corporate group are you reporting on?
- ❖ Which organisation(s) within your corporate group are you not reporting on?
- ❖ Have any of the organisations you reported on last time changed their name, been sold or ceased to operate?
- ❖ Who is the ultimate responsible company (parent) for the organisation?
- ❖ (Optional) An organisational/company structure listing major business areas for each subsidiary.
- ❖ EOWA may send your company non-reporting related material from other organisations for the sole purpose of notifying you of relevant equal opportunity information such as lectures, events, programs or publications. If you DO NOT want EOWA to send your Report contact or CEO this information please email us at [eowa@eowa.gov.au](mailto:eowa@eowa.gov.au).

### Step 1.

#### Complete your Workplace Profile

See [s.8\(2\)](#) of the Act  
[Workplace Analysis Tool Kit](#)

The first step is to analyse your workplace and to identify the issues, as the profile needs to include factual information about the composition of your workforce. As a minimum, you will need to include information relating to the gender and job-based characteristics of your workplace. If you would like more detailed help with analysing your workplace, please link to our [Workplace Analysis Tool Kit](#) on our website.

This step should be done at the start of the reporting year. The workplace profile must relate to a point no earlier than six months prior to the beginning of the relevant reporting period (ie 1<sup>st</sup> October).

#### Key questions you will need to answer are:

- ❖ How many men and women work here?
- ❖ What type of jobs do men and women do?

#### Depending upon your business situation, you may also want to consider the following questions:

- ❖ How are men and women employed, for example, full-time, part-time, casual work, permanent, regular, ongoing, temporary, and contractors?
- ❖ How many women are in management roles compared with men?
- ❖ How many women are doing traditional male work (for example, apprentices, trades)?
- ❖ What average salaries are your female employees earning compared with your male employees across all levels of your organisation?

#### Step 1 Outcome: Have a Workplace Profile

At the end of this step you should have a picture of where the women are in your organisation and what they do.

#### What to include in your report?

See [s.13\(2\)\(a\)](#) of the Act

You will need to attach your workplace profile to your report. You may choose any method you wish to collect this information. For example:

- ABS (Australian Bureau of Statistics)/ASCO (Australian Standard Classification of Occupations) System.
- Human Resource Information System (eg HAY, SAP).
- Award or workplace agreement or 'in-house' classification systems.
- Your organisational chart, if this provides sufficient information to contribute to your analysis.

[Workplace Profile Sample Tables](#) (see page 15) are provided to assist you to report on your workplace profile.

### Step 2.

#### How to Analyse the Issues for Women in your Workplace

See [s.8\(3\)](#) of the Act  
↪ [Workplace Analysis Tool Kit](#)  
↪ [Employment Matter Guidelines](#)

The next step is to identify the issues for women in your workplace.

#### You will need to consider each of the seven Employment Matters in this process:

- ❖ You can base your analysis in part on your workplace profile, provided you consider each of the seven Employment Matters:
  - Recruitment and Selection
  - Promotion, Transfer and Termination
  - Training and Development
  - Work Organisation
  - Conditions of Service
  - Arrangements for Dealing with Sex-based Harassment
  - Arrangements for Dealing with Pregnancy, Potential Pregnancy and Breastfeeding
- ❖ The level of investigation will vary depending on the company's specific circumstances (for example, if your company is down-sizing you may spend more time analysing retrenchment rather than recruitment data).

#### Starting questions that may identify the issues are:

- ❖ What is working well for women here?
- ❖ What needs to be improved so that more women can fulfil their potential?

#### When analysing your issues the key things to consider are:

- ❖ What is, and what is not, working well for women in this workplace?
- ❖ Why? What are the reasons for women doing well, or the reasons they are not doing as well as men?
- ❖ How can things be improved so more women can fulfil their potential?

For further considerations you could give to each of the seven Employment Matters, please link to the individual Employment Matter Kits on our website.

#### Is there anything else that you need to change to recruit and retain valuable female staff?

In addressing these seven Employment Matters, you may also wish to consider the extent to which informal practices have been formalised into written policies and communicated to all staff.

### Consultation

See [s.8\(1\)\(b\)](#) of the Act

Talking to a wide range of people will help you to identify the issues for women in your organisation, and also to identify ways of addressing these issues. The legislation requires you to consult with employees (or their nominated representatives) and, particularly, female employees.

