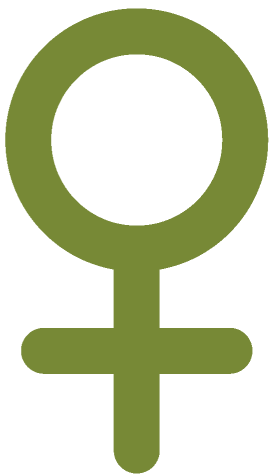


DPIPWE

Gender Equality

Action Plan

October 2016



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About this document



This document sets out an action plan that will provide direct and decisive action to remove the barriers to gender equality in DPIPW. The document presents a range of tangible solutions and key action areas designed to create positive change in our Department.

The Action Plan has been developed from the input of our employees. This document summarises feedback from approximately 600 DPIPW employees. Feedback was provided through over 30 workshops held across the State, one-on-one sessions, emails and two online surveys.

The anecdotes, examples and case studies used in this document are taken directly from this feedback. Identifying information has been removed to protect those DPIPW employees who participated.

This document integrates a detailed analysis of demographic information about our Department. Information from the State Service Management Office and other sources has been used for comparative analysis. ¹

The authors of this document have consulted widely with stakeholders and other interested parties, both within the Tasmanian State Service and externally, and have undertaken research on the approaches taken in other organisations.

The Executive strongly support the recommendations in the report as we are committed to a workplace that has an inclusive workplace culture, where women and men are valued, respected, and treated equally and fairly. We also recognise that to achieve this we need to identify and remove barriers that impact negatively on gender equality.

The Executive thanks those of you who have participated and provided feedback through the consultation period. We would encourage you to continue to engage with the project and be part of the positive change that the implementation of the Action Plan will bring to our Agency.

John Whittington
Secretary

Tim Baker
Deputy Secretary
Corporate, Heritage
and Lands

Wes Ford
Deputy Secretary
EPA Tasmania

Alice Holeywell-Jones
Director
People and Culture

Andrew Roberts
A/Deputy Secretary
Parks and Wildlife
Service

Mark Sayer
Deputy Secretary
AgriGrowth

Deidre Wilson
General Manager
Strategic Services

Key Findings



Key Findings

- 1.** Both statistical evidence and employee feedback gathered for this document clearly indicates that DPIPWE has a gender equality problem.
- 2.** While DPIPWE's gender equality problem is not radically different from those revealed by local and national trends or in similar Departments in the Tasmanian State Service, on most measures DPIPWE lies clearly towards the less equal end of the spectrum. ^{1,3}
- 3.** The variation between male and female employees in senior positions cannot be explained solely by external factors such as availability of candidates.
- 4.** DPIPWE's gender equality problem is maintained by an organisational culture that, despite some positive changes in the past 15 years, remains male centric and has significantly disadvantaged female employees.
- 5.** Process change alone will not deliver long term results; attitudes, behaviours, and ultimately the culture of DPIPWE must change before lasting change is achieved. DPIPWE must clearly define the behaviours expected of all DPIPWE employees and ensure that these behaviors are embedded in all elements of the DPIPWE culture.
- 6.** Direct and decisive action is required to address the gender equality problem; maintaining the status quo will not resolve the problem. If we do not actively and intentionally include women, the system will continue to exclude them.²
- 7.** Recruitment and promotion are the processes that have the greatest tangible negative impact on gender equality in DPIPWE. Selection panels within DPIPWE are currently not adequately equipped to undertake recruitment and promotion in a manner which consistently applies the merit principle and delivers equity between male and female candidates.

Key Findings



Key Findings *continued*

- 8.** The scale of the problem means change will take significant time and employee expectations must be managed.
- 9.** DPIPWE has a substantial shortage of female managers and senior professional females, which is a considerable factor in DPIPWE's lack of representation of women in senior positions.
- 10.** The level of participation in workshops, the volume of feedback received, and the overall engagement in the Gender Project indicates that there is genuine interest in seeking practical solutions to address DPIPWE's gender equality problem. However, there remains some resistance to improving gender equality in DPIPWE and there are some employees who do not believe change is necessary, or do not consider it to be a priority.
- 11.** Female employees have raised gender issues, either as groups or individuals, for the past 20 years with little apparent effect (e.g. PWS Women's Paper, 1996). In addition, many women feel there are limited channels to report gender issues due to the male domination of senior positions in DPIPWE.
- 12.** The wide acceptance in DPIPWE of "flexibility in the workplace" will be critical to responding to the gender equality problem.
- 13.** Extended periods of leave from the workplace and working part-time dramatically impacts on the ability of employees to be considered positively for promotional and developmental opportunities.

Summary of Recommendations



This Action Plan contains 23 practical recommendations that will provide direct and decisive action to address DPIPWE's gender equality problem. Full details of each recommendation can be found in the Recommendations section (page 25). The recommendations can be grouped into the following 7 categories:

Define and Enforce Acceptable Behaviours

1. Gender Equality Principles
2. Gender Equality KPI for All Senior Managers
3. Compulsory Gender Equality Training

Fundamentally Change Recruitment and Promotion Practices

4. Establishment of a Central Recruitment Function
5. Review of Current Recruitment, Promotion and Acting Practices

100% Commitment to Workplace Flexibility

6. Embed Flexibility into All Full Time Positions
7. Improve the Way Employees Return to Work from Maternity Leave
8. Immediate Changes to Flexible Working Arrangements

Implement Limited Number of Targeted Programs for Female Employees

9. Female Cadet Program
10. Leadership Program for Women
11. Scholarship Program
12. Independent Reporting Mechanism

Summary of Recommendations



Implement Practical Changes

13. Onsite Childcare Facilities
14. Parenting Rooms
15. Female Representation on DPIPWE Governance Committees

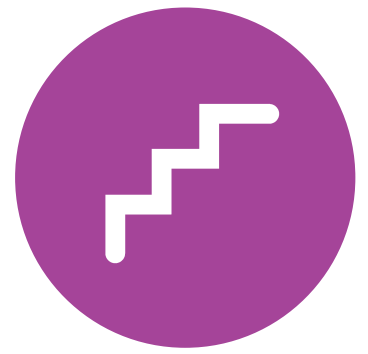
Review a Range of People and Culture Related Functions

16. Mentoring Program
17. Succession Planning Strategy
18. Changes to DPIPWE's Exit Interview Process
19. Statewide Recruitment
20. Review Processes for Advanced Assessment Point Progression and Position Reclassification

Formal Structure for Implementation and Review

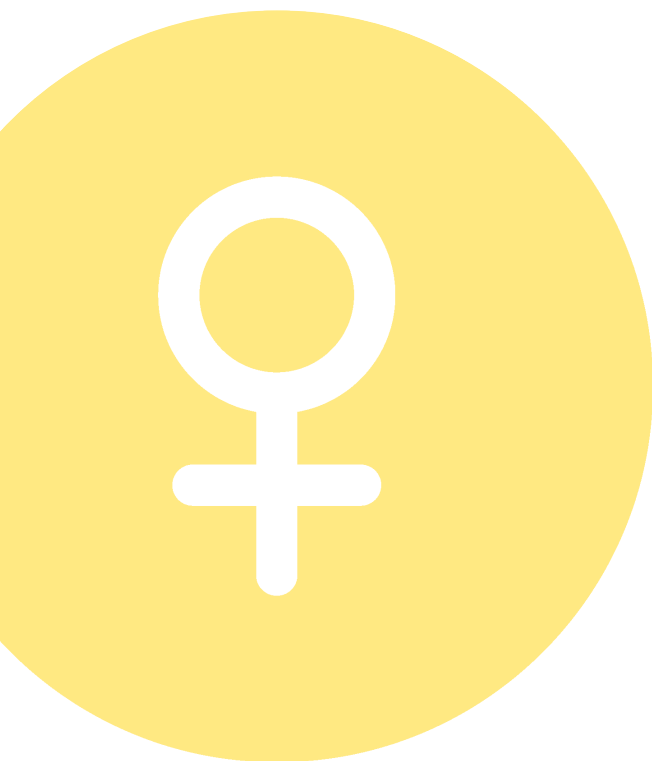
21. Formal Structure for Implementation
22. Benchmarking Analysis against the National Accreditation for Gender Equality
23. Increase Transparency in relation to Gender Equality Statistics

Next step - Implementation



Following the release of the Action Plan we will be working towards achieving these actions in the next six months:

- Formal structure for implementation, including the establishment of a Steering Committee to oversee the project;
- Gender Equality Principles;
- Gender Equality KPI for Branch Managers, General Managers and Deputy Secretaries;
- Independent Reporting Mechanism;
- Female Cadet Program;
- Increased Transparency in relation to Gender Equality Statistics;
- Commence establishment of Central Recruitment Function and review of recruitment practices by the appointment of the CRF Manager.



Why Gender Matters



Note: The content in this section is based on “About workplace gender equality”⁴ and “The business case for gender equality”⁵ produced by the [Australian Government’s Workplace Gender Equality Agency](#).

Defining Gender Equality

Gender equality will be achieved in DPIPWE when all employees are able to access and enjoy the same rewards, resources and opportunities regardless of whether they are female or male.⁴

The aim of gender equality in DPIPWE is to achieve broadly equal outcomes for women and men, not exactly the same outcome for all individuals.

To achieve this requires:

- The removal of barriers to the full and equal participation of women in the workforce;
- Access to all occupations and classifications, including leadership roles, for women and men; and
- Elimination of discrimination on the basis of gender, particularly in relation to family and caring responsibilities for both women and men.

There is overwhelming evidence of the benefits to any organisation of gender balance. Achieving gender equality is important for DPIPWE not only because it is ‘fair’ and ‘the right thing to do’, but also because it is vitally important to the productivity and overall success of the Department.

“This is a very overdue exercise”

(DPIPWE employee)

What are the benefits of workplace gender equality?

Gender equality attracts top talent

A workplace that is equally appealing for women and men will provide DPIPWE access to the entire talent pool.⁶ As women are increasingly more highly educated than men,⁷ if DPIPWE is not attractive to women we risk losing the best talent to competitors.

