

LEADING THE WAY

What makes a good leader in today's constantly changing economic climate? EOWA recently interviewed leading CEOs and Diversity Leaders for our Business Achievement Awards and gained some key insights.

If the only certainty in life is death, then the only constant in business is change – and lots of it. Each of the 20 organisations interviewed by EOWA operates within a unique change management framework. However, there was one overriding common factor – leadership from the top.

“Equal opportunity and workplace diversity ... happens by cascading from the leadership team down through the organisation, along with principles and measures that reinforce the importance from one level to the next,” says Mike Baltzell, President of Alcoa World Alumina Australia.

Consequently, an effective change agent or leader must have a high profile within the organisation, have influence at a strategic level, and have the passion and personal commitment to keep equal opportunity matters on the agenda.

By elevating the HR function to a more

senior level, many organisations provide the platform from which to fully implement a diversity strategy. Yet, unfortunately, many Australian organisations fail to recognise the value of a strategic HR function.

Recent research by PricewaterhouseCooper showed that more than 80% of organisations in countries such as France, Sweden, Belgium and Japan had HR managers represented on the board or senior team. Australian organisations, however, had only 50% representation¹.

And it is those organisations that do have HR representation at a senior level who are making the greatest strides in implementing diversity. “By raising the profile of the HR function, I have been able to deliver outcomes for women in a strategic way,” agrees Sister Judith Lawson, Principal of Santa Sabina College who has employed a HR Director for over five years.

Similarly, Robert Nicholls, CEO of Australian National Credit Union, elevated the HR role from purely personnel to a strategic function several years ago. However, he insists that policies and transparent practices also need to be in place to support this, as well as a clear measure of accountability.

But there is a third ingredient that cannot be underestimated – communication. An effective leader will take the time to listen to

HIGHLIGHTS

FROM THE DIRECTOR'S DESK.....	2
BUSINESS ACHIEVEMENT AWARDS.....	3
AWARD WINNERS.....	4-5
EMPLOYER OF CHOICE FOR WOMEN.....	6
CONGRATULATIONS, YOU ARE WAIVED.....	7
PATHWAYS TO BETTER BUSINESS.....	8-9
REPORTING OUTCOMES.....	10
REPORTING FEEDBACK.....	11

employees. Norman McCann, CEO of Hewlett Packard, personally champions women in his organisation by making his time available. “I provide mentoring and coaching, and personally have relationships with the people in my organisation.”

Similarly, Jim Harrowell, CEO of Hunt & Hunt believes “you can't send memos on this, it has to be hands-on.”

Above all, in this constantly changing environment, flexibility in leadership is key. As Elizabeth Bennett, HR Director at Santa Sabina says of employee suggestions: “I never say no without considering the possibilities.”[Ⓜ]

1. AFR, 11 July 2001, HR rises from pay office to boardroom.



Business Achievement Award Winners

Special section begins page 3



REPORTING OUTCOMES

Full report page 10

CEOs leading the way for women: Back (L to R): B Schwartz (Ernst & Young), D Murray (Commonwealth Bank), D Grollo (Grocon), M Baltzell (Alcoa World Alumina Australia), P Bullock (IBM), B Wood (Agilent Technologies), N McCann (Hewlett Packard Australia), D Hogg (Epsworth), G Proos (Avis Australia)
Front (L to R): D Martino (Deloitte Touche Tohmatsu), F Krautil (EOWA), R Nicholls (Australian National Credit Union), G Marven (Marven Poultry), R Franklin (Autoliv Australia), G Russo (McDonalds Australia)



eowa^e

“Congratulations to all those who have achieved compliant or waived status under the new flexible reporting process.”

It's hard to believe that another year is almost past, but what an exciting year it has been! We have now finalised the assessing of over 2,500 reports and I would like to congratulate all those who have achieved compliant or waived status under the new flexible reporting process. As part of our new process, our enthusiastic team of assessors was able to contact most reporting organisations to provide advice and assistance, as well as gaining valuable feedback. EOWA aims to provide the highest level of assistance specific to the individual organisational needs and with this in mind, we have identified several ways to best assist our clients. For more information on this and the outcomes of this reporting cycle, please turn to page 10.

Throughout the report assessing process, countless stories were passed on to me regarding the commitment, drive and energy from individuals who are implementing their workplace programs. Each organisation is unique, as are the individuals they employ, and it was inspirational to hear how many are implementing change in their own environment. Les Gibson, Training Manager at Blue Ribbon Coaches, is one such champion of change and his story is on page 10.