However, it may be also useful to talk with:

- A cross-section of female employees who work in different roles, of different ages, with different experiences, and from diverse backgrounds.
- Any employee representatives/committees/steering groups.
- The senior manager with overall responsibility for the EEO workplace program.
- Managers who can tell you what the business issues are so that you can align any EEO issues with organisational issues (for example, downsizing may mean that recruitment action will be a low priority).
- A cross-section of men who work for your organisation to discuss any of the seven Employment Matters.

### How do I identify the issues?

See [s.13\(2\)\(a\)](#) of the Act

Use whatever method works in your organisation. For example, you may:

- Add some key questions to an employee survey.
- Design and distribute a one-off survey.
- Hold one-to-one interviews with people.
- Hold focus group meetings of key groups.
- Arrange women's network meetings.
- Arrange diversity summits.
- Consider exit interview information.
- Investigate your people policies, and people management systems and practices.

### Step 2 Outcome: Know what the Issues are for women

At the end of this step you should know what the issues are for women in your organisation, as well as the overall people priorities for your organisation. You will also need to assign responsibility for actioning these issues to a senior manager.

### What to include in your report?

See [s.13\(2\)\(b\)](#) of the Act

You will need to provide information on:

- How you analysed your workplace, including how you consulted with your female employees, to identify the issues for women, and
- What the equal opportunity issues for women are in your organisation.

### Can a business report that it has no issues?

You can report there are no identifiable equal opportunity issues for women in your workplace if you can **demonstrate** this in relation to **each** of the seven Employment Matters. You will need to show through your analysis of each Employment Matter how you arrived at this conclusion.

You can do this by using any of the following forms of data:

- Quantitative, statistical or numerical data (eg employee survey data, systems data).
- Qualitative data (eg focus group data, written comments/statistics in employee surveys).
- Anecdotes, descriptions or written comments (usually in combination with quantitative or qualitative data).

### Step 3.

#### Prioritise your Issues for Action

See [s.8\(3\)](#) of the Act

The next step is to prioritise the issues for women in your workplace.

You need to identify the key issues for women in your organisation that you intend to focus on over the reporting year (and beyond if necessary) to help achieve equal opportunity for women in your workplace.

Through Step 2, you will have identified a range of issues, perhaps too many to address in one year, or issues that may take a number of years to fully resolve. In this step, you make a realistic assessment of what is most important to your organisation, and what can be achieved over the course of a year.

A number of the issues you have identified may also be the result of a single, or a handful of systemic key issues. If these are addressed, your other problems might resolve themselves.

At the end of this process you might end up with one or two key issues, or several smaller issues. It's up to you and your organisation to work out what your priorities are, based on a range of considerations such as the cost to the organisation and its employees if specific issues are not addressed.

For example, your priority issues might be any number of the following, or they might be quite specific to your organisation or industry. It's up to you to tell us.

Sample issues are:

- Poor rate of return from maternity leave.
- Lack of women recruits.
- Significant occupational segregation.
- Poor representation of women in management.
- Women with children, or pregnant women, leaving your organisation.
- Few women employed in permanent, regular, ongoing employment.
- Sex-based harassment in the workplace.
- Fewer training resources devoted to women relative to men.
- Lack of awareness among staff of equal opportunity policies.
- Little access to regular part-time or home based work.

Your priority issues can relate to any of the employment matters. They can also relate to broader issues for your organisation such as cultural change, leadership, occupational health and safety, workplace consultation, human resource management or employee relations as long as they are aimed at improving equal opportunity for women.

#### Step 3 Outcome: Identify the Priority issues

At the end of this step, you will have identified your organisation's priority issues.

### What to include in your report?


See [s.13](#) of the Act

You need to tell us:

- the issues you identified as priorities, and
- why you chose the issues you did.

### Step 4.

### Take Action

See [s.8\(4\)\(a\)](#) of the Act  
 [Employment Matter Guidelines](#)

You now need to determine what actions you are going to take to address the priority issues that you have identified in your organisation.

#### Example 1:

A priority issue for you may be to address the poor rate of return from maternity leave in your organisation. Actions could be:

- Guidelines developed to facilitate conversations between employee and manager regarding future plans for job and baby.
- Establish a Stay-in-Touch program.
- Flexible work options available for women returning from maternity leave.
- Managers and employees trained on how to access these options.
- Childcare assistance available through dependant care helpline.
- 'Expressing' room available.