Gender equality can reduce expenses

Replacing a departing employee can cost 75% or more of their annual wage.⁸ As both women and men are more likely to remain with an organisation they view as fair, an organisation offering gender equality can reduce its employee turnover and the consequent high expense of recruitment and onboarding.

Enhance organisational performance

A considerable body of research suggests a link between gender equality and better organisational performance.⁹ While there are a range of explanations for this link, one factor is that equality brings together varied perspectives, produces a more holistic analysis of the issues an organisation faces and spurs greater effort, leading to improved decision-making.¹

Better represent the people of Tasmania

To best serve our community, our stakeholders, and our Ministers DPIPWE must be a fair reflection of our community.

Why Gender Matters



Minimise legal risks

Strategies that promote workplace gender equality by reducing sex discrimination can minimise DPIPWE's risk of financial and reputational loss from lawsuits caused by discriminatory conduct. They will also reduce the negative impact discriminatory behaviour has on overall performance.¹¹

Engage men

Gender equality is not just about making workplaces 'female friendly'. It's about men too:

- Men with children increasingly have partners in the workforce and fathers increasingly see their role not simply as breadwinners but as involving a more active parenting role.¹²
- Research shows men and especially young fathers value flexible working highly as a job characteristic. Enabling men's greater access to flexible work arrangements in DPIPWE will help increase gender equality in career progression.¹³
- Research suggests a positive association for men between flexibility and their commitment to work, with flexibility being one of the top five employment drivers for men.¹³

Men play a pivotal role in promoting gender equality, and must be engaged in leading organisational approaches to improving gender equality.

“Without addressing the root causes there can be no improvement of outcomes”
(DPIPWE employee)

DPIPWE's Gender Challenge

Gender equality is critical to our success as an organisation. It is critical to our ability to serve our community.

Gender equality in DPIPWE means all our employees are able to access the same rewards, resources and opportunities; our workplace is consistently inclusive to men and women; and we are able to capitalise on employee talent regardless of gender.

Our people are our greatest asset. How can we attract and retain the best talent if we aren't seen to value them equally?

We need to ask ourselves what kind of organisation we want to be; we can maintain the status quo, we can aim to improve, or we can be a leader in gender equality.

Progress won't happen without change.



Approach



Initiation

In July 2015, a desktop review of the Department's demographic data revealed the numbers of male and female employees were broadly similar but there were major statistical anomalies when comparing female employees to male employees within DPIPWE. The Gender Project was initiated through the DPIPWE Executive deciding an action plan be produced to address DPIPWE's gender equality problem.

Gender Workshops

A series of workshops were conducted across the State to enable DPIPWE employees to provide direct feedback on how to address the skew in DPIPWE's gender profile. During September 2015, all DPIPWE employees were invited (via a series of emails) to attend "Gender Workshops". It was made clear to all employees that the DPIPWE Executive had approved attendance at the workshops and special arrangements such as leave or flex-time were not required in order to attend.

The response to the invitation was positive with nearly 150 DPIPWE employees expressing interest in participating in a workshop. This represented approximately 11% of the DPIPWE workforce. Attendance at the workshops was reasonably well spread across levels within the organisation, geographical locations and Divisions, and was consistent with DPIPWE's age demographics. However, there was one significant divergence. Despite making up 58% of employees, only 27% of registered workshop participants were male.

The workshops were conducted between 25 September 2015 and 13 November 2015 with seven taking place in the South, one in the North-West and one in the North. All workshops were facilitated by the Deputy Secretary, CHL and the CHL Executive Officer (Larissa Jekimovics).

The primary focus of each workshop was to obtain direct feedback from DPIPWE employees on the causes of, and potential solutions to, DPIPWE's gender problem. Workshop participants were also given an overview of key statistical data and an opportunity to hear from a member of the DPIPWE Executive on the importance of gender equality within the workplace.

A scribe was utilised for the workshop series to ensure that all feedback received from employees was appropriately recorded; this process involved recording suggestions on causes and potential solutions, as well as de-identified general comments from workshop participants.

Following the completion of each workshop, participants were also invited to provide feedback via an online survey. Overall feedback in relation to workshops was very positive with most participants expressing their appreciation for the workshops and for the opportunity to have input into the discussion.

Online Survey

Prior to the workshop series, an online survey tool was created. The survey was distributed to all DPIPWE employees to allow staff members who were unable to attend a workshop to provide feedback. The online survey also allowed workshop participants to provide additional feedback.

In total, 56 submissions were received via the online portal. Most provided reasonable and measured feedback which was largely consistent with the input received in the workshops. In some cases, the online portal enabled employees to provide more detailed responses than they had in workshops while also giving employees the opportunity to submit feedback they were uncomfortable providing in a group setting. Employees were given the option to leave online feedback anonymously.

It should be noted that some feedback provided was highly critical of DPIPWE's decision to undertake gender workshops.

Approach



Email feedback

Since the presentation to the DPIPWE Senior Managers Forum in August 2015, the Deputy Secretary, CHL has received a constant stream of email feedback in relation to gender in the workplace. The vast majority of this feedback has been detailed and extensive, including some feedback consisting of multiple pages of experiences, ideas and debate.

Most of the emails have been positive and included productive feedback. There were, however, some emails from DPIPWE employees who either simply did not understand why gender equality is an issue or (despite having seen the demographic information) did not consider there to be a gender problem within the Department. The number of DPIPWE employees with this view cannot be accurately ascertained but these responses do suggest there is a proportion of DPIPWE employees who resent any suggestion that changes are required to address gender issues.

“It is fantastic that this conversation is being had!”

(DPIPWE employee)



One-On-One Sessions

In response to email, online feedback, or attendance at a workshop, approximately 20 one-on-one sessions have been conducted between DPIPWE employees and the Deputy Secretary, CHL. The feedback provided in these sessions reported examples of inappropriate and gender biased behaviour. Examples include a female employee who was encouraged not to apply for a job because it was “not suitable for a woman”; a female employee who was overruled in a recruitment process when indicating that there were suitable female candidates not being shortlisted; a female employee who, when raising with a male manager an issue regarding inappropriate behaviour, was told she was being “overly emotional”; and a female employee who felt it necessary to physically relocate within the state in order to avoid overt harassment.

Where appropriate, issues reported in one-on-one sessions have been referred to People and Culture for further action.

Other Stakeholders and Interested Parties

The authors of this document have consulted with a range of stakeholders within the Tasmanian State Service including the Department of Premier and Cabinet, the State Service Management Office (SSMO), the Department of Treasury and Finance and the Office of the Anti-Discrimination Commissioner. The purpose of this consultation was to seek ideas and contributions, particularly around best practice in addressing gender equality within the workplace. Consultation was also held with a number of parties external to the State Government including the University of Tasmania and some successful Tasmanian women.

Approach



Consultation on the draft Action Plan

Draft Plan Release

The draft Gender Equality Action Plan (the Plan) was released on 16 February 2016. The Plan was sent to all staff through an email from the Deputy Secretary, CHL. The email included a copy of the Plan and invited employees to provide feedback on the document. Access to an online survey to submit feedback was provided at this time.

Supporting resources were created to coincide with the release with the Plan, including a summary document and additional comparative statistics (see Appendices, page 48), the resources were published on the DPIPWE intranet and the link was provided in the email.

Consultation Period

The consultation period ran from 16 February 2016 to 10 June 2016. During this time staff were able to submit feedback through the online survey, via email, or at the Gender Discussions.

Gender Discussions

Following the release of the Plan 'Gender Discussions' were conducted across the State to present and discuss the Plan with DPIPWE employees.

During the consultation period 23 workshops were held; discussions were scheduled with each Division to ensure maximum staff coverage and attendance was open to all employees. Over 500 employees attended the discussions.

The workshops were conducted between 2 March 2016 and 7 June 2016 including two in the North, two in the North-West, and four in regional site offices. Discussions were facilitated by the Deputy

Secretary, CHL and the CHL Executive Officer.

The purpose of the discussions was to brief employees on the Plan and to give further detail on key areas of interest. The discussions provided DPIPWE employees the opportunity to seek clarification on any aspect of the document and to provide feedback on the Plan.

Overall the discussions were productive, with many employees stating they were able to gain understanding of the Plan by the end of the sessions. Participation in the discussions provided valuable feedback on the draft document which has been incorporated into the final version of the Plan.

Feedback

105 submissions were received via the online survey. Following the same method as the first round of consultation, an online survey was created to collect feedback from employees. The survey was distributed to all staff and available through the DPIPWE intranet. The survey allowed employees to provide feedback on all sections of the Plan and any general comments on the project more broadly. Consistent with the previous survey, the online survey allowed employees the time and opportunity to provide detailed feedback and suggestions on the Plan.

The feedback received from employees provided comment on all aspects of the Plan, however a significant amount of responses (both online and in the discussions) was in reference to the content and priority order of the proposed Recommendations; as a result the Recommendations have been amended and reordered to reflect this feedback.

The majority of feedback collected throughout the consultation period was positive and constructive, with employees conveying their appreciation for the thoroughness of the consultation.

The Gender Equality Problem in DPIPWE



Key Gender Equality Statistics*

- 1. Workforce gender balance**
DPIPWE had 1,269 employees; 41% were female
- 2. Employees in management positions**
In the Tasmanian State Service, a salary of more than \$100,000 generally corresponds to management roles. DPIPWE had 165 employees with an annual full-time equivalent salary of more than \$100,000; 20% were female
- 3. Senior executive**
DPIPWE had 15 substantive senior executive officers; two (13%) were female
- 4. Salary gap**
The median salary for women was \$11,803 less than for men **
- 5. Part time work**
47% of women worked part time compared with 15% of men ***
- 6. Parental leave**
40 DPIPWE employees took parental leave in the 2014-15 financial year; 5 were men
- 7. New employees**
64 employees commenced work with DPIPWE in the 2014-15 financial year; a third (21) were women

NOTES

* These figures are as at 30 June 2015 but **exclude** Service Tasmania staff, who transferred to DPAC from 1 July 2015. Service Tasmania had a largely female workforce, with 144 female employees and 22 male employees.