In conjunction with the reporting process, we were thrilled to be able to hold our inaugural EOWA Business Achievement Awards and presentation luncheon. My inspiration for this event came from the prestigious Catalyst Awards in New York, which I attended in April this year. Catalyst, a non-profit organisation, works with Fortune 500 companies to advance women and business. At this event, I was amazed to see 60 Fortune 500 Presidents and CEOs attend,

not to speak or take part in the proceedings, but to simply show their support and commitment to women in business. With this in mind, part of our vision at EOWA is to create an Australian event to parallel the Catalyst event by 2003.

As a 'first step' event on 10 October, the EOWA Business Achievement Awards made great strides towards achieving this goal. With 180 attendees, including 30 of Australia's most committed and supportive CEOs, we were delighted to honour and celebrate Australian individuals and organisations advancing women in business. We've dedicated several pages to the Awards, which begin on page 3 and, for those unable to attend, have provided video footage on our website.

We were also very excited to be able to launch our first list of female-friendly organisations – the *Employer of Choice for Women* list (page 6). When seeking to attract the best possible talent in a highly competitive market place, these organisations will be able to use the *Employer of Choice for Women* citation to provide significant positioning against rival employers. For information on how to become an *Employer of Choice for Women*, turn to page 6.

Do you know where you are in the annual reporting cycle right now? Your workplace program is an ongoing one and to help you keep on track, page 11 highlights were you should be now. Remember, our telephone advisors can help and even visit your worksite. Alternatively, log on to our website.

Please enjoy this issue of *Action News*. ☺

Fiona Krautil

Warm regards,
Fiona Krautil, Director
Equal Opportunity for Women in the Workplace Agency

The steel and glass Award sculpture was crafted by leading industrial designer, Michelle Donde.



EOWA BUSINESS ACHIEVEMENT

AWARDS 2001

“... to inspire others to follow in the footsteps of those business leaders who have made a positive difference.”

Sydney's L'Aqua at Cockle Bay Wharf set the scene for EOWA's recent Business Achievement Awards 2001, paying tribute to Australian organisations and individuals who are at the forefront of advancing equal opportunity for women in the workplace. Attendance at this prestigious event was highly sought-after, with a final audience of leading CEOs, politicians, prominent business leaders, human resource managers and diversity leaders.

The event celebrated the achievements of compliant organisations, both large and small, and from industries ranging from manufacturing through to education and finance. No matter what the industry, these employers understand that women have had different experiences while working in their organisations.

And these experiences have often made it more challenging to achieve full job effectiveness and build careers than it has been for their male peers.

“It's events like today that are so necessary to try to ensure that women get that great Australian aspiration of a fair go in employment,” said Tony Abbott, Minister for Employment, Workplace Relations and Small Business, one of the guest speakers.

“I hope very much that the message will go out from here, particularly via our CEOs, to every business in this country, that business is doing itself, its customers, and its workforce a favour by giving women a fair go.”

For full details, visit our website at www.eowa.gov.au and click on the Business Achievement Award icon. e

LIGHTS! CAMERA! ACTION!



L to R: Guy Russo (McDonalds Australia), Tony Abbott MP, Julie Flynn (EOWA board member), Gary Vugler (PRD Nationwide)



L to R: Robert Nicholls (Australian National Credit Union), Christine McLoughlin (AMP) and Robert Franklin (Autoliv Australia)



L to R: Susan Halliday (former Federal Sex Discrimination Commissioner) and David Fagan (Clayton Utz)



L to R: Richard Fisher (Blake Dawson Waldron), Mike Baltzell (Alcoa World Alumina Australia) and Cameron McIntosh (Optus)

Make your nominations for the 2002 Business Achievement Awards via our website.

...for the advancement OF WOMEN



◀ Sr Judith Lawson (Santa Sabina)
Serenella Prelaz (Ford)
Margaret Haseltine (Mars Inc)
Ray Poulton (Downs Group Training)
Brian Schwartz (Ernst & Young)

THE WINNERS . . .

Leading CEO

CEO of leading professional services firm Ernst & Young, Mr Brian Schwartz (right), has doubled the number of female partners in his three-year tenure, and is committed to further improving the gender balance at senior levels within the firm. Because he believes women bring a different perspective to the table, he has worked hard to encourage the development of leadership skills in women at all levels in the firm. "I encourage you to keep giving this message ... it has to be driven from the top. We've come a long way but the reality is, we still have a long way to go." ☉



Leading Diversity Leader

Corporate Diversity Manager of Ford Motor Company of Australia, Ms Serenella Prelaz (left), has put diversity on the corporate agenda at every level. Work/life is now seen as a key strategic tool, thanks to her efforts, and Diversity has also become part of the organisation's culture. "It's a very top down programme."

