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*Picture courtesy of The Royal Botanic Gardens, Sydney*
One of the greatest social transformations of the last 50 years has been women’s increased involvement in paid work. In many ways, women working in the public sector have led this change.

Public sector women have realised standards we now take for granted, like promotion based on merit and flexible work arrangements.

Women working in the public sector have been trailblazers in gaining managerial positions and access to male-dominated workplaces at a much faster rate than women in the private sector.

Making the Public Sector Work Better for Women sets the agenda for greater change and even greater achievements.

Public sector women have doubled in numbers over the last 30 years and Making the Public Sector Work Better for Women commits to maintaining women’s representation at a minimum of 60% over the next five years.

Work in the public sector is highly segmented by gender, with the majority of women concentrated in traditionally female occupations like teaching, nursing and administration. Initiatives like e-mentoring and training and supporting managers to implement flexible work will reduce this segmentation by helping more women, especially those in non-traditional occupations, to develop their careers. Success will be measured by an increase in the representation of women in non-traditional occupations from 16% to 20%, or an extra 2455 women in these roles by 2012.
I commend the public sector on its achievement in doubling the proportion of women employed at senior levels since 1995. However, women have still not achieved parity with their male peers. Making the Public Sector Work Better for Women commits to increasing senior women’s representation to 35%—or more than 4000 women holding senior positions—through strategies to develop women’s skills, leadership capabilities, cross-sector experience and professional networks.

I would also like to commend the agencies whose innovative approaches to attracting, developing and retaining their women staff are featured here. The case studies highlight the diversity of women’s work in the sector, and the many and varied ways agencies are making their workplaces better for women.

Verity Firth MP
Minister for Women
The NSW public sector offers women the widest variety of jobs, career paths, training, and professional development opportunities of any employer in Australia.

I am proud to say women have these opportunities in diverse workplaces that promote merit and demand equal employment opportunity, and where quality part-time work and family-friendly working conditions are long-established entitlements.

Skill shortages and our ageing population are driving changes to how we deliver services to the community. They are also driving changes to how we attract, develop and retain our women employees.

Making the Public Sector Work Better for Women is one of the first steps in doing things differently.

We know that it is women in their child-bearing years and who are mature aged whose paid labour is most under-utilised. Making the Public Sector Work Better for Women will help more women participate in work over the course of their lives, and the sector will gain a competitive edge by tapping into their skills.

The initiatives this strategy will deliver are based on what women in the sector have told us they want and need, and what senior women and agencies have said can be implemented and achieved.

In 2007, more than 300 women participated in Women’s Forums across the State to tell my department what attracted them to the sector and what they thought were the barriers to developing their careers with us.
In response, we proposed a range of programs, taking advice from 120 Senior Women’s Network members as to how they could best be targeted and delivered. The suggestions of human resources, learning and development, equity and line managers from across the sector, and the unions, are also reflected in the strategy.

Today, the sector employs women to work in the professions, trades, policy and management, and to head up six departments and two regulatory authorities. Through Making the Public Sector Work Better for Women we can do even better.

We have set ambitious targets. Each one seeks to improve women’s experiences of work—their career paths, their professional networks and their opportunities to work flexibly. Achieving each target will also make the sector a more effective competitor in the market for women’s talent.

Supporting women staff and managers to participate in these exciting programs will regenerate the sector’s capabilities and networks, and will make the public sector a demonstrably better place for women to work and build their careers.

Robyn Kruk
Director General
Department of Premier and Cabinet
Women in the public sector are a diverse group, working in all sorts of roles in every government agency.¹

The role of women in planning and delivering government infrastructure and services—especially human services—is vital. Women are the majority of workers in the sector’s two largest occupations—teaching and nursing, and make up 69.5% and 72.5% of the education and health service workforces respectively.²

Making the Public Sector Work Better for Women is the next step in the Government’s long-held commitment to improve gender equity. In 1995, the Government set, and has since met, the target that by 2003 women would represent 50% of full-time positions in the sector.³ In June 2007, women’s representation across the sector reached a record 60%,⁴ comparing favourably with women’s employment of 44% across the State.⁵ Over the same period women’s representation in the Senior Executive Service doubled from 15.5% to 31%.⁶

These are great achievements, but there are more opportunities to make the public sector a better place for women to work. Women are over-represented in temporary and casual employment, making up 72% in each category.⁷ Women remain concentrated in lower graded positions and traditionally female-dominated occupations, employed mainly as nurses, teachers and clerks.⁸

We are now facing skills shortages in key occupations that make it important for us to:

• encourage women to consider the public sector as a career choice
• support and develop women who are establishing their careers
• encourage women to pursue careers in non-traditional occupations
• provide new opportunities for women to move into senior roles.
In this strategy, non-traditional occupations are defined as those where women make up less than 25% of the workforce or which have been traditionally male-dominated. Senior women are defined as those employed at Grade 12 and above or equivalent.

The actions in Making the Public Sector Work Better for Women are designed to deliver real benefits to all our women employees—no matter what stage they are at in their careers, or what their occupation may be.

The NSW Public Sector Workforce Strategy 2008–2012 sets the framework for agencies to be more proactive in attracting and retaining talented staff, developing and promoting existing staff, and being flexible in their approach to workforce design and service delivery.

It aims to create a public sector that reflects, draws on and values the diversity of the people of NSW. To do so, it calls for the implementation of specific plans for groups who are under-represented in the public sector. Making the Public Sector Work Better for Women is one of those plans.