** The measure used is the median full-time equivalent annual base salary for non-casual female and male employees.

*** The figures are for non-casual female and male employees.

The Gender Equality Problem in DPIPWWE

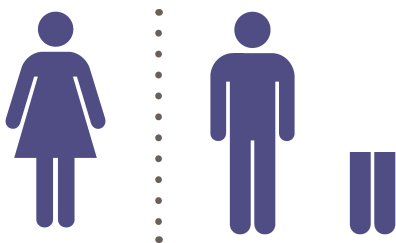


Key Gender Equality Statistics - some comparisons

(Further details of the comparative figures used here, and other related statistics, are in the appendices)

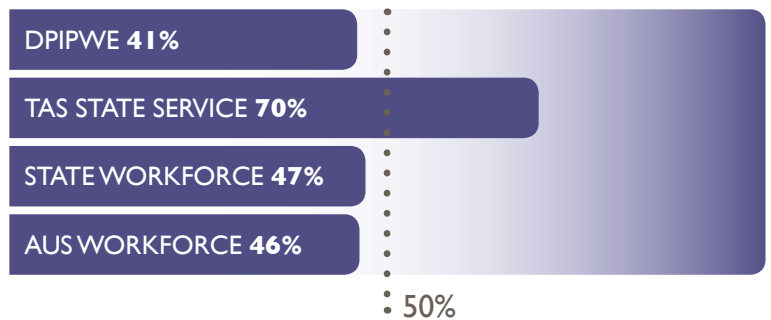
1. Workforce gender balance

DPIPWE had 1,269 employees; 41% (522) were female.



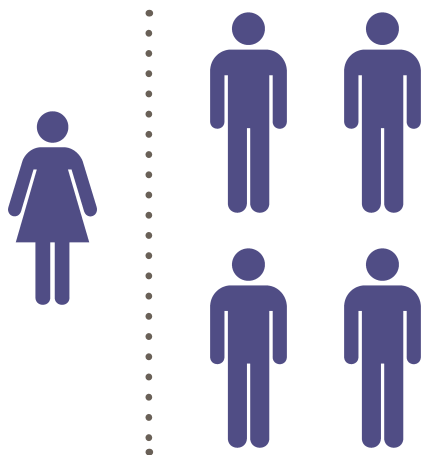
For every 1 female employee there are 1.4 male employees

% of women employees



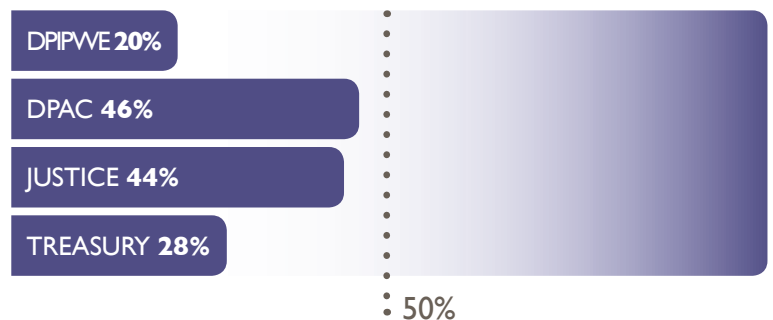
2. Employees in management positions

In the Tasmanian State Service, a salary of more than \$100,000 generally corresponds to management roles. DPIPWWE had 165 employees with an annual full-time equivalent salary of more than \$100,000; 20% were female.



For every 1 female manager, there are 4 male managers

Women in senior positions



The Gender Equality Problem in DPIPWWE

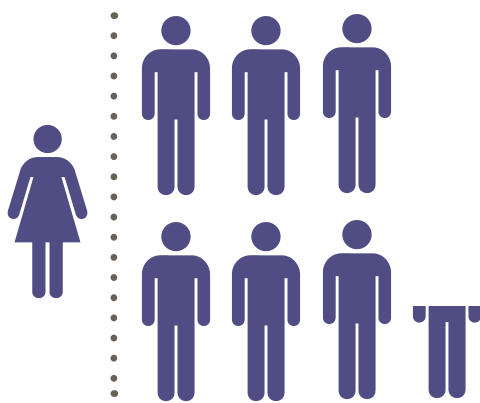


Key Gender Equality Statistics - some comparisons

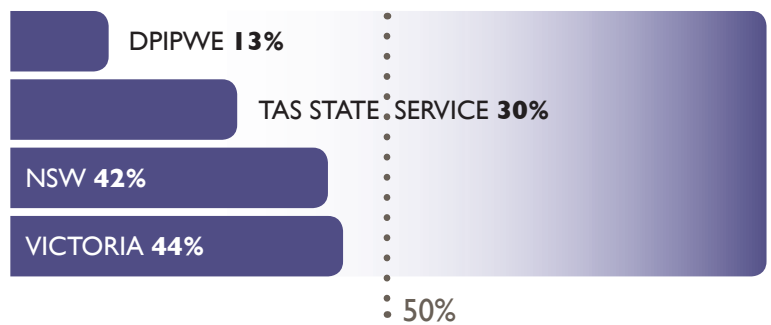
(Further details of the comparative figures used here, and other related statistics, are in the appendices)

3. Senior executive

DPIPWE had 15 substantive senior executive officers; two (13%) were female.



Women in public sector senior executive roles



For every 1 female SES officer there are 6.5 male SES officers

4. Salary gap

At 30 June 2015, the median full-time equivalent annual base salary for female employees (excluding casuals) was \$67,551. This was \$11,803 less than the median full-time equivalent annual base salary for male employees (\$79,354).



Women's public sector salaries compared with men's

	-\$11,803
	-\$11,296
	-\$10,764
	-\$1,533

The Gender Equality Problem in DPIPWWE

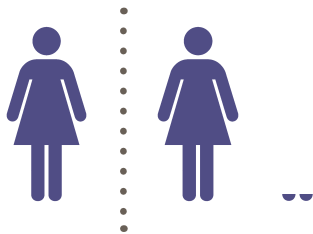


Key Gender Equality Statistics - some comparisons

(Further details of the comparative figures used here, and other related statistics, are in the appendices)

5. Part-time work

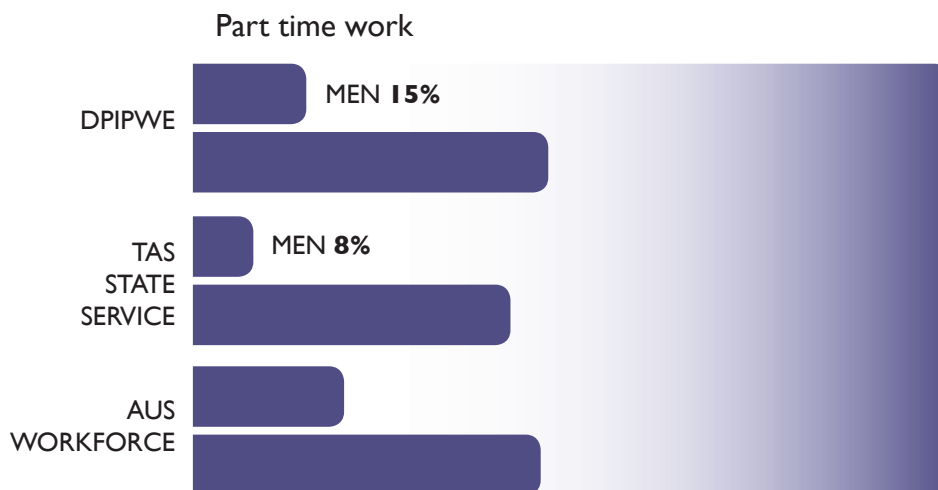
47% of female employees work part time compared with 15% of male employees.



For every 1 part-time DPIPWWE female employee, there are 1.1 full-time female employees



For every 1 part-time DPIPWWE male employee, there are 5.7 full-time male employees



The Gender Equality Problem in DPIPW



Gender Equality by Division

Male and female staff earning less than or more than \$100,000 a year, by division

	Total staff of Division		Under \$100k		\$100k and above	
	Women	Men	Women	Men	Women	Men
Biosecurity Tasmania	49%	51%	55%	45%	15%	85%
Corporate Services	48%	52%	52%	48%	17%	83%
EPA Tasmania	50%	50%	54%	46%	29%	71%
Land Tasmania	26%	74%	28%	72%	17%	83%
Natural and Cultural Heritage	49%	51%	54%	46%	22%	78%
Office of Racing Integrity	40%	60%	40%	60%	50%	50%
Office of the Secretary	25%	75%	100%	0%	0%	100%
Other Statutory Bodies	20%	80%	25%	75%	0%	100%
Parks and Wildlife Service	36%	64%	37%	63%	13%	87%
Policy Division	71%	29%	77%	23%	58%	42%
Royal Tasmanian Botanical Gardens	37%	63%	38%	62%	0%	100%
Water and Marine Resources	36%	64%	42%	58%	15%	85%
TOTALS	41%	59%	44%	56%	20%	80%

NOTES

- 1 Most of the data in this table is valid as at 30 June 2015. It **excludes** Service Tasmania employees. However, it also **includes** data for the Office of Racing Integrity, which joined DPIPW on 1 July 2015; the data for ORI is as at that date.
- 2 Numbers in the table reflect salaries as at full-time equivalency.
- 3 These numbers reflect a point in time. Recruitment activity can significantly affect numbers in this table.
- 4 "Other Statutory Bodies" refers to the Inland Fisheries Service and employees seconded to the Institute for Marine and Antarctic Studies and Tasmanian Institute of Agriculture.
- 5 The relative size of the division will be considered when formulating and implementing specific activities to improve gender equality.

Causes of DPIPWE's Gender Problem



The following section provides a detailed examination of the key factors contributing to DPIPWE's gender problem. Information in this section has been drawn from direct feedback from DPIPWE employees. The causes listed below are ranked in order of importance, as indicated by this feedback.

I. Attitudes, Behaviour and Culture

The overwhelming feedback received from DPIPWE employees was that employee attitudes and behaviours, and ultimately the organisational culture, are the most significant factors effecting gender equality in DPIPWE.

A prolonged period of inequitable attitudes towards female employees in DPIPWE had led to the entrenchment of inappropriate behaviours that has sustained an organisational culture that remains male centric and is disadvantaging many female employees.