Special Commendation: Optus's Cameron McIntosh has championed EEO since joining the company in February 2000. "We're serious about creating role models for our female workforce," says McIntosh who aims to make Optus woman-friendly, believing this is important to position his company vis-à-vis its competitors. ☉



Cameron McIntosh (Optus)

Leading Organisation (>500 Employees)

Although women make up less than 30 per cent of the workforce at this confectionery and food manufacturing company, Mars Incorporated management has launched a networking and support program to foster female advancement within the business, including a leadership potential review initiative and a Top Steps program to mentor and develop women professionally.

“[Mars] is not about policies. It’s actually about being part of a fantastic team to deliver our products through to the consumer. Our consumers are of both genders and we really understand that,” said Helen Hovenga, Human Resources Director. ☺



Leading Organisation (<500 Employees)

Santa Sabina College (left) creates an environment that supports teachers and applauds their efforts. Principal Sister Judith Lawson believes this is especially important in the current climate when teaching is held in such low esteem. “Although we’re at the earlier end of the career spectrum, for all of you who have daughters who you hope one day will break through that glass ceiling, this award is a strong encouragement for women in the workplace.”

Special Commendation: The chief of Australian National Credit Union, Mr Robert Nicholls, joined the company eight years ago and has completely changed the culture since then, actively promoting women in the pipeline for more senior jobs, and positioning a woman as his potential successor. He has also established excellent consultation processes, has staff turnover at a comfortable level, and has seen a significant increase in the numbers of women at senior management level. ☺



Jacqui Gill and CEO Robert Nicholls of the Australian National Credit Union

Outstanding EEO Practice

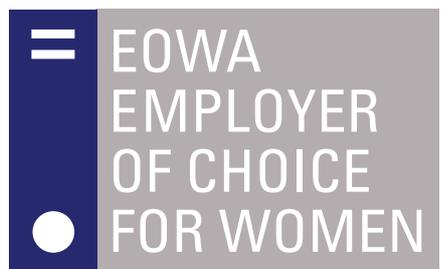
Downs Group Training Company (below and right) is in the business of making dreams come true by placing young people in school-based traineeships and apprenticeships throughout country Queensland. Up until recently, most of the staff (and work focus) was male, although this has now changed. Female staff numbers have soared and so have apprenticeships for males and females. “One mustn’t forget high school leavers, as 70% do not go on to further education. Career advice at an early stage can help direct a percentage of these female school leavers to non-traditional trades,” said Ray Poulton, CEO.

Special Commendation: The 90-year-old Uniting Church Frontier Services has continued to minister to the sick, the elderly and the impoverished in the most remote parts of Australia because of its flexible approach with staff. About 85 per cent of its 380-person workforce is female. The organisation allows staffers to work their own hours, focusing more on “getting the job done”. In spite of the erratic rosters, management’s trust and support of its team has resulted in surprisingly low staff turnover. ☺



For full details, visit our website at www.eowa.gov.au and click on the Business Achievement Award icon.

EMPLOYER OF CHOICE FOR WOMEN



An Employer of Choice for Women shows commitment to its female workforce

The competitive edge in today's tough marketplace

The global economy, the knowledge workforce, the information age. Whatever your organisation calls it, today's economic environment, combined with the ever-changing trends and needs of current employees, makes business tough in anyone's language – or gender for that matter.

However, thanks to a new initiative by EOWA, there now exists a strategy to attract and retain the staff that can make a difference for your organisation and, ultimately, provide your organisation the edge it needs over your competition.

Women-friendly employers with Equal Opportunity (EO) programs that recognise and advance their female workforce can brand and position themselves in the marketplace as an **Employer of Choice for Women**.

At the inaugural EOWA Business Achievement Awards in Sydney, EOWA announced its list of Australian employers to be awarded this strategic stamp of approval. "It's a first for Australian business," explains Fiona Krautil, EOWA's Director.

This year, 56 organisations (see below) have been awarded the status of Employer of Choice for Women, including those from industries such as banking and finance, mining, agriculture, manufacturing, education and wholesaling.

Prior to being honoured as an Employer of Choice for Women, employers have to meet stringent EOWA criteria. These criteria, available from the EOWA website, include policies, commitment, education and training with respect to women in the workplace, and demonstrated outcomes. Organisations can apply for the EOWA-approved commendation throughout the year, and this means that the list can grow.

"Conversely, organisations that do not maintain comprehensive EO programs and policies may be struck from the list," Krautil adds.

Currently, the Australian organisations that have been awarded this highly coveted status are going beyond the call of duty required by the Equal Opportunity for Women in the Workplace Act, 1999. These organisations understand that it's not only commitment to the Act, advancing women and business is the motivating factor.