Making the Public Sector Work Better for Women focuses on three areas—attraction, development and retention. It sets sector-wide priorities for the Department of Premier and Cabinet to implement, and recommends priorities for agencies to pursue.

Making the Public Sector Work Better for Women sets four benchmarks to be achieved by 2012. Progress towards the targets set for each benchmark will be monitored by the Public Sector Workforce Office in the Department of Premier and Cabinet through the Workforce Profile and agencies’ Equal Employment Opportunity (EEO) reporting in annual reports.

The priorities established in this plan will benefit all women, with a particular emphasis on women who are building their careers, in senior roles, and in non-traditional occupations.

To find out more visit www.eeo.nsw.gov.au/women
Making the public sector work better for women

Making the Public Sector Work Better for Women is an enabling plan. It complements the NSW Public Sector Workforce Strategy 2008–2012 which supports the State Plan.

The NSW Public Sector Workforce Strategy 2008-2012 will:

- improve the way the NSW public sector recruits, develops and retains staff
- address emerging issues such as skills shortages and workforce ageing
- reform how the sector’s workforce is managed, with an emphasis on sound workforce planning
- support the NSW public sector to meet its State Plan commitments.

Making the Public Sector Work Better for Women responds to the Workforce Strategy’s commitment to ‘expand opportunities for women in senior positions, women in non-traditional roles and women in lower graded positions’.
Target groups:

- women building their careers
- women in senior positions
- women in non-traditional occupations
- all women in the public sector

Benchmarks

- maintain women’s representation across the sector at 60%
- increase women’s representation in non-traditional occupations from 16% to 20%
- increase women’s representation in senior positions from 28% to 35%
- reduce the gender pay gap
Listening to women in the NSW public sector

In June 2007, more than 300 women from all backgrounds, ages, and occupational groups participated in two women’s forums hosted by the Public Sector Workforce Office.

At forums in Sydney, Parramatta, and by video link to eight regional locations, women shared their public sector recruitment and employment experiences and suggested possible future directions.

At a Senior Women’s Network event in December 2007, 120 members gave feedback on the initiatives the Department of Premier and Cabinet will lead in this strategy. These initiatives are highlighted by the symbol in the section Making it happen (see page 37).

What women told us

• simplify the recruitment process
• improve the marketing of positions
• promote public sector working conditions
• provide permanent part-time employment at senior levels
• promote on-the-job development activities such as secondments, mentoring, coaching and shadowing
• provide better career opportunities and internal communication
• provide more permanent part-time positions so women can better balance their commitment to work with their commitments to other parts of their lives
• offer job rotation and mentoring opportunities to help women prepare for progress in the public sector
• promote performance management discussions to identify learning and development and higher duties opportunities
• maintain and improve agency working conditions
• improve flexibility and standardisation in rostering
• improve job security
• assist with child care arrangements and help address the difficulties of accessing child care for shift workers
• provide more flexibility in the hours of work—particularly for women who are working shifts
• provide more flexibility in senior positions—including permanent part-time roles—to help women balance their careers with parenting and caring responsibilities
Where are we?
Women in the public sector today

• Women represented 60% of all NSW public sector employees in 2007.
• The representation of women in the Senior Executive Service has almost doubled from 15.5% in 1995 to 31% in 2007. However, women hold only 28% of senior positions (Grade 12 and above or equivalent, including SES).
• Women are most concentrated in the health, social security and welfare, and education policy sectors. Women are under-represented in the transport and communications and fuel and energy policy sectors.
• Women represent 85.4% of part-time staff and 72% of temporary and casual employees.
• Women make up only 16% of employees in non-traditional occupations, including building and engineering professionals, police officers and tradespersons.

Because we have made real progress in achieving greater equity for women, but there is still more to do

In June 2007, women represented 60% of the sector.9

But in some agencies women represent less than 50% of the workforce.10 Women are particularly under-represented in agencies whose activities have traditionally drawn male employees—such as transport, energy, and policing.

Compared with the private sector, women have higher levels of representation at senior levels (31% compared with 12%).11 While women in the public sector are much more likely to be in secure employment compared to the private sector, women still dominate the sector’s casual employment category. Women also remain under-represented across the range of jobs in the sector and are more likely to be in lower paid positions than men.

Women are an Equal Employment Opportunity group in the NSW public sector, as are Aboriginal and Torres Strait Islanders, people whose first language was not English, people with disabilities, and people with disabilities requiring adjustment.

Gender equity in the public sector has been improved through a range of laws, policies, and improvements in industrial entitlements. These include laws requiring agencies to develop strategies through Equal Employment Opportunity management plans and to make promotion appointments on merit, and policies and entitlements such as paid maternity leave, carers leave and permanent part-time work which help women to remain attached to the workplace at different stages in their lives.
Because we want to offer women real choices in their careers

All staff need support to realise their career goals by identifying their strengths, interests and areas for development. The sector will benefit when agencies help women to identify career paths and take advantage of new opportunities at different life stages.

Some employment practices may inhibit opportunities for career advancement—limiting the choices open to staff. The availability of part-time and flexible work arrangements can impact on the decisions women make about participating in work and advancing their careers.

For some women, combining the demands of work with parenting or care responsibilities is difficult. Traditional ways of working have not provided the flexibility to allow more women to remain at work or to take on the challenge of more senior roles.

Because we face challenges posed by an ageing workforce, skills shortages and retirement waves

Compared to the NSW average, the public sector has a higher proportion of employees aged 35 to 64 and smaller proportion of employees under 35 years, especially in the 16 to 24 year bracket.