Attitudes

During the consultation period, DPIPWE employees reported examples of negative attitudes towards female employees that they had experienced or witnessed. Many of these attitudes were included in online survey responses and direct feedback to the Deputy Secretary, CHL.

The feedback reflected a small minority of female employees who reported not having experienced inequitable attitudes in the workplace, and there was a general acknowledgement that attitudes had improved over the past 15 years. However, DPIPWE employees described witnessing negative attitudes both within the past 5 years and historically (the past 5 to 15 years and longer) and importantly, the majority of employees agreed that there still remains a significant problem.

The table below provides a summary of the range of attitudes **experienced or witnessed** by DPIPWE employees in the workplace.

Attitudes Described	Source
Men make better leaders than women	Gender Workshops, Email Feedback, Online Survey
Men make better bosses than women	Gender Workshops, Email Feedback, Online Survey
Some jobs can only be done by men	Gender Workshops, Email Feedback, Online Survey
Women are hard to manage	Gender Workshops, Email Feedback, Online Survey
Women are best placed to work in administration roles	Gender Workshops
Women focus less on their careers	Gender Workshops, Email Feedback, Online Survey
Women are going to leave the workplace at some stage to have children	Gender Workshops
A woman's place is in the home	Gender Workshops, Email Feedback, Online Survey
Men should be the main breadwinner	Email Feedback, Online Survey
There is not a gender equality problem in DPIPWE	Gender Workshops, Email Feedback, Online Survey

Causes of DPIPWWE's Gender Problem



Behaviours

Throughout both consultation periods, the project team received examples of inappropriate behaviours in relation to gender equality within DPIPWWE.

Examples were provided from most Divisions within DPIPWWE and involved staff across a range of levels.

Some examples were minor and went to unconscious behaviour, which in isolation could be deemed trivial, but when repeated over long periods of time leads to ingrained prejudices within the workplace. Examples of this behaviour included male employees going to social events and not inviting the few female employees in the team, or informal discussion about “male centric topics” which exclude female employees.

Other examples demonstrate specific instances of workplace behaviour that resulted in the exclusion of female employees; they include regular monthly lunches for male employees only or ensuring that female employees were excluded from social activities such as footy tipping. One female employee reported that she relocated to a different part of the state in order to avoid strongly negative, gender specific behaviour.

The most consistent areas cited in relation to inappropriate behaviour were recruitment and promotion (discussed later in this paper). Many female employees felt they were deliberately excluded from recruitment and promotion processes and three employees indicated they were actively discouraged from applying for roles as “those kinds of roles were best suited to men”. Other female employees indicated that they had been told by male team members that they had only been promoted because they were attractive and / or flattered the manager.

Another important pattern of behaviour in some parts of the Department is a refusal to accept that there is a gender problem within DPIPWWE.

This behaviour was evident throughout the consultation period and, as already noted, the Deputy Secretary, CHL received a number of emails from employees challenging the need for improving gender equality within the Department.

Culture

Culture is best described as “the way we do things around here”. It is the combination of both the intangible and tangible rules within an organisation. Much of the feedback described DPIPWWE's culture as “blokey” and male centric. This was a very common view expressed through all forms of feedback.

Some employees took this further and suggested that there was a clear and demonstrated culture of misogyny within DPIPWWE. This view was not broadly expressed in the feedback. However, the majority of employee feedback agreed that DPIPWWE's current culture is negatively impacting female employees by creating a bias (both consciously and unconsciously) towards men.

“We need to train managers into knowing what ‘possibilities’ there can be from recruiting for in the long term, rather than who from the ‘boys club’ can be slotted in to fill a gap right now.”

(DPIPWWE employee)

Causes of DPIPWWE's Gender Problem



2. Recruitment and Promotion Practices

Feedback demonstrated that employees felt current recruitment and promotion practices were the most important tangible negative factor impacting on gender equality in DPIPWWE.

Both statistical and anecdotal evidence gathered for this document indicates that selection panels within DPIPWWE are currently not adequately equipped to undertake staff selection in a manner that delivers equity between male and female candidates.

The clearest evidence of the negative impact of recruitment processes is the demographic information, which indicates DPIPWWE has recruited males over females at all levels (but particularly at senior levels) for the past 15 to 20 years.

Clearly in the past some of the explanation was the very largely male population of the various technical and scientific disciplines relevant to several of DPIPWWE's functions. However, the variation between male and female employees in DPIPWWE cannot still be solely explained by external factors such as availability of candidates.

By way of example, in all gender workshops recruitment was ranked as the most significant factor affecting gender equality. Workshop participants provided numerous examples of how DPIPWWE's recruitment practices have failed to deliver quality outcomes including:

- A general lack of relevant training for recruiting managers and panel members;
- An inconsistent and sometimes incorrect interpretation of the merit principle and how to apply it;

- A consistent trend of having a "token female" on selection panels (where the female employee is also often the most junior member of the panel);
- A process orientated approach which focuses on ticking the process boxes and managerial justification rather than appropriate outcomes;
- Overly complex recruitment processes which are not consistently followed;

In addition, many employees reported that they had been pressured to support a recruitment outcome which they did not agree with. One participant went to a senior manager to raise serious concerns regarding suitable female applicants who were not shortlisted during a recruitment process, but no action was taken to address these concerns.

“We need to change how recruitment looks and is implemented”

(DPIPWWE employee)

Causes of DPIPWWE's Gender Problem



3. Role of Senior Management

Feedback from employees indicated there is a consistent view that gender equality has not generally been a priority issue for senior management within DPIPWWE.

Some employees reported an unwillingness to change at a management level within DPIPWWE, with several indicating that they have raised concerns which have not been sufficiently actioned.

Of particular note, a formal process was undertaken within one Division about 10 years ago, which delivered no tangible actions. The failure of this process has led to a view by some employees that positive change is very unlikely.

Many employees felt they had limited or no appropriate channels to report gender issues in the current workplace due to the chain of males in senior positions in DPIPWWE.

4. Workplace Flexibility and Job Design

Across all forms of consultation the issue of workplace flexibility and job design was repeatedly mentioned.

Central to this issue is that in DPIPWWE there are significantly more women working part-time than men, due mainly to female employees being the primary carer for children. There was a consistent view in feedback that negative attitudes towards part-time employees is a significant cause of DPIPWWE's gender equality problem. Employees reported being overlooked for promotion, acting roles, and training and development opportunities if they were not working full time hours.

The reported negative attitudes towards part-time employees in DPIPWWE included that they:

- “cannot be people managers”;
- “are unreliable”; and
- “are creating more work for others in the team”.

It was, however, also recognised that the issue of inadequate workplace flexibility is not unique to DPIPWWE or the Tasmanian State Service.

Employees reported that the approval of workforce flexibility arrangements by managers was inconsistent, and in many areas there were few examples of employees working from home, job sharing, or working truly flexible hours.

A number of concerns were raised in relation to job design, including positions advertised as Hobart based roles when they could be performed statewide. Employees in the North and North-West of Tasmania also indicated that training opportunities were difficult to attend due to their work location.

During consultation, employees expressed concerns about the current processes for reclassification and for use of the Advanced Assessment Point system. Concerns included a lack of clarity around the process, a general lack of transparency in how decisions are made, and employees feeling marginalised for asking for their position to be reclassified.

“Greater flexibility of working arrangements would be a great start, and communication that these arrangements are acceptable and in fact, preferable in many cases”

(DPIPWWE employee)

Causes of DPIPWWE's Gender Problem



5. Limited access to career advancement for female employees

Many employees reported a general lack of opportunities for female employees to progress within DPIPWWE. However, it was acknowledged that, especially in the current budgetary context and vacancy control regime, this is also an issue for male employees.

Some employees reported that female employees are often not considered for acting opportunities. One female manager gave the example of being the only manager in her otherwise all-male management team who was not given the opportunity to act in the Director's role.

A number of employees also highlighted the fact that DPIPWWE has a substantial shortage of female managers, which is in itself a considerable factor in the Department's persistent inability to recruit women to senior positions.

Feedback suggested the lack of female role models within DPIPWWE, and the small number of employees willing to act as mentors, has limited the support available to female employees and constrained their career development.

6. Maternity Leave and Other Career Breaks

A large proportion of staff indicated the fact (and even the perception) that most females will take an extended period of leave from the workplace at some point in their career (normally for maternity leave) dramatically impacts on female employees' ability to be promoted.

Employees reported that a factor contributing to this issue is the importance placed on years of experience over ability during the recruitment process. The application of this idea results in female employees who have had one or more career breaks being immediately disadvantaged in recruitment.

Feedback also indicated that DPIPWWE has traditionally struggled with the process of transitioning staff back into the workforce after maternity leave; employees gave examples of significant role changes occurring while they were on maternity leave, and feeling generally disconnected from the workplace.

Conversely, feedback indicated that male employees are not generally seen as primary carers and that they are significantly disadvantaged when they choose to be primary carer or take paternity or carer's leave. Numerous employees stated the amount of leave available to employees to attend the birth of their child was minimal and inadequate.

The use of carer's leave to care for elderly relatives is also a contributing factor to career breaks. However, the feedback suggested this affects both female and male employees.