EOWA Employer of Choice for Women > by Industry

Agriculture

- Marven Poultry

Community Services

- Aldersgate
- Bishop Davies Court Nursing Home
- Somerville Community Services
- Uniting Church Frontier Services

Information Technology

- Hewlett-Packard Australia
- IBM Australia
- Oracle Corporation Australia
- Agilent Technologies

Education

- Griffith University
- La Trobe University
- Loreto Normanhurst
- Monash University
- Pymble Ladies' College

- Ravenswood School for Girls
- Royal Melbourne Institute of Technology
- Santa Sabina College
- The Friends' School
- University of Technology, Sydney
- University of Western Sydney
- University of Wollongong

Finance and Insurance

- AMP Life Limited
- Australian National Credit Union
- BT Financial Group
- Commonwealth Bank of Australia
- Westpac Banking Corporation

Health Services

- Epworth Hospital

Manufacturing

- Autoliv Australia

- Baxter Healthcare Australia/NZ
- BTR Automotive Drivetrain Systems
- Ford Motor Company of Australia
- IGT Australia
- Mars Inc.
- Sara Lee Household & Body Care Australia

Mining

- Alcoa World Alumina
- Energy Resources of Australia

Oil & Gas Extraction

- Exxon-Mobil Corporation

Other Services

- American Express Australia
- Avis Australia
- Optus
- Ove Arup & Partners
- Priority Personnel
- Sitel Pty Ltd

Wholesaling

- Avon Products

Professional Services

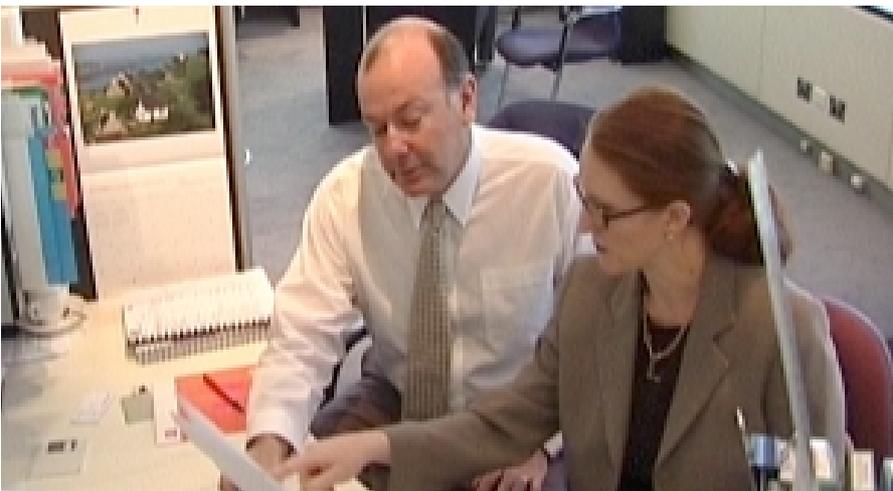
- Blake Dawson Waldron
- Deloitte Touche Tohmatsu
- Ernst & Young
- Institute of Chartered Accountants

Sport & Recreation

- Royal Sydney Golf Club
- Sea World Enterprises

Other

- Boots Healthcare Company
- John Wiley & Sons Australia
- Lend Lease Corporation
- McDonald's Australia
- Cairns Colonial Club Resort
- Southcorp Wines



Ernst & Young: assists all employees to balance their professional and personal lives.

“It makes good financial and business sense,” explains Brian Schwartz, CEO of Ernst & Young, an Employer of Choice for Women award recipient.

Similarly, Ford Motor Company of Australia, a male-dominated manufacturing company, recognises the importance to the bottom line

of attracting and retaining their staff.

“The potential for women to join us is now limitless and they understand that. They know they are here because they are the best people for the job,” says Serenella Prelaz, Ford’s Corporate Diversity Leader.

Organisations that are awarded the

woman-friendly citation receive official EOWA Employer of Choice for Women logos for recruitment, advertising purposes and corporate documents.

“A lot of people believe that equality for women in the workplace has already been fixed,” says Krautil. “But there are still many businesses in Australia where women continue to come up against subtle (and not-so-subtle) barriers.”

The Employer of Choice for Women organisations deserve recognition for not only taking action towards women’s equality in the workplace but, more importantly, for delivering results for women.

Krautil states: “Almost without exception, the awardees are embracing EEO because they know it’s critical for the future of their business. Women equal profits!”

CONGRATULATIONS - YOU’RE WAIVED!

One of the most exciting things about working closely with 2,500 organisations is that so many employers are championing leading practices for women in the workplace. And some don’t even know it.

“Sometimes employers are quiet achievers, sometimes they are not even aware that their initiatives are leading practice, progressive and advance women,” says Tracey Carpenter, EOWA’s Waiving Manager. “And when I point this out, many organisations say ‘it just made good business sense to do that’, or ‘we needed to do that in order to achieve our strategic goals.’”