Delayed fertility, increasing life expectancy and the ageing of the ‘baby boomers’ are changing the age profile and reducing the size of the labour market.

Women of child-bearing and mature age are the two groups whose paid labour is most under-utilised. Flexible work is a key factor in enabling these groups to contribute to the sector.
Why do we need a new approach?

Because women are still under-represented in senior roles

Women represent 31% of the Senior Executive Service. This means women’s views are under-represented in influencing, guiding and shaping change, and determining the direction of agencies.

Women employed at Grades 10 to 12 or equivalent (see Appendix 1), act as a feeder group for senior positions. Since 2004 the proportion of women employed at this level has increased from 40% to 44%.

But there needs to be a greater proportion of women employed at Grade 10 and above to act as a pool of potential talent and feeder group for more senior roles.

Women are over-represented in the lower grades, representing 62% of staff below Grade 6 or equivalent. The highest concentrations of women in the sector are at Grades 6 to 9 (29%) and Grades 3 to 5 (26%) or equivalent levels.

Effort is required to develop these women for promotion. We need to find ways to encourage and support women to move into more senior roles, and to become key participants in leadership teams.

Because we want to increase opportunities for women to work in non-traditional occupations

NSW public sector workforce data indicate skill shortages in a range of occupations that are not traditionally filled by women. (See Appendix 2 for occupations.)

Women are a source of skilled labour to resolve current and future occupational skills shortages.
Traditionally, women have faced barriers to participating in careers or occupations that have been male-dominated—including transport, engineering and policing. To redress this, agencies are now developing strategies to attract and retain more women in non-traditional occupations.

We need to find new ways of supporting women to take up new and diverse roles.

**Because we want to support women in their many roles to achieve work-life and work-family balance**

Women lead complex and multifaceted lives. Many women in the workforce are also mothers, or have responsibilities as a carer for someone who is frail, or who has a disability or chronic illness.

During their working lives, women carry most of the caring responsibility within their families and communities:

- 54% of all carers are women
- 71% of primary carers are women
- during the peak working years, women shoulder more caring: 60% of all 35–44 year old carers are women, as are 58% of all 45–54 year old carers
- 9 out of 10 primary carers of working age, caring for a frail parent, are women. ¹⁵

Family-friendly work practices can enable women to combine and better balance work and family, and can reduce some of the barriers to women's career advancement. Part-time work, job-sharing and other innovative flexible practices allow women to maintain their attachment to the workforce.

For agencies, implementing flexible work has many potential benefits. Flexible work has the potential to reduce absenteeism, reduce recruitment and re-training costs, build workforce motivation, loyalty, morale and productivity, and improve retention rates.
Focus 1—Attraction:

Encouraging women to enter the public sector

The NSW public sector offers a diverse range of career options for women. Historically though, women have been disadvantaged in participating in some fields of study or work and have faced structural disadvantages in progressing to more senior positions.

We will remove barriers to women's participation and recruit more women to senior roles and to non-traditional occupations.

Department of Premier and Cabinet priorities

<table>
<thead>
<tr>
<th>Priority 1.1</th>
<th>Making the public sector work better for ...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote public sector careers for women in a range of occupations and levels</td>
<td>Women building their careers</td>
</tr>
<tr>
<td>The Department of Premier and Cabinet will implement the 'Careers that count' brand across recruitment activities and will promote the NSW Government as a preferred employer for women.</td>
<td>★</td>
</tr>
<tr>
<td>This action will showcase women in a variety of roles, including non-traditional occupations and encourage women to consider different career options.</td>
<td></td>
</tr>
</tbody>
</table>
## Agency priorities

### Priority 1.2  Making the public sector work better for...

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<thead>
<tr>
<th>Recommended actions</th>
<th>Women building their careers</th>
<th>Women in senior positions</th>
<th>Women in non-traditional occupations</th>
<th>All women in the public sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work with schools, universities and vocational education providers to promote the NSW public sector as a preferred employer for women entering or re-entering the workforce.</td>
<td>★</td>
<td>★</td>
<td>★</td>
<td>★</td>
</tr>
<tr>
<td>Provide and promote a diverse range of employment opportunities for women with carers’ responsibilities who need flexible work options, with a particular focus on women in senior positions.</td>
<td>★</td>
<td>★</td>
<td>★</td>
<td>★</td>
</tr>
<tr>
<td>Use recruitment materials to promote the public sector as a preferred employer for women aspiring to leadership positions.</td>
<td>★</td>
<td>★</td>
<td>★</td>
<td>★</td>
</tr>
</tbody>
</table>
### Agency priorities

**Priority 1.3**  
**Making the public sector work better for ...**

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<thead>
<tr>
<th>Ensure recruitment and selection processes are free from gender bias</th>
<th>Women building their careers</th>
<th>Women in senior positions</th>
<th>Women in non-traditional occupations</th>
<th>All women in the public sector</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Recommended actions</strong></td>
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</table>

Provide merit and equity training for staff who sit on selection panels and promote awareness of gender issues.  

| | ★ | ★ | ★ | ★ |

Ensure that when establishing selection panels, the panel is reflective of diversity and includes at least one woman.  

| | ★ | ★ | ★ | ★ |

Select applicants based on merit, free from gender-bias.  