#### Example 2:

A priority issue may be to address the range and use of flexible work practices. Actions could be:

- To communicate the organisation's policies (providing examples of statements and promotional materials);
- To educate managers on how to implement flexible work practices; and
- To educate employees on how to negotiate for work practices that balance work and personal life.

If you would like more detailed information or assistance in analysing issues and developing actions, you can refer to the guidelines relating to each of the seven Employment Matters.

### Step 4 Outcome: Describe the Actions Taken

At the end of this step, you will have identified your organisation's priority issues.

### What to include in your report?

See [s.13\(2\)\(c\)](#) of the Act


You can report on your actions by briefly describing the actions you have taken to address the issues.

You can report the same actions in successive years, provided you can demonstrate that your actions:

- ❖ Are long-term strategic initiatives aimed at delivering equal opportunity to women over time;
- ❖ Are on-going education campaigns (eg harassment training, EEO training, induction etc); or
- ❖ Have been continuously improved to deliver equal opportunity over time.

### Step 5.

### Evaluate the Effectiveness of your Actions

See [s.8\(4\)\(b\)](#) of the Act  
 [Public Report](#)

Please note: The workplace program Evaluation section may remain confidential if requested. If you want the Evaluation to be confidential, please ensure it is included under the heading "Confidential Evaluation" in your report.

You will need to consider the effectiveness of your actions. Some questions to help you evaluate this are:

- ❖ What happened? (Were there changes in the job groups that women work in, for example, first female electrical apprentice was appointed).
- ❖ What stage is the action at?
- ❖ Did the action work? Did it not work?
- ❖ What did you learn for next time?

The tools you used to identify issues are also excellent for identifying how well your actions worked (for example, surveys, one-to-one interviews, focus groups, and so on).

The evaluation can use any of the following:

- Quantitative, statistical or numerical data (eg, employee survey data, systems data). You can use an updated version of the Workplace Profile at the end of the reporting period to help you evaluate.
- Qualitative data (eg, focus group data, written comments in employee surveys).
- Anecdotes, descriptions or written comments (usually in combination with quantitative or qualitative data).

Your actions may not have produced measurable, quantifiable results, and it is acceptable for you to demonstrate you are continuously analysing and improving the effectiveness of the actions you take to achieve equal opportunity for women.

### Step 5 Outcome: Assessing your EO Actions

At the end of this step, you will have assessed the effectiveness of your actions. We encourage you to celebrate your successes and to learn from your attempts.

### What to include in your report?

See [s.13\(3\)](#) of the Act

Your report (either in your public report or in a separate confidential report) must contain an evaluation of the effectiveness of the actions.

You may also report on actions that were not effective, despite resources invested. You can do this by describing why the action did not work and what you learnt from this.

## Step 6.

### Making Plans for the Next Reporting Period

See [s.13\(2\)\(d\)](#) of the Act

To build on the success of your actions to date, you can:

- ❖ Use the results of your evaluation to identify the actions you need to take over the next reporting year, and how you can best implement these.
- ❖ Revisit your analysis.
- ❖ Talk with employees.
- ❖ Revisit your business priorities.

You may decide to build on actions you already have in place, or address one of the other Employment Matters or issues.

This is where the cycle starts over again. Your updated Workplace Profile, analysis and action plan can be used to complete this section of the report.

### Step 6 Outcome: Looking to the Future

At the end of this step, you will have developed a plan of action to build on what you have achieved in the previous year.

### What to include in your report?

See [s.13\(2\)\(d\)](#) of the Act

You need to report on planned or intended actions for the next reporting year in a bid to achieve and improve equal opportunity for women in your organisation.

You need to also provide an updated Workplace Profile. This will assist you to identify issues for the next reporting period.

### Attachment 1:

#### Workplace Profile Sample Table Examples

See [s.13\(2\)\(d\)](#) of the Act

On the following pages you will find a series of workplace profile examples designed to assist you in developing your workplace profile. The examples have been organised according to industry type and consist of:

- ❖ Manufacturing
- ❖ Retail Fashion
- ❖ Finance
- ❖ Community Service and Health
- ❖ Information Technology and Telecommunications
- ❖ Higher Education
- ❖ Non-Government Schools
- ❖ Transport
- ❖ Property
- ❖ ASCO Codes

These tables are also available in an [Excel spreadsheet](#) to assist you complete your profile.