In either case, because of their commitment to good business practices, to creating great places for women to work, and doing everything that is reasonably practicable to achieve this, many of these employers are well positioned to meet the waiving criteria of the legislation and be waived from reporting for a period of one, two or three years in 2002.

Take Avis Australia, for example, who was recently waived for two years. They tied their diversity strategy into the company’s vision to become the world’s pre-eminent rent-a-car brand.

“Avis had the fundamentals right, but what needed to be worked on were subtleties, like how to influence people’s inherent value systems, which they’ve developed based on their life experiences,” explains Jeannette Kruk, HR Director. “What we needed to do was to make employees aware that they are also being measured in terms of how they treat others and value difference.”

As a result, they created manager



accountability by linking EEO, Diversity and People Management goals into the company’s Performance Management System – a practice which challenges employees to walk in someone else’s shoes.

Such practices arise out of thoroughly analysing EOWA’s seven Employment Matters, and EOWA’s Waiving Team will be focusing on inspiring compliant employers to do just that.

“We want to encourage them to implement equal opportunity for women initiatives that strategically support their business goals and make a difference,” explains Carpenter. “We’ll be working with

employers to encourage them to do whatever is reasonably practicable in implementing their workplace program.”

Why become waived?

For an organisation, waiving:

- recognises and provides an incentive to those that have done as much as they can, given their unique organisational circumstances.
- encourages them to develop effective workplace programs that eliminate discrimination and achieve equal opportunity in the workplace.
- responds to organisations that believe and can demonstrate that there are no further actions they can reasonably and practically take to progress equal opportunity for women in the workplace.
- sends a strong message to staff that the organisation is serious about equal opportunity for women in the workplace.

Give our Waiving Team a call on (02) 8255 6300. We can help you make a real difference and contribute to the success of your organisation.

EOWA is currently running workshops and consultation sessions with partners throughout Australia on how to achieve waived status. Visit **EOWA’s** website for dates and a location close to you.

PROMOTION, TRANSFER & TERMINATION

Photograph from Austral International



Encouraging staff to aim high gives business a boost.

PATHWAYS TO BETTER BUSINESS

In business, it's a long way to the top if you're in the wrong role. Transfer and promotion opportunities are as important for the organisation as they are for the individual. Recognising this synergy goes to the heart of good business practice. Put simply, investing in career paths paves the way for future growth.

From a distance, those paths may appear to be littered with obstacles, but organisations that immerse staff in development and career path programs typically succeed in cutting costs and reducing turnover. "More companies need to think outside the square and appoint women to strategic line manager positions," says EOWA Director, Fiona Krautil. "The value of skill audits, succession planning, mentoring programs and maintaining an open mind to jobs traditionally earmarked for men are critical," she says.

It is a strategy that is particularly relevant to women. Australian Bureau of Statistic figures show that, in February 2000, the labour force included 633,400 managers and administrators of whom 77 per cent were men and only 23 per cent women. There is a tendency to dismiss this inequity as a universal problem, but some organisations take the big

picture personally and profit from that vision. John Wiley & Sons Australia Ltd, a publisher and distributor of educational textbooks and trade/professional non-fiction titles, took a long, hard look at the organisation's workplace profile. It quickly recognised that although 62.4 per cent of its staff was female, women accounted for less than half of its executive and senior management roles.

"We identified that for all women to have

"... for all women to have the opportunity to advance into management and for the company to move forward, we needed family-friendly policies."

the opportunity to advance into management and for the company to move forward, we needed family-friendly policies," says Cyndi Stow, Human Resources Manager. "We recognised that an EEO program could, in fact, become a great platform for our HR strategies."

A Performance Management Program that involved company-wide appraisals for all staff was implemented. "We also introduced the concept of career development which includes a 12-month training plan," says Stow.

Another initiative was the Executive

Shadowing Program, which targets high-potential staff to train with Wiley's parent company in the US. "The Marketing Manager of our Higher Education Division went over and did a four-week program, and brought back great ideas for systems development," says Stow. A short time after her return, she was promoted to e-Business Systems Manager.

Internal shadowing, a local initiative that

involves people working in tandem with other staff in roles that they either aspire to, or would like to learn more about to enhance their existing jobs, is also getting results.

The bottom line is the retention of loyal and committed staff. "We have small departments with specialised positions so to lose key people is potentially disastrous because they are not easily replaced," says Stow. "If you were to lose a Publishing Editor in the midst of major project development, more than \$100,000 would be in jeopardy." ☐

WHAT ORGANISATIONS ARE DOING

▲ **Oracle Corporation Australia**, an enterprise software company, conducted extensive internal and external research on its workplace profile; roughly one third of employees are female. High performers and key candidates for succession participated in leadership forums involving work on strategic business programs and ongoing projects. As well as increasing women in senior management, the process highlighted that some women were not seeking promotion but a work-life balance and growth in their current roles.