| | ★ | ★ | ★ | ★ |
### Agency priorities

**Priority 1.4**

<table>
<thead>
<tr>
<th>Provide a more diverse range of employment options for women</th>
<th>Women building their careers</th>
<th>Women in senior positions</th>
<th>Women in non-traditional occupations</th>
<th>All women in the public sector</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Recommended actions</strong></td>
<td>⭐️</td>
<td>⭐️</td>
<td>✭</td>
<td>✭</td>
</tr>
<tr>
<td>Target apprenticeship, traineeship and cadetship positions to women to increase the number of women entering non-traditional employment categories.</td>
<td>⭐️</td>
<td>⭐️</td>
<td>✭</td>
<td>✭</td>
</tr>
<tr>
<td>Increase the number of part-time positions available at senior levels (i.e. Grade 12 and above or equivalent, including Senior Executive Service positions).</td>
<td>⭐️</td>
<td>⭐️</td>
<td>✭</td>
<td>✭</td>
</tr>
<tr>
<td>Provide women already working in the public sector with equitable access to act in higher duties positions to expand the opportunities for women who are building their public sector careers.</td>
<td>⭐️</td>
<td>⭐️</td>
<td>✭</td>
<td>✭</td>
</tr>
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</table>
Focus 2—Development:

Supporting women’s public sector careers

Women at all stages of their working lives need programs and training to help them build their skills and progress their careers. Women in rural and regional areas, those with caring or parenting responsibilities and women in non-traditional occupations often have difficulty accessing the support and development they need.

We will develop new ways of delivering training and career development, and new support mechanisms to help women take ownership of their careers and make sound career choices.

<table>
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<tr>
<th>Department of Premier and Cabinet priorities</th>
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<tr>
<td>Priority 2.1</td>
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<tr>
<td>---------------------------------------------</td>
</tr>
<tr>
<td>Implement structured career development programs to support women to advance their public sector careers</td>
</tr>
<tr>
<td>Develop an e-mentoring program targeted at women building their careers in regional agencies, senior women and women in non-traditional occupations.</td>
</tr>
<tr>
<td>Host an annual Women Building Their Careers conference, which informs women of the opportunities they may have to work flexibly and undertake public sector training, builds networks across the sector, and builds career-relevant skills.</td>
</tr>
<tr>
<td>Develop a career mobility program with structured development opportunities for women in targeted occupations. The program will be piloted in 2008 with mid-career women in finance occupations, following the recommendations of the Accountancy Skill Shortage Strategy Group.</td>
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<tr>
<td>Provide scholarships to the Australia and New Zealand School of Government (ANZSOG) Executive Fellows Program for senior women.</td>
</tr>
</tbody>
</table>
### Agency priorities

#### Priority 2.2

<table>
<thead>
<tr>
<th>Recommended actions</th>
<th>Women building their careers</th>
<th>Women in senior positions</th>
<th>Women in non-traditional occupations</th>
<th>All women in the public sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design and implement flexible delivery options for corporate training programs. These may include offering self-paced or online training options, providing training courses and programs in city and regional locations, and ensuring activities occur within the agency's core hours.</td>
<td>★</td>
<td>★</td>
<td>★</td>
<td>★</td>
</tr>
<tr>
<td>Allocate a dedicated training budget in rural and regional areas and ensure women have equitable access to development opportunities. The budget should consider costs associated with backfilling, course registration fees, travel and accommodation. Consideration may also be given to the availability and cost of suitable child care, and whether the budget should include a child care subsidy for participants.</td>
<td>★</td>
<td>★</td>
<td>★</td>
<td>★</td>
</tr>
<tr>
<td>Design and deliver career planning workshops which promote lifelong learning and offer women career counselling opportunities.</td>
<td>★</td>
<td>★</td>
<td>★</td>
<td>★</td>
</tr>
<tr>
<td>Develop women’s leadership capabilities through coaching and structured leadership development programs. These may include supporting women’s applications to the: • Executive Masters of Public Administration • Graduate Diploma in Public Administration • Executive Fellows Program • Executive Development Program • Public Sector Management Program • TAFE Public Sector Program.</td>
<td>★</td>
<td>★</td>
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<tr>
<td>Develop and implement study leave and study assistance policies which are responsive to women’s career development needs, in line with the agency’s relevant award(s) or enterprise agreement.</td>
<td>★</td>
<td>★</td>
<td>★</td>
<td>★</td>
</tr>
</tbody>
</table>
## Agency priorities

### Priority 2.3  
Making the public sector work better for ...  

<table>
<thead>
<tr>
<th>Provide women with on-the-job development opportunities</th>
<th>Women building their careers</th>
<th>Women in senior positions</th>
<th>Women in non-traditional occupations</th>
<th>All women in the public sector</th>
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<tbody>
<tr>
<td><strong>Recommended actions</strong></td>
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<tr>
<td>Implement transparent selection methods for opportunities to act in higher duties positions. This may include establishing temporary vacancy pools or expression of interest processes for these opportunities.</td>
<td>★</td>
<td>★</td>
<td>★</td>
<td>★</td>
</tr>
<tr>
<td>Work across agencies to develop job rotation programs, giving women equitable access to opportunities to move within and between agencies. These programs will broaden women’s skills and knowledge and their experiences across the sector. The Career Mobility or Fast-Track graduate programs led by the Department of Premier and Cabinet may be used by agencies as a model.</td>
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### Priority 2.4

**Provide mentoring and networking opportunities to support women in developing their careers**

<table>
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<tr>
<th>Recommended actions</th>
<th>Making the public sector work better for...</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Women building their careers</td>
</tr>
<tr>
<td>Provide opportunities for women to network and engage with senior staff. These may include:</td>
<td>★</td>
</tr>
<tr>
<td>• hosting a Senior Women’s Network event</td>
<td></td>
</tr>
<tr>
<td>• releasing staff to attend Senior Women’s Network events</td>
<td></td>
</tr>
<tr>
<td>• arranging structured networking through the Spokeswomen’s Program, or a cross-agency Spokeswomen’s event.</td>
<td></td>
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</tbody>
</table>

Develop and implement an agency mentoring program for women.