Causes of DPIPWE's Gender Problem



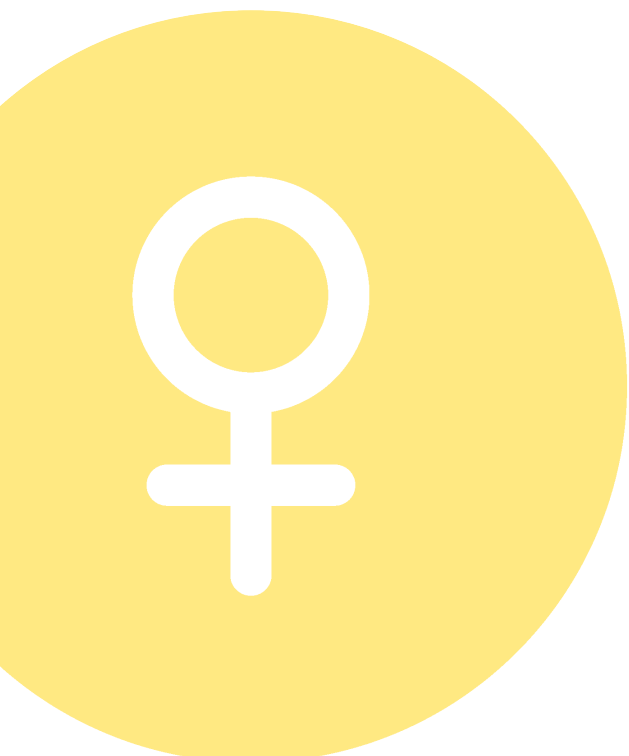
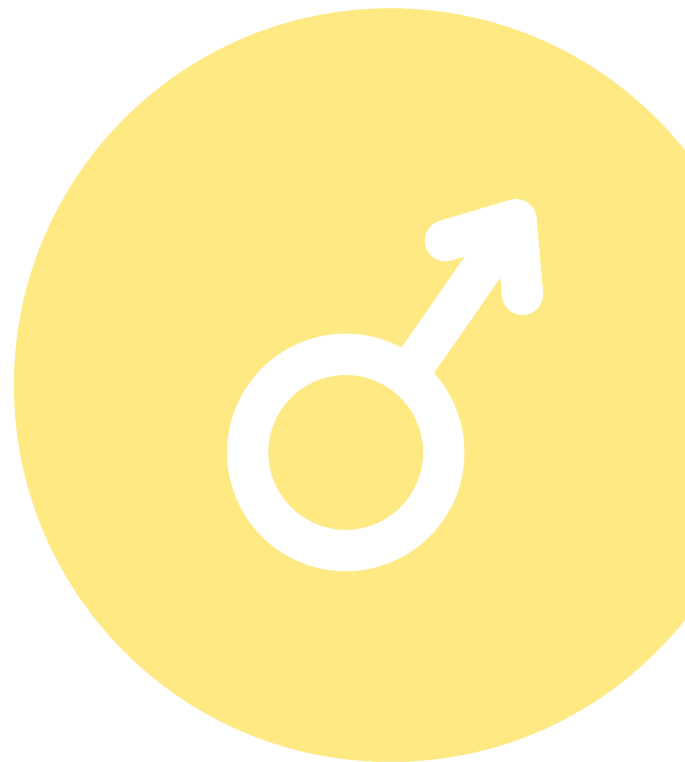
7. Workplace issues

Employees indicated that the lack of basic facilities, including parenting rooms and fridges, can influence women's transition back into the workplace when returning from maternity leave.

Feedback strongly suggested the availability of childcare and after-school care was a major factor in determining whether it is possible for primary carers to return to work, and once returned it was a major factor in determining the maximum number of hours a parent was able to work.

8. Transparency

Some concerns were expressed that gender demographic information is not freely available or readily reported. A small amount of feedback suggested gender demographic data has been withheld from employees.



Recommendations



Define and Enforce Acceptable Behaviour

Gender Equality Principles

Recommendation	It is recommended that DPIPWE adopts a set of agreed Gender Equality Principles.
Detail	The Gender Equality Principles will be a set of guiding principles that clearly set expectations in relation to acceptable attitudes and behaviours relating to gender equality. The principles will be clear and concise, and directly applicable to the DPIPWE work environment. The principles will be developed having reference to feedback from across the Department.
Justification	This recommendation is made for the following reasons: <ul style="list-style-type: none"> • A clear set of guiding principles is required in order to remove ambiguity in regard to acceptable attitudes and behaviour; • Without a clear set of guiding principles around acceptable attitudes and behaviour, employees will continue to use ignorance as a defence for inappropriate behaviour; • The gender equality principles will help to drive cultural change within DPIPWE.
Cause(s)	Attitudes, Behaviour and Culture

Gender Equality KPI for All Senior Managers

Recommendation	It is recommended that a Key Performance Indicator (KPI) relating to gender equality be included in the Performance Management Plans of all Branch Managers, General Managers, and Deputy Secretaries in DPIPWE.
Detail	It is recommended that the KPI is the same for all senior managers and that the KPI is action orientated, the KPI will not require managers to meet a strict quota or recruitment target.
Justification	This recommendation will: <ul style="list-style-type: none"> • Ensure that managers will be held accountable for undertaking activity to improve gender equality in DPIPWE; • Focus senior managers on implementing strategies for improving gender equality; • Require managers to talk about gender equality issues as part of their performance review.
Cause(s)	Role of Senior Management

Recommendations



Define and Enforce Acceptable Behaviour *continued*

Compulsory Gender Equality Training

Recommendation	Is recommended that all DPIPWE employees undertake mandatory Gender Equality Training within the next 12 months, with refresher training to be completed annually.
Detail	<p>It is clear from the feedback received that there are employees in DPIPWE who would benefit from basic Gender Equality Training. The objective of this training would be to provide a basic overview of key concepts surrounding gender equality.</p> <p>It is recognised that Gender Equality Training on its own will not solve all of DPIPWE's gender problems; however, the training will create general awareness and consistent understanding across the Department.</p>
Justification	<p>This recommendation will:</p> <ul style="list-style-type: none">• Provide a sound base for discussion within DPIPWE;• Increase general awareness of gender related equality; and• Help to set agreed behaviours.
Cause(s)	Attitudes, Behaviours and Culture

Recommendations



Fundamentally Change Recruitment and Promotion Practices

Establishment of a Central Recruitment Function

Recommendation	It is recommended that responsibility for undertaking all recruitment and promotion is transferred to a Central Recruitment Function.
Detail	<p>This recommendation is a deliberate intervention designed specifically to address the serious concerns raised by employees relating to past and current recruitment practices.</p> <p>This recommendation will have the practical effect of moving all responsibility for recruitment away from managers to a new Unit to be called the “Central Recruitment Function” (CRF), which will be located within the People and Culture Division.</p> <p>The purpose of the CRF is to recruit the best candidate based on merit, not to deliver gender balance through recruitment. The implementation of the CRF will remove the need for targets and quotas, as the improved recruitment function will address the problem.</p> <p>The model detailed below is a proposal for the CRF and yet to be finalized. Once implemented the CRF will be monitored and reviewed to ensure it best meets the operational needs of the Department.</p> <p>Under the new model, managers will be required to provide a clear list of recruitment requirements to the CRF. The CRF will then coordinate the recruitment of a suitable candidate on behalf of the manager. Recruitment agencies will continue to be used by the CRF.</p> <p>A representative from the recruiting Division will participate as a selection panel member during the recruitment process in order to provide context for the role. However, all panels will be chaired by a staff member from the CRF. The chair will determine appropriate and independent panel members, however in specialized technical areas it may be warranted to have an additional representative from the recruiting Division on the panel.</p> <p>The model will be applied to all permanent, fixed term and temporary recruitment including internal transfers. In addition, this recommendation will also apply to the current recruitment processes used for acting arrangements in any case that requires an employee to act in a role beyond a four week period.</p> <p>It is noted that a vital part of the implementation of the CRF will be a constant presence in the North of the State.</p> <p>During an initial two-year period, the following actions will be undertaken:</p> <ul style="list-style-type: none"> • A detailed review of recruitment practices (see below); • Development and provision of training to managers and employees who sit on selection panels; and • A review of recruitment delegations within DPIPWV. <p>Following the two-year period, the CRF will be reviewed and may be continued indefinitely or modified, or recruitment may be decentralised.</p>

Recommendations



Fundamentally Change Recruitment and Promotion Practices *continued*

Establishment of a Central Recruitment Function *continued*

Justification	This recommendation will: <ul style="list-style-type: none">• Address the single most important practical cause of DPIPWE's gender equality problem;• Place a requirement on managers to focus on key competencies required for vacant positions rather than on the recruitment process;• Introduce the concept of an independent umpire to select appropriate candidates which means, unlike other recommendations canvassed during consultations (such as quotas or identified female positions), that this recommendation will not generate the perception of a bias towards females or positive discrimination;• Result in recruitment being conducted in a manner that considers diversity more generally;• Build the capacity and experience of recruiting managers by exposing them to contemporary recruitment practices through their involvement on selection panels which are facilitated by the CRF;• Demonstrate that DPIPWE is serious about implementing real change that will have a positive impact on gender equality more broadly in DPIPWE;• Allow for simpler, more accurate and more useful reporting about recruitment activity, including time to recruit and FTE effort required to recruit as well as recruitment outcomes; and• By extending this recommendation to recruitment processes used for acting arrangements in cases that require an employee to act for more than four weeks, will address a serious and frequent concern raised by DPIPWE employees that there is significant gender inequity in current acting arrangements.
Cause(s)	Recruitment Practices

“Despite being female and recognising the imbalance I strongly believe that the best person for the job should be selected at all times.”

(DPIPWE employee)

Recommendations



Fundamentally Change Recruitment and Promotion Practices *continued*

Review of Current Recruitment, Promotion and Acting Practices

Recommendation	It is recommended that DPIPWE undertakes a detailed review of existing recruitment, promotion and acting practices so as to implement a revised set of contemporary policies and procedures.
Detail	It is recommended that this review be a complete end to end review of the recruitment, promotion and acting process including job design, flexibility, advertising of positions, assessing candidates, the selection process, and placement. This review will also include recommendations for appropriate timeframes for recruitment practices.
Justification	This recommendation is made for the following reasons: <ul style="list-style-type: none">• In direct response to employee feedback suggesting that a review of recruitment, promotion and acting practices was required;• To address the single most important practical cause of DPIPWE's gender equality problem;• To facilitate the recruitment and promotion of significantly more female employees.
Cause(s)	Recruitment Practices

Recommendations



100% Commitment to Workplace Flexibility

Embed Flexibility into All Full-time Positions

Recommendation	It is recommended that DPIPWE changes its approach to all full-time positions by giving employees the ability to elect to reduce their hours to a minimum of 0.8 FTE by default.
Detail	<p>This recommendation will have the practical effect of allowing all full-time staff to work a minimum of 0.8 without requiring formal approval by their manager. This recommendation also allows DPIPWE to advertise all full-time jobs on the basis that the successful candidate can nominate to work a minimum of 0.8 of an FTE by default.</p> <p>It is important to note that this recommendation does not remove the requirement for the employee to discuss appropriate flexibility arrangements with their manager. Furthermore, it does not mean the employee can simply reduce their work hours by day a week without full consultation with their manager and People and Culture Division. Employees are required to discuss their intention to alter their hours of work with their manager to allow for an appropriate transition to occur.</p> <p>It is acknowledged reducing hours has an effect on workload. Under this recommendation managers will be able to utilize the resources from a reduction in FTE hours for additional resources to maintain the workload of their business unit.</p> <p>It is recognised that a transition period of up to 12 months may be required in order for this recommendation to be implemented for existing full-time positions. It is also recognised that in extraordinary circumstances some positions will need to remain at 1.0 FTE or be recruited on a 1.0 FTE basis – these instances will require approval from the Secretary of the Department.</p>
Justification	<p>This recommendation will:</p> <ul style="list-style-type: none"> • Help to normalise flexible working arrangements within DPIPWE; • Give protection to those DPIPWE employees who feel they will be disadvantaged by asking for flexible working arrangements; • Significantly improve the likelihood of female candidates applying for jobs in DPIPWE; and • Demonstrate to DPIPWE employees and potential candidates that senior management places a value on work/life balance and workplace flexibility.
Cause(s)	Workplace Flexibility and Job Design

“Job sharing is another way of increasing the options for women to get up the ladder because it allows for flexibility in working arrangements.”