▲ **In March 2000, The University of Wollongong** recognised that although women made up 48% of a workforce of 1200, that figure dropped to 34% for women academics. Creating a *Preparing for Promotion* program, the university examined formal and informal aspects of the promotion process, the need for strategic planning and an airtight CV. As a result, 87% of participating women academics applied for promotion and were successful.

▲ **The Friends' School** has a senior classroom teacher position to give staff an opportunity for advancement and salary increases in the traditionally static school hierarchy. Seventy-five of the teaching staff (total 166) are now in senior teaching positions. Senior classroom teachers can then apply for further promotion, such as Head of Faculty or other positions of responsibility. ☐

STEPPING THROUGH THE PROCESS WITH MARS INCORPORATED

With women making up 28% of its workforce of 3000, Mars Incorporated, a manufacturer of fast moving consumer goods, is committed to giving female associates the tools to help them reach their full potential.

CASE STUDY

STEP 1

ASSESS YOUR WORKPLACE

Mars initiated a qualitative research project in late 1999/2000 to gauge such factors as what encourages associates to stay with the organisation and what would force them to leave. Also examined were statistics looking at pay differentials, performance appraisal ratings and the number of women, compared to men, in middle and senior management.

STEP 2

PRIORITISE THE ISSUES

The company recognised that although a large proportion of female associates benefit from the annual Manager Development Reviews and the promotion and development opportunities that they create, there was not a critical mass of women in senior management to provide mentoring and networking.

STEP 3

TAKE ACTION

It was decided to look for female associates outside of the organisation. An external development program was chosen to provide individual mentoring to women for personal development and strategic career planning. The eight-week program provided 360-degree feedback to help women map out their future with a realistic career path.

STEP 4

EVALUATE THE EFFECTIVENESS

Twenty-five percent of managers recruited into the manufacturing division in 2000 were women, which boosted the percentage of female managers in manufacturing from 11% to 18% in one year. As a result of recruitment and promotions, the number of women in senior management overall has increased from 8% in 2000, to 18% in 2001.

STEP 5

PLAN FUTURE ACTIONS

The external development program, piloted in 1999, was so successful that an additional \$40,000 has been invested in the training scheme for 2001 to allow 10 women from middle and senior management to participate.



At Mars Inc, women are encouraged through mentoring and strategic career planning.



Darren Taylor, Senior Publishing Editor, and Heather Linaker, Manager eBusiness Systems, both participated in Wiley & Son's International Career Development Program.

REPORTING OUTCOMES 2001

One of the major success stories from our recent reporting period was the opportunity it afforded EOWA to speak with you, our clients.

Whether it was a quick five-minute call or a more in-depth discussion of your organisation's achievements, our team of assessors agreed that the chance to provide advice and further assistance, as well as build on current relationships, was invaluable.

At EOWA, we recognise that every organisation is unique and at varying stages of growth and development. And this was clearly reflected in the quality of the reports assessed during our recent reporting period.

As a result, we have been able to identify several ways in which we can assist our clients in the future.

Advice on a Case-by-Case Basis

The majority of employers are either in the early stages of implementing their workplace program or have programs in place but require help in certain areas. These organisations can benefit from one-on-one assistance from our Advisors, who will work with an individual organisation to tailor a workplace program, taking into consideration industry challenges and possible solutions.

EOWA's *Workshop 1: Your Business and the EOWA Act* provides a great foundation for these organisations. It provides the business

case for advancing equal opportunity for women, reviews the legislation and compliance guidelines, and provides practical tools to assist organisations in developing effective programs to achieve business benefits. Such tools provide blueprints for conducting an employee survey, analysing a workplace, providing a training needs analysis and skills audit, and implementing policies.

Aiming for Waiving

Organisations that have their workplace program established and are doing everything practicable to address equal employment opportunity may be eligible for waiving, or qualify to be included on the Employer of Choice for Women list. These organisations could benefit by attending EOWA's *Workshop 2: Leading HR Practices – Adding Value to the Bottom Line*. This interactive educational forum focuses on requirements for achieving a waived status or positioning as an Employer of Choice for Women. It provides case studies on organisations that have achieved this status already and the business benefits achieved, as well as providing a detailed process and guidelines on preparing the report.

In addition, the recent Business Achievement Awards resulted in a range of industry-specific case studies to inspire and generate new ideas for our clients.

Getting in on the Act

And what about those employers who are new to the legislation? Often these

organisations need assistance in understanding the Act and are unsure how to develop and implement a workplace program. Similarly, they could benefit greatly from *Workshop 1: Your Business and the EOWA Act* as well as gaining individual help through our team of advisors. Furthermore, EOWA has developed kits relating to each specific Employment Matter, providing a range of information in a convenient, easy-to-understand format.