The E-mentoring Program led by the Department of Premier and Cabinet may be used by agencies as a model.
The Public Sector Workforce Office in the Department of Premier and Cabinet supports a suite of executive and management development courses and some are centrally funded.

Over $2 million is allocated to agencies annually for 100 places in executive and management development courses; additional funding is also provided by a range of agencies.

- The Executive Masters of Public Administration and the Graduate Diploma in Public Administration, which target Grades 11/12 or equivalent and above, are offered through the Australia and New Zealand School of Government (ANZSOG) and the University of Sydney Graduate School of Government (GSG). In 2007, 53.3% of participants in the ANZSOG Masters were women and 52% of GSG Graduate Diploma participants were women.

- The NSW Executive Development Program targets Grades 11/12 or equivalent and above. It is a short course which complements the accredited university programs and meets a widespread need for an overview or refresher program for senior managers. In 2007, 55.7% of participants were women.

- The Public Sector Workforce Office coordinates agency enrolments in the ANZSOG short course, the Executive Fellows Program. The program targets two levels below CEOs and meets an identified need for executive training and inter-jurisdictional information exchange. In 2007, 28.6% of participants were women.
• SGE Travelling Fellowships provide participants with a unique development opportunity to travel in Australia or overseas to explore domestic or international best practice for research that will add current or future value to the work of their agency and contribute to the wider public sector reform/enhancement process. In 2007, two of the three scholarships awarded were offered to women.

• The Public Sector Management Program is a university graduate certificate designed for mid- to lower-level managers and supervisors. The program operates in all States and Territories through partnerships with jurisdictions and four universities. In 2007, 48.4% of participants were women.

• The TAFE Public Sector Program includes three management courses—Managers as Leaders in the Public Sector, Managing Frontline Service Delivery and Managing Performance in the Public Sector. Each course can be taken as a stand-alone workshop or as the foundation for part or full diploma qualifications.
Overall, the rate of women’s and men’s turnover in the sector is similar—10% and 9% respectively—but there is wide variation at different levels of pay. To ensure a strong field of future leaders, we need to implement strategies to retain and help women remain in the sector.

Focus 3—Retention:

Helping women stay in the public sector

<table>
<thead>
<tr>
<th>Priority 3.1</th>
<th>Making the public sector work better for ...</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Provide practical support to agencies and women to improve work-life balance and workplace experiences</strong></td>
<td></td>
</tr>
<tr>
<td>Develop a flexible work practices workshop series for line and human resources managers, supported by an online resource kit. The practical workshops will support managers to implement flexible work in their workplaces and teams.</td>
<td>★</td>
</tr>
<tr>
<td>Continue to coordinate quarterly Senior Women’s Network events and broaden the event schedule to ensure all Senior Officer and Senior Executive Service women have the opportunity to attend. To expand networks for women progressing to management level, at one event each year members will be invited to bring a woman guest in Grade 11/12 or equivalent.</td>
<td></td>
</tr>
<tr>
<td>Consult with women about their experiences of public sector recruitment, development and retention to assist in evaluating the success of Making the Public Sector Work Better for Women and to inform future initiatives.</td>
<td>★</td>
</tr>
<tr>
<td>Continue to monitor agency EEO management plans for policies which ensure workplaces are free from sexual harassment and discrimination, in line with the Anti-Discrimination Act 1977 (NSW).</td>
<td>★</td>
</tr>
<tr>
<td>Support agencies to retain women’s talent at senior levels through sponsorship and promotion of the CEO Kit to attract and retain women’s talent.</td>
<td></td>
</tr>
</tbody>
</table>
### Agency priorities

#### Priority 3.2

**Implement changes to policy and practice to support women in achieving a greater work-life balance**

<table>
<thead>
<tr>
<th>Recommended actions</th>
<th>Women building their careers</th>
<th>Women in senior positions</th>
<th>Women in non-traditional occupations</th>
<th>All women in the public sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consult with women, particularly those in non-traditional occupations, about the development of flexible rostering systems to ensure that barriers to employment are minimised and the needs of carers are considered.</td>
<td>⭐</td>
<td>⭐</td>
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<tr>
<td>Support women returning to work after maternity leave by offering flexible work practices and by advising women of their right to return to work part-time.</td>
<td>⭐</td>
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<tr>
<td>Develop, implement and support family-friendly policies. These may include implementing a breastfeeding policy and reviewing the working hours policy to stipulate for example that training, development and planning activities will occur within the agency’s core hours wherever possible.</td>
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<tr>
<td>Identify business units where managers would most benefit from support and training to implement flexibility.</td>
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<td>⭐</td>
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<tr>
<td>Develop guidelines for managers and supervisors to support pregnant and breastfeeding women, in line with the Occupational Health and Safety Act 2000 (NSW).</td>
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</tr>
<tr>
<td>Seek and gain accreditation by the Australian Breastfeeding Association as a breastfeeding-friendly workplace. For more information visit <a href="http://www.breastfeeding.asn.au">www.breastfeeding.asn.au</a></td>
<td>⭐</td>
<td>⭐</td>
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<tr>
<td>Provide training which expands women’s choices to remain at work by taking on less physically demanding roles as they age.</td>
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</tbody>
</table>
Establish agency-wide programs that encourage women to connect with and support each other as they build their careers.