Brief analyses of the manufacturing and retail fashion examples have been included to indicate the sort of information that can be derived from the tables you prepare for your organisation.

If you think about the way work is organised in your workplace, can you see your organisation in one of these examples? Two ASCO code tables have also been provided. They may assist you in preparing your profile if your organisation does not easily fit into one of our examples.

So that your workplace profile highlights a useful picture of how men and women are placed in your organisation you need to provide levels and jobs right across your workforce (eg casuals, part-timers, full-timers etc).

You are welcome to use the examples on the following pages. Remember, however, that these examples serve primarily as a guide. They are by no means an exhaustive list of the work structure of every organisation. You may have different job titles or may grade your jobs in a different way. The examples are designed to assist you in developing a profile unique to your organisation.

### Example 1: Manufacturing Sector

1 Manufacturing Sector														
Occupational Category	full time		%	part-time		%	casual		%	total employees		%	Average Salary \$k	
	female	male	female	female	male	female	female	male	female	female	male	female	female	male
Senior executive	0	5	0	0	0	0	0	0	0	0	5	0		
Senior management	0	15	0	0	0	0	0	0	0	0	15	0		
Line managers	3	42	7	0	0	0	0	0	0	3	42	7		
Skilled workers	10	165	6	0	0	0	0	0	0	10	165	6		
Administration Staff	29	17	63	0	0	0	0	0	0	29	17	63		
Distribution staff	0	14	0	0	0	0	0	0	0	0	14	0		
Shop floor staff	89	285	24	0	0	0	0	0	0	89	285	24		
<b>TOTAL</b>	<b>131</b>	<b>543</b>	<b>19</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>131</b>	<b>543</b>	<b>19</b>		

This workplace profile identifies the following equal opportunity issues for women:

- ❖ Women make up only 19% of the workforce overall.
- ❖ No part-time or casual work options.
- ❖ Low percentage of women in management and at executive level.
- ❖ Low percentage of women in skilled work.
- ❖ No women in distribution.
- ❖ A substantial percentage of women in administration.
- ❖

### Example 2: Retail Fashion

2 Retail Fashion														
Occupational Category	full time		%	part-time		%	casual		%	Total Employees		%	Average Salary \$k	
	female	male	female	female	male	female	female	male	female	female	male	female	female	male
Senior Management	310	18	95	0	0	0	0	0	0	310	18	95	80	110
Other Managers	0	0	0	0	0	0	0	0	0	0	0	00	0	0
Sales Staff	350	11	97	260	6	98	998	7	99	1608	24	99	26	29
Administration staff	40	3	93	0	0	0	0	0	0	40	3	93	40	40
Distribution staff	15	16	48	0	0	0	25	42	37	40	58	41	30	30
<b>TOTAL</b>	<b>715</b>	<b>48</b>	<b>94</b>	<b>260</b>	<b>6</b>	<b>98</b>	<b>1023</b>	<b>49</b>	<b>95</b>	<b>2004</b>	<b>107</b>	<b>95</b>	<b>--</b>	<b>--</b>

This retail fashion company has compiled a workplace profile that includes the number of female and male employees in different occupations, broken down by employment status (ie, full-time, part-time, casual employees).

From this workplace profile it can be seen that women are predominantly employed in casual employment. Does this restrict women's access to promotion and career development opportunities or career paths? If so, it may be an equal opportunity issue.

As a next step in analysing its workplace, this company could investigate its length of service records to identify whether a significant number of these casual female employees were long-term employees. It might then wish to consider the costs and benefits to both the organisation and its female employees of offering regular part-time work as an alternative.

Regular part-time work provides access to employment benefits (such as sick leave and annual leave) to employees, as well as potentially being of benefit to the organisation by retaining experienced staff and reducing turnover rates.