For more information on workshops and other educational tools, visit the EOWA website at www.eowa.gov.au

Workshop Dates in Melbourne

Workshop 1: 10 Dec 2001

Workshop 2: 11 Dec 2001

Waiving and Employer of Choice for Women consultation session: 12 Dec 2001

Contacts:

- Manuela Sartore VECCI (03) 9251 4376
- Heather Gordon EOWA (02) 8255 6300

Visit our website for the most up-to-date workshop dates. Coming soon ... Sydney workshops. ☺

Please Note! All compliance reports submitted are public documents and will be available on the EOWA website. Please ensure all personal employee details are NOT included in your report.

BLUE RIBBON SERVICE ON THE NATIONAL ROUTE



Les Gibson, Training Manager

He's a bloke who's driven buses all over the country and now he trains other bus drivers. Les Gibson (left) has worked his way up the ranks, but he hasn't forgotten how to give a helping hand along the way – and if that means submitting a report so that women at the Blue Ribbon Bus Company can get ahead, Les will do that too.

For Blue Ribbon's first reporting period, Les consulted extensively with EOWA's Telephone Advisory Service. "We're not a large corporate with an enormous budget, and I don't earn big bucks, but to me EEO is fundamental. I just didn't know how to go about reporting it," says the company's Training Manager.

Through one-on-one telephone discussions with an experienced advisor, it wasn't long before Les was using EOWA's recommended report format to produce a workplace program that analysed each of the

seven Employment Matters. With regard to Recruitment and Selection, for example, Blue Ribbon discussed the company's induction process that includes sexual harassment, employee rights and grievance procedures.

Les is especially proud that women will often be found behind the wheel of this Newcastle-based business's coaches. "We have 10 female drivers in one depot alone," says Les. "I find women listen and have the patience to learn."

The company's commitment to a breastfeeding room for its female employees was also noted by EOWA. While the company believes that "family comes first", EOWA nevertheless lauded the effort as innovative for a male-dominated industry. Not surprisingly, the company achieved a compliant report. Congratulations, Blue Ribbon! ☺

POST-GRAD SCHOLARSHIP

FOR ENGINEER UMA

Air quality engineer Uma Preston of the South Australian Environmental Protection Agency is the delighted winner of an inaugural scholarship recently awarded to her by the Association of Professional Engineers Scientists and Managers Australia (APESMA) and Deakin University.

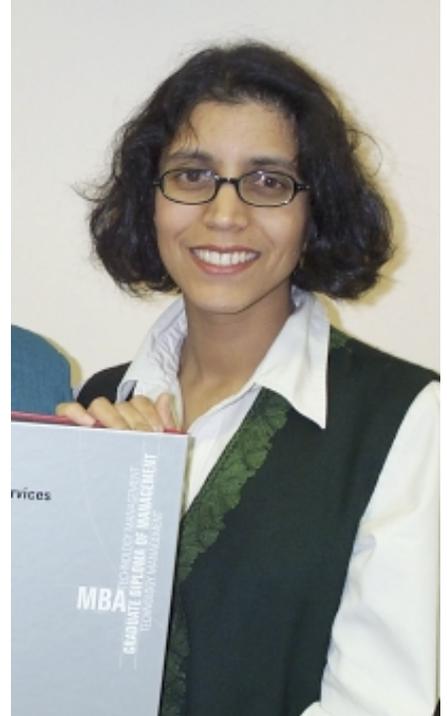
The scholarship is aimed at women re-establishing their careers following a career break due to family responsibilities and will be used by Uma for a Graduate Certificate of Technology Management qualification.

"Coming back into a different role has been tricky," says Uma, who recently

returned to full-time employment with the EPA following maternity leave and part-time work. "I've had to adjust to a new, improved corporate environment; I felt the need to update my skills. This scholarship is a great kick-start!"

EOWA Director Fiona Krautil congratulated APESMA and Deakin on their first Women's Scholarship. "It is wonderful to see professional women with family responsibilities being given recognition and support in their careers," she noted.

For information on the 2002 scholarship, visit www.apesma.asn.au/women



Winner Uma Preston is passionate about the environment

WHAT YOU SAID ABOUT THE NEW REPORTING PROCESS

■ "The greatest benefit of all is the development of this report which provides a statistical snapshot of our organisation, and which has become a mandatory reporting tool for our executive management committee and audit committee." Amanda Kier, Report Contact, Collection House Pty Ltd

■ "The process was an enlightening experience and one of the best processes which we have undertaken. Using the survey has opened up a whole new way of communicating with our employees." Richard Hancock, CEO, James Brown Memorial Trust

■ "In my 13 years of complying with the legislation, I have never received such helpful and supportive feedback and understanding. I attended one of your workshops and I think that EOWA is moving in a very good direction." Shirley McMullen, HR Manager, Kalamazoo (Aust) Pty Limited

