

For Discussion.

1. Do these outcomes sufficiently reflect the intent of the Act?

"Improve" could mean a 0.1% increase in a statistic, but from a cultural perspective it might be worse. So using that language might miss the point. I would also say that the intent of the Act is to improve Gender Equality on a consistent basis - therefore if we are reporting and measuring on an annual basis then we want to see annual improvements.

2. Do they need amending or adding to?

See above.

I'd also add an outcome that tackles the unconscious bias that will affect all of these outcomes ultimately. So placing it on the table as an outcome will force companies to look at the 'soft stuff' more seriously, rather than looking at just numbers and thinking they can reach a target and move onto the next board agenda item to discuss.

Possible Considerations

3. What are the priority reporting outcomes that meet each key objective?

- Gender composition at Exec, Manager and All the rest levels, compared to the year before
- # of maternity leave applications approved & taken in the last 12 months, and the rate of return
- # of flexible work requests made for family management - and the gender composition, compare to the previous years
- # of flexible work requests approved - and gender composition, compare to the previous years
- # of maternity leave returns where they came back to a part time or flexible role (as different from prior to maternity leave as a result of a request for flexible working options)
- gender composition of graduate positions
- gender pay gap of executive, manager levels (where roles are same)
- # of roles and levels and (their role type) where gender pay gap is greater than 10%
- compare gender pay gap to previous years across levels
- gender composition of employees exiting the company, and compared to previous years
- gender composition of employees applying for internally advertised roles, compared to previous years
- gender composition of employees being successful for internally advertised positions, compared to previous years
- satisfaction % of all staff by, gender composition, of organisations efforts to create a gender equal workplace, compared to previous years

4. What are the priority process indicators in terms of each key objective?
- - Equal Employment Policies for Recruitment and Promotion that encourage and endorse applications regardless of gender
 - - Anti discrimination policies
 - - Mandatory annual training for all employees on policies for recruitment, training and anti-discrimination
 - - Flexible work options available for male and female employees
 - - Return to work program to orientate employees back to work after maternity leave
 - - Maternity leave support program
 - - Networking program supporting women's careers
 - - Program to enable women to advance their career into a leadership role
 - - Participation in an annual employee engagement survey

Usefulness

5. Do employers currently collect this information?

What existing info is most useful?

What info have employers previously collected but rejected for lack of insight?

My experience is that often employers have data via different channels and collect it via varying levels of credibility or accuracy. Some is verbal and stored in an excel spreadsheet or in someone's head!, some is via a survey and stored in a database.

The only data that tends to be put in any useful format is:

- - that which is required for monthly reporting purposes at an executive or board level to justify programs, spending and investment in that department or strategic objective; and
- - that which is required for mandatory reporting purposes.

Most HR Managers don't have time to collate any other data as they are so run off their feet reacting to the dramas that unfold continually.

Many employers don't collect this information, even though it exists.

The info most useful is all of that that we've identified, and that which will enable the decision makers to understand the need to make better and more strategic decisions to bring about the gender cultural shifts required.

6. Which outcomes or process indicators are likely to be most useful for employers?

- # of flexible work requests made for family management - and the gender composition, compare to the previous years
- # of flexible work requests approved - and gender composition, compare to the previous years

- # of maternity leave returns where they came back to a part time or flexible role (as different from prior to maternity leave as a result of a request for flexible working options)
- gender composition of graduate positions
- satisfaction % of all staff by, gender composition, of organisations efforts to create a gender equal workplace, compared to previous years
- annual pay equity review
- KPIs in all Leadership positions (from CEO down to Manager)
- centralised and transparent policies and processes that all staff have access to

Impact on Business

7. Which outcomes or process indicators will be most difficult and/or costly for employers to report on? Why?

- gender composition of employees applying for internally advertised roles, compared to previous years
- gender composition of employees being successful for internally advertised positions, compared to previous years
- satisfaction and effectiveness % of all staff by, gender composition, of organisations efforts (via policies, programs and behavioural standards) to create a gender equal workplace, compared to previous years

I say these will be the most difficult or costly because the larger the organisation the harder it is to ensure that all roles are created and followed due process. There's a greater chance of 'cottage industry' positions or recruitment processes made. Also because the larger the organisation the more difficult it is to ensure that all managers have been trained and adopt a new policy or process (if it is new). The last item listed may be difficult or costly as it will need to be sought via an engagement or separate survey to determine the satisfaction and effectiveness. When run independently they may add costs to the process.

8. Are there alternative ways this information could be obtained?

It's imperative that there are policies around recruitment and training. It's imperative that there is a core HRIS to collate and manage all employee remuneration, training and development data. Even if this is in 2 different systems, there needs to be a core repository for the information, and a process for collection.

Employers will need to invest in some standard procedures and software in order to manage their HR function effectively. They'll also need to consider using external parties to assist in measuring the effectiveness of new strategic initiatives and how it has impacted their culture - and ultimately their outcomes. Basically - it's just what they have to do.

Timing

9. Would it be beneficial or reasonable to phase certain outcome measures or process indicators in over time?

Only where there was an absence of that existing completely, such as flexible work options. It would still be required for them to have in existence by the beginning of the next reporting period (2014) if they knew in 2013 they needed to have it.

Otherwise, I think not. The rest should already be within reach.

10. If so, which ones, and on what basis?

As above.

Assistance

11. What assistance will employers need to report on certain process indicators?

They may need assistance on some of their recruiting, promotion and other data if they don't have the systems in place to record it accurately.

They will also need to engage an external party to assist in an annual or bi-annual engagement survey if they don't have one already.

Potentially they may need assistance in running cultural change focus groups and workshops in creating the discussions around the cultural norms and unconscious bias that need to be had.

Industries

12. Are there any outcomes or process indicators that should or should not be included for particular industries? Why?

No. Across the board.

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