**Recommended actions**

Establish employee networks (face-to-face or electronic) for women in:
- rural and regional areas
- senior positions
- non-traditional occupations.

The networks will help keep women connected and informed and can be used to provide information about career and development opportunities.

Customise the Spokeswomen’s Program, or develop equivalent programs, to align women’s career development opportunities to the agency’s strategic priorities.

A Spokeswomen’s Resource Kit is available at: www.eeo.nsw.gov.au/spokeswomen and may be used as a guide to develop a customised program.
### Agency priorities

#### Priority 3.4  
Making the public sector work better for ...

<table>
<thead>
<tr>
<th>Provide a workplace for women that is free from discrimination and harassment</th>
<th>Women building their careers</th>
<th>Women in senior positions</th>
<th>Women in non-traditional occupations</th>
<th>All women in the public sector</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Recommended actions</strong></td>
<td></td>
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</tr>
<tr>
<td>Continue to prepare and implement policies articulated in EEO management plans which ensure a work environment free from sexual harassment, in line with <em>Anti-Discrimination Act 1977</em> (NSW).</td>
<td>★</td>
<td>★</td>
<td>★</td>
<td>★</td>
</tr>
<tr>
<td>Implement anti-sexual harassment and bullying policies.</td>
<td>★</td>
<td>★</td>
<td>★</td>
<td>★</td>
</tr>
<tr>
<td>Target education strategies to business units that have been identified as being at high risk for incidents of sexual harassment or bullying.</td>
<td>★</td>
<td>★</td>
<td>★</td>
<td>★</td>
</tr>
<tr>
<td>Monitor complaints and feedback from staff surveys and from the agency’s grievance processes and implement policy or procedural changes where required.</td>
<td>★</td>
<td>★</td>
<td>★</td>
<td>★</td>
</tr>
</tbody>
</table>
Measuring success

Raising the bar

Benchmarks provide targets for the sector to achieve by 2012. Achievement of these targets represents progress from where we are today. Monitoring and evaluation will occur at the sector and agency level.

The Department of Premier and Cabinet will provide regular reports on how Making the Public Sector Work Better for Women is being implemented across the sector to the Chief Executives Committee and publish an annual report card on www.eeo.nsw.gov.au/women.

In 2012, the department will evaluate the implementation and success of Making the Public Sector Work Better for Women.

Progress will be measured by the Department of Premier and Cabinet through the Workforce Profile and agency EEO reporting in their annual reports. Making the Public Sector Work Better for Women does not require additional reporting from agencies.
Benchmark 1
Women’s representation

NSW public sector workforce data has been compared with other public sector jurisdictions nationally and internationally. The data indicate that public sector organisations are a preferred employer for women in most comparable governments.

The NSW public sector is performing well in women’s overall representation (at 60%), exceeding the United States of America and most European countries, and we are performing at a similar rate to the European Union average of 61%.16

In Australia, women’s representation in the NSW public sector is lower than other states, but higher than the Australian Public Service.

We will aim to maintain women’s representation at 60%. Maintenance is realistic given the recruitment, development and retention strategies outlined in Making the Public Sector Work Better for Women.

Benchmark 1—Women’s representation

The NSW public sector will maintain women’s representation at 60%.

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women's representation</td>
<td>60%</td>
<td>Maintain at 60%</td>
</tr>
</tbody>
</table>
Benchmark 2
Women in senior positions

The representation of women in senior positions in the NSW public sector at 28% is slightly lower than other states. South Australia has the highest representation at 35.3%.17

A target of 35% is realistic given the recruitment, development and retention activities outlined in Making the Public Sector Work Better for Women, particularly where effort is given to more flexible work opportunities for SES positions. Increasing women’s representation to 35% equates to an additional 4125 women employed in senior positions based on the 2006 workforce.

Benchmark 2—Women in senior positions

The NSW public sector will increase the representation of women in senior positions (Grade 12 and above or equivalent, including SES) from 28% to 35%.

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>28%</td>
<td>Increase to 35%</td>
</tr>
</tbody>
</table>

Benchmark 3
Non-traditional occupations

There are skill shortages in many non-traditional occupations, especially engineering and the trades. Women employed in non-traditional occupations who participated in the 2007 women’s forums reported that non-inclusive cultures and inflexible working conditions were a significant factor in their decision making about remaining in the sector.

A target of 20% is realistic given the attraction, development and retention activities outlined in Making the Public Sector Work Better for Women. This represents an extra 2455 women in non-traditional occupations in the NSW public sector based on the 2006 workforce.

Benchmark 3—Women in non-traditional occupations

The NSW public sector will increase the representation of women in non-traditional occupations from 16% to 20%.

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>16%</td>
<td>Increase to 20%</td>
</tr>
</tbody>
</table>

Picture courtesy of The Royal Botanic Gardens, Sydney
Benchmark 4
Reduce the gender pay gap

The difference between men’s and women’s average earnings is known as the ‘gender pay gap’.

All agencies have an obligation to eliminate and ensure the absence of sex discrimination, and to promote equal employment opportunity for women.

The Department of Premier and Cabinet will work with agencies to develop achievable targets to reduce the sector’s gender pay gap.

The Department of Premier and Cabinet will also identify appropriate datasets in the NSW Public Sector Workforce Profile to measure gender pay gaps in the sector.

Benchmark 4—Gender pay gap
The NSW public sector will reduce the gender pay gap.