(DPIPWE employee)

Recommendations



100% Commitment to Workplace Flexibility *continued*

Improve the Way Employees Return to Work from Maternity Leave

Recommendation	It is recommended that DPIPWE undertakes a detailed review of current policy and procedures relating to returning to work from maternity leave, so as to implement contemporary and effective return to work policies and procedures.
Detail	<p>It is recommended that DPIPWE complete an end to end review of relevant return to work practices including investigating the option of minimum mandatory contact while employees are on leave, a review of current maternity and paternity leave arrangements, and identifying ways to increase awareness of rules and procedures for maternity leave.</p> <p>In particular, the review will assess the option of having dedicated officers who are assigned as “Return to Work Officers”, similar to the model used for employees returning from an absence as a result of a workplace injury.</p>
Justification	<p>This recommendation will:</p> <ul style="list-style-type: none">• Ensure that DPIPWE has the best possible policies and procedures for employees returning to work after maternity leave; and• Ensure both employees and managers are supported during a return to work transition.
Cause(s)	Maternity Leave and other career breaks

“Working mothers who work part-time or who have taken time off for maternity leave are disadvantaged in the work-place.”

(DPIPWE employee)

Recommendations



100% Commitment to Workplace Flexibility continued

Immediate Changes to Flexible Working Arrangements

<p>Recommendation</p>	<p>It is recommended that a review of policies relating to flexible working arrangements is undertaken. It is recommended DPIPWE introduces a range of changes to the current flexible working policies, including a clear statement that reasonable flexible working options are encouraged and will be approved, a requirement for People and Culture Division to be consulted during consideration of requests for flexible working arrangements; and a requirement that all flexible working arrangements are documented and reviewed every 12 months.</p>
<p>Detail</p>	<p>The following changes will be made to DPIPWE's flexible working arrangements:</p> <ul style="list-style-type: none"> • The DPIPWE flexible working policy will clearly state that all reasonable flexible working options, including job sharing, are encouraged and will be approved; • It will be a mandatory requirement for People and Culture Division to be consulted during the decision-making process for flexible working arrangements; and • All flexible working agreements will be lodged in writing to People and Culture Division via a standard template and all flexible working arrangements are to be reviewed no less than annually.
<p>Justification</p>	<p>This recommendation is made for the following reasons:</p> <ul style="list-style-type: none"> • The change to the policy will have the practical effect of changing the onus away from the employee being required to demonstrate that flexible working arrangements will not impact negatively on DPIPWE and instead place the onus on the manager to demonstrate why the flexible arrangement is not acceptable; • Involving the People and Culture Division in the decision making process for flexible working arrangements will enable People and Culture Division to give advice to the employee and the manager; and ensure a consistent approach is being taken for accessing of flexible working arrangements across DPIPWE; • Mandatory documentation of flexible working agreements will remove the current confusion around flexible working arrangements. In particular this recommendation will deal with the scenario where an employee thinks they have an agreement for flexible working arrangements but the manager is unaware. In addition, this recommendation allows People and Culture Division to provide a quality assurance over all flexible working arrangements to ensure fairness from both the employee and manager perspective; and • The review process enables both manager and employee to assess the effectiveness of the flexible working arrangement and ensures that there is not a simple 'set and forget' approach to flexible working arrangements.

“Greater flexibility of working arrangements would be a great start, and communication that these arrangements are acceptable and in fact, preferable in many cases.”

(DPIPWE employee)

Recommendations



Implement Limited Number of Targeted Programs for Female Employees

Female Cadet Program

Recommendation	It is recommended that DPIPWE implements a female specific Cadet Program.
Detail	<p>The program will be based largely on the Department of Treasury and Finance (Treasury) Cadet Program. Further implementation details will be determined prior to the commencement of the program. However, the following high-level principles are proposed:</p> <ul style="list-style-type: none"> • The program will focus specifically on management skills rather than taking the more specialised approach used by Treasury; • The program will be open to a maximum of three cadets per year; • Cadets will be rotated across all Divisions within DPIPWE; and • The female Cadet Program may complement or be included in a broader Cadet program within DPIPWE. It is also not intended that this program would replace the current graduate programs running within DPIPWE. • It is estimated that DPIPWE's current turnover rate will easily accommodate the program without significant financial impact on the Department. • Note: the implementation of this recommendation will require DPIPWE to obtain an exemption under the <i>Anti-Discrimination Act 1998</i>. Initial discussions held on a without prejudice basis with the Tasmanian Anti-Discrimination Commissioner indicate there is a strong possibility that this exemption could be granted.
Justification	<p>This recommendation will:</p> <ul style="list-style-type: none"> • Address DPIPWE's chronic shortage of female managers by creating a pipeline of female managers who will work across a range of fields within DPIPWE; • Give DPIPWE an opportunity to attract and retain the best and brightest upcoming female managers in Tasmania; and • Be future focussed and increase the talent pool of female employees with management skills who can competitively apply for management roles.
Cause(s)	<p>Workplace Flexibility and Job Design Limited access for career advancement for female employees</p>

“We need to design internal traineeships to enable target staff, to gain broader skills & experience for future employment applications.”

(DPIPWE employee)

Recommendations



Implement Limited Number of Targeted Programs for Female Employees *continued*

Specific Leadership Program for Women

Recommendation	It is recommended that DPIPW E investigates implementing a program designed specifically to identify, develop, and recruit female talent.
Detail	<p>Many organisations around Australia across a range of jurisdictions have implemented gender specific leadership programs designed for women within their organisations. The focus of these programs is to identify, develop and recruit female talent. (These are in addition to well-known generic programs such as “Springboard” etc.)</p> <p>A notable example of this type of program is Deloitte’s Inspiring Women Program; a program of similar kind could be implemented within DPIPW E. The program would be designed specifically for female employees and utilise both formal and informal training mechanisms.</p>
Justification	<p>This recommendation is made for the following reason:</p> <ul style="list-style-type: none"> • Specific leadership programs for women have proved to be very successful in many organisations in developing, recruiting and retaining female talent.
Cause(s)	Limited Access for career advancement for female employees

Scholarship Program

Recommendation	It is recommended that the Department investigates implementing a Scholarship Program that focuses on areas within DPIPW E where there is severe underrepresentation of female employees.
Detail	<p>The basic concept of this recommendation is that DPIPW E undertakes statistical research to determine areas and occupational classifications with severe underrepresentation of female employees; DPIPW E will then identify key areas within the Department worthy of direct intervention. For these areas and classifications, a tailored Scholarship Program would be designed and implemented, with the goal of attracting and retaining female candidates. Scholarship programs are not restricted to areas identified as requiring direct intervention.</p> <p>The detailed design of the Scholarship Program has not been completed. However, examples of the benefits that could be offered under a DPIPW E scholarship include:</p> <ul style="list-style-type: none"> • Financial support of full-time graduate study; • Mentoring by DPIPW E technical experts for the duration of study; • Opportunity to undertake summer vacation employment at DPIPW E; and • Opportunity to undertake an undergraduate project of relevance to DPIPW E in the final year, with DPIPW E technical experts as co-supervisors. <p>The scholarship model is used in the Commonwealth Public Service, particularly in the Department of Defence.</p> <p>Note: the implementation of this recommendation will require DPIPW E to obtain an exemption under the <i>Anti-Discrimination Act 1998</i>. Initial discussions held on a without prejudice basis with the Tasmanian Anti- Discrimination Commissioner indicate there is a strong possibility that this exemption could be granted.</p>

Recommendations



Implement Limited Number of Targeted Programs for Female Employees *continued*

Scholarship Program *continued*

Justification	<p>This recommendation will:</p> <ul style="list-style-type: none"> • Address DPIPWE's chronic shortage of female employees in targeted areas; and • Give DPIPWE an opportunity to attract and retain the best and brightest upcoming female talent in Tasmania.
Cause(s)	Limited Access for career advancement for female employees

Independent Reporting Mechanism

Recommendation	It is recommended that DPIPWE investigates the possibility of implementing an independent reporting mechanism for gender equality issues.
Detail	It is clear from feedback to the project that a number of female employees feel uncomfortable reporting issues of gender inequality to male managers. In order to address this, DPIPWE will investigate the use of a third-party service whereby employees could ring a "hotline" and report a gender issue. This methodology has been used extensively in the financial services sector for matters such as fraud and general misconduct.
Justification	<p>This recommendation will:</p> <ul style="list-style-type: none"> • Provide an appropriate channel for those staff who are uncomfortable reporting gender issues to senior male managers.
Cause(s)	Workplace Issues