■ "What I really like about the new reporting structure is the flexibility. For example, it allowed us to say what's working with our shore-based staff as opposed to our marine staff." Megan Sprague HR manager, Adsteam Marine

■ "I am really pleased with the consultation process that is built into this new reporting system. Under the old program you really felt that you were acting in isolation." Phoebe Martin, Business Consultant – Human Resources, Myer Grace Bros

Annual Compliance Cycle

1 Review your workplace profile

2 Analyse your workplace

3 Identify and prioritise issues

4 Take action regarding issues

5 Evaluate actions

6 Plan future actions

Report to EOWA

May, Jun, Jul, Aug, Sep, Oct, Nov, Dec, Jan, Feb, Mar, Apr

You are here

REPORTING

THE YEARLY CYCLE CONTINUES

It's the end of the calendar year, workplaces are winding down, reviewing their achievements and celebrating their successes. So too is it time in EOWA's Compliance Cycle for organisations to continue to take action regarding their priority issues, but also to begin to evaluate their workplace program.

Does everyone in the organisation know who to contact regarding sex-based harassment? Are employees satisfied with their career development and training opportunities? Perhaps it is time for another short employee survey to determine how much of your organisation's workplace program is working and what isn't.

And knowing how your program fared this year, you'll be better prepared to head into the future planning stage just before reporting to EOWA in May 2002!



CALL US!

- ▲ Want some tips and ideas on developing or improving your workplace program?
- ▲ Like some information on developing policies and procedures on sex-based harassment, parental leave or flexible work practices?
- ▲ Perhaps you want some help in change management techniques?

If you answered yes to any of these questions above, call one of our Telephone Advisors now on 02 8255 6300. You can speak to us over the phone or if you prefer, meet one of the team in person.

Remember, EOWA will be looking for evidence of improvement and progress when assessing your next report. So let us help you **now** to put in place actions to ensure you are making the most of your female workforce.

AN EFFECTIVE
WORKPLACE
PROGRAM



REAL BUSINESS
BENEFITS TO YOUR
ORGANISATION



A COMPLIANT
REPORT

MAKE A MOVE TO BECOME A LEADING-EDGE ORGANISATION TODAY!

SOUTH AUSTRALIA HIGHLIGHTS



EOWA recently visited South Australia and had a marvellous time. A workshop presented by Agency Director Fiona Krautil and co-hosted by Business South Australia was an important 'first step' to building partnerships with local employers; EOWA board members also met later with business leaders to discuss the advancement of women and business. New EOWA board member Professor Timothy Davis, who replaces former WA representative to the Board Brendan McCarthy, was also present to meet South Australia's business fraternity - welcome aboard, Prof. Davis! Also on EOWA's calendar was the South Australian leg of the Clare Burton Memorial Lectures at which both Fiona Krautil (left) and Prof Belinda Probert of RMIT University spoke. EOWA thanks the state for its fantastic hospitality. ☺



"I thought you said she was going to be a silent partner?"



IN THE PRESS

▲ Father Christmas does not need a "Mother Christmas" partner under EU sex equality legislation, the European Commission ruled after British retailer Woolworths Group claimed it had to sell Mother Christmas suits alongside Father Christmas outfits to satisfy sex equality clauses.

▲ Mitre 10 has opened the first of four hardware stores for women in Michelton, Queensland. "Female home-owners are becoming tool-happy," says Mitre 10's brand manager.

▲ The more women you have active in the economy, the more the economy grows, an international study has found. The success rate of businesswomen has become a leading indicator of a country's small business economic health.

▲ Having a role model has been found to be the single most important factor to help women succeed in business, with 42% listing a lack of senior women as the biggest concern. Just 3% cited pay equity.

▲ Fertility rates are higher in European countries with flexible work arrangements and where men are more likely to help with housework and child care (1.9 in Norway), than countries where women can expect little help from their husbands or the government (1.2 in Italy and Spain).

▲ Employers who embrace shorter working hours could reap the benefits of improved productivity, the ACTU has said. Employment and productivity have both improved in France since it introduced a 35-hour week at the start of last year.

1. The Mercury 26/10/01 p19 2. SMH Domain 18/10/01 p3
3. Herald Sun 31/10/01 p49 4. AFR 19/10/01 p55 5. The Age 18/10/01 p10 6. Herald Sun 7/11/01 p26

eowa[®]
www.eowa.gov.au

EDITORIAL TEAM

Robyn Thurecht, Josephine Brouard,

Meli Clarke, Broderick Smith

GPO Box 4373 SYDNEY NSW 1004

TEL. (02) 8255 6300 (8.30am - 5.00pm Australia EST)