<table>
<thead>
<tr>
<th>2008</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</table>

Benchmarks to be developed in partnership with agencies.
Monitoring—Department of Premier and Cabinet

The implementation and success of agencies’ employment and development strategies for women will be monitored at the sector level by the Public Sector Workforce Office in the Department of Premier and Cabinet through existing agency reporting arrangements to the Workforce Profile and EEO reporting in annual reports.

All NSW public sector agencies are required to report on their progress in achieving the objectives of Part 9A of the Anti-Discrimination Act 1977 for women, Aboriginal people and Torres Strait Islanders, people whose first language was not English, and people with a disability, including:

- the elimination of discrimination in employment
- the promotion of equal employment opportunity (EEO).

All agencies are required to have EEO Management Plans. The plans differ from EEO annual reporting requirements in that they are high level, strategic, and span a period of three to five years. The plans contain information not contained in EEO annual reports, including how EEO strategies will be communicated and implemented within an agency.

In line with the NSW Public Sector Workforce Strategy 2008–2012, sector-wide surveys will also be used to identify the experiences and attitudes of employees, and establish benchmarks for people management practices, performance management and development, and flexible work practices.
Monitoring—
public sector agencies

Agencies will develop processes to regularly monitor the progress of their women’s employment and development strategies. Monitoring can be done via a number of mechanisms, including staff surveys, analysing workforce statistics and measuring organisational health.

Agencies will determine their own measures of performance, based on the agency’s size, roles and responsibilities, and location.

As a guide, the following further broad measures of performance should be considered by agencies as part of their women’s employment and development strategy:

**Recruitment**
- increase in the number of women applying for positions in the agency

**Development**
- increase in the number of women participating in development programs
- increase in the number of women acting in higher duties positions

**Retention**
- turnover rates at different salary bands for women employees compared to men
- use of flexible work arrangements
- reasons for leaving (e.g. data from exit interviews)
- return to work rate from maternity leave

**Organisational health**
- feedback gathered through staff surveys.
Women Building Their Careers Conference

At the Women’s Forums, women who were building their careers (in Grades 1–8) identified a number of work and professional development needs.

The Department of Premier and Cabinet will hold a two-day conference for such women to give them the information they need to plan their public sector careers.

Sessions will cover:

• public sector training opportunities
• entitlements helping women balance work and family, caring, community and study commitments
• how to identify, develop and promote your skills
• how to build professional networks and mentor relationships
• how to communicate in the sector with influence and savvy.

To maximise the opportunities for women to participate, key presentations will be webcast and available for download from the conference website.

The conference will become an engaging and informative annual event through learning workshops, best practice case studies, panel discussions and presentations by NSW government and external guest speakers.
How the Department of Premier and Cabinet will make the public sector work better for women

E-mentoring

Women who are building their careers or seeking to move to the next level often benefit from having a mentor to provide support, ideas, feedback and encouragement.

Women building their careers in rural and regional areas, senior women, and women working in non-traditional occupations will have access to a new mentoring program, coordinated by the Department of Premier and Cabinet.

E-mentoring will provide members of the target groups with access to a formal, structured and goal-oriented approach to career development. E-mentoring crosses the boundaries of time, geography and culture, which is unlikely to happen under a traditional face-to-face mentoring model.

The e-mentoring partnerships will seek to improve participants’ ability to identify their career goals and learning needs and will provide women with access to a broader network of people across the sector and various regions.
Executive Fellows Scholarship Program

It is important that women receive access to high level professional development opportunities. The Executive Fellows Program provides executives at the higher end of the Senior Executive Service with access to an engaging and dynamic residential learning environment and valuable professional networks.

Historically, it has been difficult to attract women to apply for the program. Scholarships will be funded by the Department of Premier and Cabinet to provide an incentive to increase individual interest and agency support for women’s participation in the program. Three scholarships will be offered initially for the October 2008 program, with the possibility of an increase in further years.

The Department of Premier and Cabinet will liaise closely with agencies to ensure the equitable selection of eligible candidates for the scholarships.

A child care contribution as part of the scholarship, in addition to the payment of course fees, will be an added incentive for eligible candidates.
Feedback from the Women’s Forums was that women wanted more opportunities to develop their experience and careers across the sector, not just in their current agency. In response, the Department of Premier and Cabinet will pilot a career mobility program with mid-career women in finance occupations.

The Accountancy Skill Shortage Strategy Group has recommended increasing opportunities for career mobility as one way to mitigate potential skill shortages impacting on finance roles in the sector. Women in the sector are under-represented in finance occupations from Grades 5 and above.

The career mobility program will provide participants with structured on-the-job learning through six-month stretch work assignments in another agency, supported by off-the-job development opportunities such as coaching, development planning, development centre participation, and professional skills training.

The pilot program will assign at least 50% of all positions to women and will focus on women in mid-level grades (Grades 5–8) where women’s representation is only 39%.
Flexible work practices

A practical flexible work practices workshop will be developed to assist line managers and human resources managers to expand the current application and availability of flexible work in their workplaces. This has been identified as a key strategy to increase the recruitment and retention of a diverse range of staff, especially women.

The workshops, and a complementary online resource kit, will build managers’ confidence and capacity to communicate and negotiate with staff about industrial entitlements to flexible work arrangements and procedures. Case studies demonstrating the successful implementation of practices will be showcased.

The project aims to increase the use of flexible work solutions which meet the evolving needs of the workforce.