Recommendations



Implement Practical Changes

Onsite Childcare Facilities

Recommendation	It is recommended that DPIPWE, in consultation with other State Service agencies, investigates the possibility of co-locating childcare and after-school care facilities within existing DPIPWE office accommodation.
Detail	<p>As a result of a combination of factors there may be an opportunity for innovative use of surplus space within DPIPWE's current office accommodation. The factors contributing to this potential surplus of office space include:</p> <ul style="list-style-type: none"> • Whole of Government restructuring (e.g. Service Tasmania transferring out of DPIPWE); • Opportunities to better utilise existing office space (e.g. transferring paper records to off-site storage); • Implementation of contemporary office space design, which increases overall utilisation; and • Existing long-term leases and significant transition costs for relocating from current office accommodation. <p>It is not envisaged that DPIPWE would in any way seek to undertake the childcare services themselves. Instead DPIPWE would simply negotiate with a reputable provider to use surplus existing vacant DPIPWE office space. It is acknowledged that DPIPWE alone would be unlikely to have sufficient demand for viable services, so the intention is to seek the cooperation of other State Service agencies.</p> <p>It is recommended DPIPWE introduce clearly documented procedures for children in the workplace.</p> <p>Note: Any potential investigation into possible solutions for onsite child-minding facilities must be conducted in collaboration with Treasury in a manner consistent with the relevant Treasurer's Instruction. DPIPWE will not enter into any discussions with third parties in relation to this</p>
Justification	<p>If fully implemented this recommendation will:</p> <ul style="list-style-type: none"> • Allow for greater flexibility for DPIPWE staff by enabling easier access to childcare facilities; • Provide DPIPWE with a significant competitive advantage when seeking to attract quality candidates who are also primary carers; • Have a positive financial impact as the office space used by the childcare facility would otherwise have been underutilised; and • Encourage primary carers to return from maternity leave earlier and may also encourage primary carers to work more hours due to the convenience of close childcare services.
Cause(s)	Maternity Leave and Other Career Breaks

“There is still a sense that maternity leave is a burden to the workforce.”

(DPIPWE employee)

Recommendations



Implement Practical Changes *continued*

Parenting Rooms

Recommendation	It is recommended that DPIPWE undertakes minor facilities work to ensure that all major sites have parenting room facilities.
Detail	It is proposed that DPIPWE provides facilities in the Marine Board Building, the Lands Building, Stoney Rise, and Prospect as a minimum. The parenting rooms will be accessible by all staff and provide facilities for breastfeeding/ expressing mothers and carers of infants and young children. This recommendation can be achieved relatively quickly at relatively low cost and could be extremely important, particularly for new mothers who are transitioning back into the workplace.
Justification	This recommendation is made for the following reasons: Parenting rooms have become standard in all modern work environments and will significantly benefit mothers and carers of infants and young children; and <ul style="list-style-type: none"> • The installation of parenting rooms delivers an important message to all employees about DPIPWE's willingness to accept mothers and carers of infants and young children in the workplace.
Cause(s)	Workplace Issues

Female Representation on DPIPWE Governance Committees

Recommendation	It is recommended that the Terms of Reference of DPIPWE's Governance Committees are reviewed so as to determine the best way to improve gender representation.
Detail	Increased equality between men and women within DPIPWE's Governance Committees will be achieved by reviewing the Terms of Reference of the Committees with a focus on membership.
Justification	This recommendation will: <ul style="list-style-type: none"> • Send a message to all staff that gender equality is important; • Allow female members of staff to be exposed to discussion at a leadership group level; and • Improve the outcome of DPIPWE's Governance Committee meetings due to a greater span of views.
Cause(s)	Attitudes, Behaviours and Culture

“There exists a lack of opportunity for part-time employees to achieve higher or management positions because these positions are normally full-time.”

(DPIPWE employee)

Recommendations



Review a Range of People and Culture Related Functions

Mentoring Program

Recommendation	It is recommended that DPIPWE design and implement a new Mentoring Program.
Detail	<p>A number of participants in the workshops indicated that a revitalised formal Mentoring Program in DPIPWE would significantly help female employees to progress within the Department. (The previous program is considered to have passed its useful life). In considering this feedback, it was also recognised that many male employees would benefit from the opportunity to participate in a formal Mentoring Program.</p> <p>On this basis, it is recommended that DPIPWE launch a new formal Mentoring Program that, while not gender specific, does have workplace equality as a key concept included in the mentoring process. The detailed operational design for DPIPWE's Mentoring Program has not been finalised. The overall objective of the program will be to assist aspiring employees to take meaningful steps towards leadership positions within DPIPWE, under the guidance of a dedicated mentor.</p> <p>By pairing DPIPWE employees with carefully selected colleagues, the program will assist DPIPWE to develop its employees. The program will be guided by similar programs taking place in Tasmania and other jurisdictions. The implementation of a new formal program is also based on research suggesting effective role modelling is vital in order to address the gender equality gap.</p>
Justification	<p>This recommendation is made for the following reasons:</p> <ul style="list-style-type: none"> • To provide an excellent development opportunity for all DPIPWE staff; • To develop employee skills and qualities that remain valuable beyond the duration of the mentoring partnership; • All participants in the Mentoring Program will have the opportunity to enhance their target competencies, leadership skills, teamwork, ability to compromise, and self-awareness; • Mentoring motivates and engages female employees; and • The promise of a supportive mentor in a structured mentoring program will attract the most capable and motivated candidates to DPIPWE.
Cause(s)	<p>Attitudes, Behaviors and Culture Limited Access for career advancement for female employees</p>

“We need to actively encourage women to apply for upcoming positions that they are suitable for but may not feel they have a chance at getting.”

(DPIPWE employee)

Recommendations



Review a Range of People and Culture Related Functions *continued*

Succession Planning Strategy

Recommendation	It is recommended that DPIPWE commences the development and implementation of a Succession Planning Strategy.
Detail	<p>Succession planning is a process for identifying and developing internal employees with the potential to fill key business leadership positions in DPIPWE. It is important irrespective of any considerations around gender equality. However, succession planning will also make it easier to identify and skill up experienced and capable female employees who are prepared to assume senior roles as they become available.</p> <p>Succession planning is not intended to replace DPIPWE's current or future recruitment processes but instead complement them by providing a pathway for internal candidates into senior positions.</p>
Justification	<p>This recommendation will:</p> <ul style="list-style-type: none"> • Allow for greater knowledge sharing and more effective role handovers, and reduce key person dependency; • Be a significant tool for increasing gender equality within DPIPWE; and • Identify key areas where positive intervention may result in greater gender equality.
Cause(s)	Limited Access for career advancement for female employees

Changes to DPIPWE's Exit Interview Process

Recommendation	Is recommended the DPIPWE makes a range of changes to current practices relating to the exit interview process, including placing a greater importance on exit interviews being completed, results of exit interviews being reported to the Workforce Planning Committee, and gender specific questions being included in the exit interview.
Detail	<p>Exit interviews are interviews conducted with departing employees, just before they leave. The primary aim of the exit interview should be:</p> <ul style="list-style-type: none"> • To learn reasons for the employee's departure; • To provide an opportunity for DPIPWE to enable transfer of knowledge and experience from the departing employee to a successor or replacement; and • To yield useful information about the organisation, to assess and improve all aspects of the working environment, culture, processes and systems. <p>The exit interview process is therefore a key tool for understanding information relating to gender equality; for example, if the departing staff member is female it is vital for DPIPWE to understand whether or not there were gender issues that led to, or contributed to, the staff member's departure.</p> <p>The following changes will be made to DPIPWE's exit interview process:</p> <ul style="list-style-type: none"> • People and Culture Division will work with managers to ensure exit interviews are undertaken and treated with a high level of importance. Included in this change to process will be the requirement for managers to inform People and Culture Division when an exit interview is not undertaken and provide valid reasons why; • Results of exit interviews will now be reported to the DPIPWE Workforce Planning Committee. Results will include trend data and will be de-identified where necessary; and • A specific section on gender equality will be included in the revised exit interview template.

Recommendations



Review a Range of People and Culture Related Functions *continued*

Changes to DPIPWE's Exit Interview Process *continued*

Justification	<p>This recommendation is made for the following reason:</p> <ul style="list-style-type: none"> • Exit interviews provide critical information that will help inform the overall approach to gender equality in DPIPWE; • The changes in process will significantly increase the number of exit interviews completed; and • Reporting of exit interview information allows for trend data to be captured, which will assist DPIPWE identify any systemic issues.
Cause(s)	Attitudes, Behaviours and Culture

Statewide Recruitment

Recommendation	It is recommended that all DPIPWE positions are advertised as statewide unless there is a demonstrated need for the position to be physically located in a specific geographical area.
Detail	<p>A large number of participants indicated that DPIPWE's current practice of using Hobart as the default recruitment location is significantly disadvantaging both female and male employees in the North and North- West of the State.</p> <p>In order to address these concerns, it is recommended that the default position for advertising all positions in DPIPWE is statewide.</p>
Justification	<p>This recommendation will:</p> <ul style="list-style-type: none"> • Provide equal access for all employees and potential candidates to as many DPIPWE jobs as possible.
Cause(s)	Limited Access for career advancement for female employees Recruitment Practices

“One of the issues that also impacts on these matters is the impression, rightly or wrongly, that to progress your career in DPIPWE you need to move to Hobart. Whilst this can limit both genders, for female employees with a partner involved directly in the agricultural sector (farming, agronomist, etc) this can be even more limiting.

To be clear, I have female staff which have been told this directly.”
(DPIPWE employee)

Recommendations



Review a Range of People and Culture Related Functions *continued*

Review Processes for Advanced Assessment Point Progression and Position Reclassification

Recommendation	It is recommended that a review is completed of the processes for both Advanced Assessment Point (AAP) progression and reclassification of positions.
Detail	During consultation, employees expressed concerns about the current processes for reclassification and Advanced Assessment Point progression. Concerns included a lack of clarity around the process, a general lack of transparency in how decisions are made, and employees feeling marginalised for asking for their position to be reclassified.
Justification	This recommendation will: <ul style="list-style-type: none">• Address employee concerns regarding AAP and position reclassification;• Help reduce inequities of salary between male and female employees;• Increase confidence in the reclassification process within DPIPWE; and• Potentially resolve long-standing issues for some female employees.
Cause(s)	Workplace Flexibility and Job Design

“I feel that that the barriers for women reaching senior management is in the fact that they are finding it hard to reach middle management first. In some cases, some staff cannot advance past Band 1, 2 or 3 positions due to current procedures and policies.”