### Example 3: Finance Sector

workplace profile														3 Finance Sector	
Occupational Category	full time		%	part-time		%	casual		%	total employees		%	Average Salary \$k		
	female	male	female	female	male	female	female	male	female	female	male	female	female	male	
Non-appointed	1000	500	67	800	10	99				1800	510	78	25	25	
Supervisory/ Team Leader	500	450	53	200	11	95				700	461	60	35	35	
Junior Management	400	1500	21	50	1	98				450	1501	23	50	55	
Middle Management	200	800	20	10	0	100				210	800	21	75	85	
Senior Management	15	150	9	0	0					15	150	9	125	150	
Professional/ Technical															
Executive Level	3	27	10	0	0					3	27	10	160	200	
Contractors	3	12	20	3	0					6	12	33	--	--	
<b>TOTAL</b>	<b>21210</b>	<b>3439</b>		<b>1063</b>	<b>22</b>	<b>99</b>				<b>3184</b>	<b>3461</b>		<b>--</b>	<b>--</b>	

Issues raised:

Men paid higher salaries at middle and senior management levels. Why?

Women executives outnumbered 9 to 1. Why?

Very few part-time managers, both female and male. Why?

Example 4: Community Services

4 Community Service														
Occupational Category	full time		%	part-time		%	casual		%	total employees		%	Average Salary \$k	
	female	male	female	female	male	female	female	male	female	female	male	female	female	male
Executive Management														
Management														
Project Officers														
Care Staff														
Administration Staff														
TOTAL														



Example 5: Health Sector

workplace profile														5 Health													
Occupational Category	full time		%	part-time		%	casual		%	total employees		%		Average Salary \$k													
	female	male	female	female	male	female	female	male	female	female	male	female	female	male													
Executive Management/DON																											
Registered Nurses																											
Enrolled Nurses																											
Project Officers																											
Personal Care Staff																											
Administration Staff																											
Ancillary Staff																											
Maintenance Staff																											
TOTAL																											

Example 6: Information Technology and Telecommunications

workplace profile		6 Information Technology and Telecommunications												
Occupational	full time		%	part-time		%	casual		%	total employees		%	Average Salary \$k	
Category	female	male	female	female	male	female	female	male	female	female	male	female	female	male
Senior executive														
Management														
Senior Analysts														
Analysts														
Technicians														
Sales staff														
Administration Staff														
TOTAL														



Example 7: Non Government Schools

7 Non Government Schools														
Occupational Category	full time		%	part-time		%	casual		%	total employees	% Average Salary \$k			
	female	male	female	female	male	female	female	male	female	female	male	female		
Principal														
Vice-Principal, Deputy Principal														
Other Managers, Administrators														
Senior Teachers														
Other Teachers														
Other Professionals														
Maintenance or Support Staff														
TOTAL														

Example 8: Higher Education Institutions

workplace profile		8 Higher Education Institution																		
Occupational Classifications	Continuing Staff Tenure Permanent						Other												Average Salaries	
	Full Time		Part Time		Casual		Contract Less than 1 year		Contract 1 year or more		Contract 3 years or more		Casual Visitors		Total					
	F	M	F	M	F	M	female	male	female	male	female	male	female	male	female	male	female	male		
Vice Chancellor & Principal																				
Deputy vice Chancellors																				
Pro-Vice Chancellors																				
Executive Directors/ Executive Dean																				
Head of School/Area																				
Academic staff (Teaching) Level1, Level2, Level3, etc.....																				
Academic staff (Research) Level1, Level2, Level3, etc.....																				
Academic staff (Teaching & Research) Level1, Level2, Level3 etc.....																				
General staff Level1, Level2, Level 3 etc.....																				
<b>TOTAL</b>																				

### Example 9: ASCO

Occupational category	Full time number		Part time number		Casual number		Total number			%	
	Women	Men	Women	Men	Women	Men	Women	Men	Women and Men	Women	Men
Managers	50	75	10	5	0	0	60	80	140	43	57
Professionals	30	35	10	0	0	0	40	35	75	53	47
Para-professionals	35	30	15	2	6	0	56	32	88	64	36
Trades	10	75	2	2	5	25	17	102	119	14	86
Clerks	55	25	10	3	15	5	80	33	113	71	29
Sales and service	44	40	60	10	80	10	184	60	244	75	25
Plant and machinery operators drivers	25	50	15	15	30	10	70	75	145	48	52
Labourers	5	50	10	5	15	15	30	70	100	30	70
Total	254	380	132	42	151	65	537	487	1024	52	47

Issues raised:

- ❖ What about salary comparisons?
- ❖ What are the benefits of part-time versus casual in the organisation?