(DPIPWE employee)

Recommendations



Formal Structure for Implementation and Review

Formal Structure for Implementation

Recommendation	It is recommended that the implementation of the recommendations in this document is managed as a formal project, and that a steering committee is formed to oversee this project with appropriate representation from all Divisions and chaired by a Deputy Secretary.
Detail	It is further recommended that regular updates are provided to all staff on the progress of the implementation of the recommendations in this report.
Justification	<p>This recommendation will:</p> <ul style="list-style-type: none"> • Ensure that there is a structured approach to the implementation of recommendations in this report; • Ensure that there is an appropriate governance model over the implementation of recommendations in this report; • Ensure that appropriate communication is undertaken and that stakeholders are managed in an appropriate way; and • Ensure that the momentum built by completion of this action plan is maintained throughout the implementation phase.
Cause(s)	Transparency

Benchmarking Analysis against the National Accreditation for Gender Equality

Recommendation	It is recommended that DPIPWE uses the Workplace Gender Equality Agency (WGEA) criteria for “Employer of Choice for Gender Equality” as a benchmarking measure and a framework for improving practices within the Department.
Detail	<p>The Workplace Gender Equality Agency (WGEA) “Employer of Choice for Gender Equality” citation is designed to encourage, recognise and promote active commitment to achieving gender equality in Australian workplaces.(14)</p> <p>In order to receive the citation, organisations must meet strict criteria. The criteria were developed in consultation with leading academics in workplace gender equality and current citation holders. They reflect the areas of focus of those organisations which have elevated gender equality as a business imperative, moving beyond compliance and leading the way with sustainable and measurable outcomes in gender performance.</p> <p>The steps required to apply for citation constitute a structured and independent set of processes for improving practices and outcomes in DPIPWE, and will allow DPIPWE to compare its business processes and performance with Australian Best Practice.</p>
Justification	<p>This recommendation will:</p> <ul style="list-style-type: none"> • Provide an independent assessment of DPIPWE’s gender problem; • Identify specific actions to be implemented in order to address gender equality; and • Be a precursor to DPIPWE becoming the first Tasmanian organisation to receive WGEA citation.
Cause(s)	Workplace Issues

Recommendations



Formal Structure for Implementation and Review *continued*

Increase Transparency in relation to Gender Equality Statistics

Recommendation	It is recommended that DPIPWE provide monthly updates on DPIPWE's intranet (Pod).
Detail	<p>During consultation, employees expressed concerns that gender demographic information is not freely available or readily reported.</p> <p>In response to this feedback, DPIPWE will provide a monthly gender equality update on the DPIPWE intranet. The update will be written by the Director People and Culture and cleared for release by the Workforce Planning Committee</p>
Justification	<p>This recommendation will:</p> <ul style="list-style-type: none">• Address employee concerns regarding the availability of data; and• Increase overall transparency within DPIPWE.
Cause(s)	Transparency

Other Information & Appendices



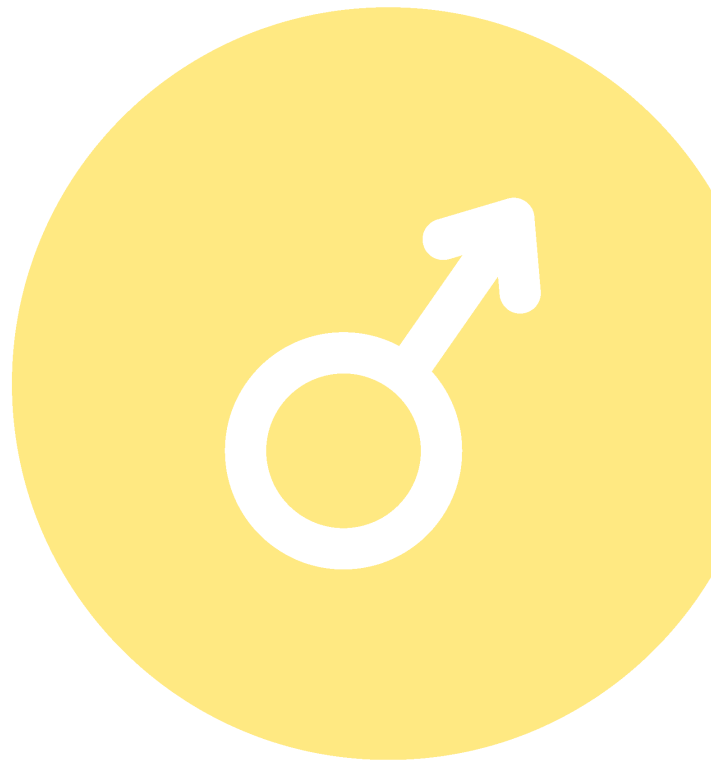
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DPIPWE Gender Equity Measures and Comparison Statistics

Measure	DPIPWE	National workforce	Tasmanian workforce	Tasmanian State Service	Other	Notes
Workforce gender balance	At 30 June 2015, DPIPWE had 1,269 employees; 41% (522) were female.	46.3% of employees are female (source: <i>Labour Force, Australia, November 2015</i> seasonally adjusted ABS Cat No 6202.0).	47.1% of employees are female (source: <i>Labour Force, Australia, December 2015</i> seasonally adjusted ABS Cat No 6202.0).	70% of employees are female (Department of Premier and Cabinet (DPAC), 2015a).	60% of Victorian public service employees are female (Victorian Public Service Commission (VPSC), 2015). 53% of NSW public service employees are female (NSW Public Service Commission (NSWPSC), 2015).	
Employees in management positions	At 30 June 2015, 165 DPIPWE employees had an annual full-time equivalent salary of more than \$100,000. These employees are generally in management positions. Twenty per cent (33) of these employees are female.	35.7% of managers are female (source: <i>Labour Force, Australia, Detailed, November 2015</i> original ABS Cat No 6291.0.55.003.007).	37.8% of managers are female (source: <i>Labour Force, Australia, Detailed, November 2015</i> ABS Cat No 6291.0.55.003.EQ08).	Department of Premier and Cabinet (DPAC): 46% of staff earning >\$100k are women (DPAC, 2015b). Department of Justice: 44% of staff earning >\$100k are women (Department of Justice, 2015). Department of Treasury and Finance: 28% of "senior staff" (Band 8 and above) are women (Department of Treasury and Finance, 2015).		The information published by other State Government Departments varies, but most do not publish data by gender and pay / seniority. The exceptions are the three Departments cited here. Information is derived from their 2014-15 Annual Reports.

Other Information & Appendices



DPIPWE Gender Equity Measures and Comparison Statistics *continued*

Measure	DPIPWE	National workforce	Tasmanian workforce	Tasmanian State Service	Other	Notes
Senior executive	At 30 June 2015, DPIPWE had 15 substantive senior executive officers. Two (13%) were female.	24% of Chief Executives, General Managers and Legislators are female (source: <i>Labour Force, Australia, Detailed, November 2015</i> ABS Cat No 6291.0.55.003. EQ08). 27.5% of executive managers, key management personnel and CEO's are female (WGEA, 2015*). *The WGEA data does not include public service industries.	40% of Chief Executives, General Managers and Legislators are female (source: <i>Labour Force, Australia, Detailed, November 2015</i> ABS Cat No 6291.0.55.003. EQ08).	30% of Senior Executive employees across the State Service are female (DPAC, 2015a).	44% of senior executive officers in the Victorian public service are female (VPSC, 2015). 42% of senior executive officers in the NSW public service are female (NSWPSC, 2015).	

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DPIPWE Gender Equity Measures and Comparison Statistics *continued*

Measure	DPIPWE	National workforce	Tasmanian workforce	Tasmanian State Service	Other	Notes
Salary gap	At 30 June 2015, the median full-time equivalent annual base salary for female employees (excluding casuals) was \$67,551. This was \$11,803 less than the median full-time equivalent annual base salary for male employees (\$79,354).	On a full-time basis, females earn approximately \$14,800 less per year than males (derived from average weekly ordinary time earnings for full time employees - Source: <i>Average Weekly Earnings, Australia, May 2015</i> ABS Cat No 6302.0). The WGEA reports a 19.1% overall gender pay gap on base salary (national, all industries), at \$17,243 per year (WGEA, 2015*). *The WGEA data does not include public service industries.	On a full-time basis, females earn \$8,174 less per year than males (derived from average weekly ordinary time earnings for full time employees - Source: <i>Average Weekly Earnings, Australia, May 2015</i> ABS Cat No 6302.0).	DPAC: average full-time earnings of females is \$11,296 per year lower than males (DPAC, 2015b).	The median base salary for females in the Victorian public sector is \$9,729 less than for males (VPSC, 2015). The median base salary for females in the NSW public sector is \$1,533 less than for males (NSWPSC, 2015). Nationally, on a full time basis, females in the public sector earn approximately \$10,764 per year less than males (derived from average weekly ordinary time earnings for full time employees - Source: <i>Average Weekly Earnings, Australia, May 2015</i> ABS Cat No 6302.0).	DPAC is the only State Government Department that publishes comparable salary gap data.
Part time work	At 30 June 2015, 47% of female employees worked part time compared with 15% of male employees.	18% of male employees work part time; 46% of female employees work part time. (Source: <i>Labour Force, Australia, November 2015</i> seasonally adjusted ABS Cat No 6202.0).	20% of male employees work part time; 52% of female employees work part time. (Source: <i>Labour Force, Australia, December 2015</i> original ABS Cat No 6202.0).			

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DPIPWE Gender Equity Measures and Comparison Statistics *continued*

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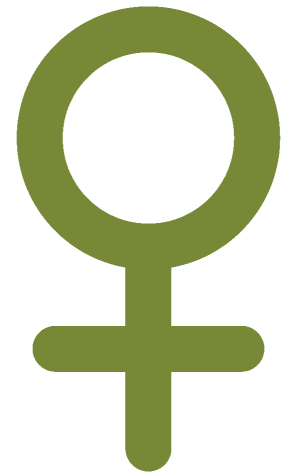
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“I think creating equality in the public service is a really important step to creating equality in the community more broadly.”

(DPIPWE employee)



Tasmanian
Government