The workshop model will be designed so that agencies can tailor the program for future use.
How the Department of Premier and Cabinet will make the public sector work better for women

Senior Women's Network

The Department of Premier and Cabinet will continue to support agencies to host Senior Women’s Network events. The Senior Women’s Network provides Senior Officer and Senior Executive Service women with networking, knowledge sharing, and discussion opportunities, and exposure to alternative perspectives on management issues, through quarterly networking and information events.

Importantly, the timing and location of events will be broad and will include morning and evening events and events in outer-suburban, rural and regional locations. Video conferencing will also be used to maximise opportunities for senior women in rural and regional areas to participate. At one event each year, members will be invited to bring a woman guest in Grade 11/12 or equivalent, to expand the networking opportunities for women progressing to management level.

To find out more visit www.eeo.nsw.gov.au/seniorwomensnetwork
CEO women's kits: measuring and improving capability

The Department of Premier and Cabinet has purchased CEO women’s kits to help agencies to retain women’s talent at senior and executive levels.

The kit is a diagnostic tool for evaluating an organisation’s capacity to attract and retain women. It helps agencies identify behaviours that may be helping or hindering them in improving women’s recruitment and retention, and offers actions and solutions to address areas of concern. Human resources directors and other human resources staff will be trained in how to use the kits, to maximise their value to agencies.

The kits will help achieve the benchmark to increase women’s representation in senior roles from 28% to 35% by 2012.

As a pilot, the Department of Premier and Cabinet will provide the kits to:

- Department of Environment and Climate Change
- Department of Education and Training
- Department of Primary Industries
- Department of Ageing, Disability and Home Care
- Department of Corrective Services
- NSW Police
- NSW Housing
- NSW Lotteries
- NSW Aboriginal Housing Office
- TAFE NSW
- RailCorp
- State Records at the Department of Commerce.
Department of Primary Industries
Shaping women’s careers

Launched by the Director General on International Women’s Day 2006, the Department of Primary Industries' Women’s Employment Strategy aims to ensure equity, support diversity and provide opportunity in the workplace for its women employees.

The department has established a Women’s Consultative Group with women from every division and salary range across NSW. Representatives brought a wealth of knowledge and experience to the table and developed an action plan after conducting their own research about how working conditions could be enhanced in their various workplaces.

The consultative group is supported by a steering group comprising director-level representatives from each division. The steering group provides input and advice on proposals, communicates and reports to the department's Board of Management, and promotes the strategy across the department.
The Department of Primary Industries' Women's Employment Strategy aims to:

- increase career management skills for women
- increase career opportunities for women
- increase representation of women on decision making bodies
- ensure strong organisational support for the programs implemented as part of the strategy.

The action plan includes:

- developing and implementing a mentoring system
- providing networking opportunities
- promoting opportunities for accessing higher duties in management roles
- promoting increased access to learning and development programs
- continuing to develop family-friendly work practices
- promoting the recruitment of women into non-traditional roles
- encouraging ‘shadowing’ on boards and advisory forums
- providing leadership training opportunities
- developing a communications plan to promote the strategy.

Top: Primary Industries employees
Left to right: Back row—Trish Madden, Kay Oxley, Lee Burdett, Linda Broekman, Ruth Riley, Vicki Pearson.
Middle row—Marina Biberian, Katrina Sinclair, Lou McDonald, Debra Lee, Val O’Brien, Lisa Davison, Sue Marte.
Seated—Melanie Klootwijk, Rebekah Gomez-Fort, Francesca Galea, Sally Anderson and Kerry Gillfeather.
(Absent—Fran De Biasi.)
The State Transit Authority has taken some imaginative steps to try to attract more women to apply for jobs as bus operators so that it may increase women’s representation above the current figure of 11%.

Successful recruitment strategies to attract women applicants in recent years have included:

- a strong focus on website advertising, especially use of colour banners
- development of a job website to profile the benefits of being a bus operator with emphasis on leave benefits and opportunities for further career development
- broadening the target audiences by advertising not only in transport and logistics areas, but also customer service and tourism areas
- using State Transit’s own infrastructure—use of poster adverts on buses and banners outside depots, and use of bus tickets to promote bus operator jobs
- profiling women bus operators in advertisements displayed on buses
- changing the style of advertisements to focus on the benefits of the job. Five different advertisements target a different audience
- placing advertisements within the editorial space of newspaper career sections.

A number of other innovative strategies trialled included:

- electronic advertising at football games and along the roadside
- advertising job opportunities in the free street press
- direct postal drops of brochures outlining part-time and full-time opportunities for bus operators in areas where it has been difficult to attract drivers.

The State Transit Authority has also recently revised its job sharing arrangements so that staff can share a line of work on the roster, so that more people can work part-time. It is also looking at ways to develop drivers’ career paths, to expand opportunities to move into rostering and other jobs.
Department of Environment and Climate Change
Spokeswomen’s Program

Each year, Department of Environment and Climate Change (DECC) spokeswomen provide a range of development opportunities across the State that might not ordinarily be available to women.

These opportunities include workshops on topics such as leadership, work and family issues, self defence, managing change, and communication skills. The Springboard Career Development Program is run annually and the spokeswomen provide travel assistance for women who work in remote NSW locations to travel to nominated workshops.

A key initiative is the annual presentation of the DECC Spokeswomen’s Recognition Awards on International Women’s Day. Each year spokeswomen choose a theme, and in 2008, recognising increased emphasis by the State Government on delivering better services, the spokeswomen decided on ‘customer service’. Ten women from across the department were selected. From this group a Department of Environment and Climate Change Woman of the Year is named. The emphasis is on women’s achievements, rather than on winning.

Picture courtesy of The Royal Botanic Gardens, Sydney
Department of Corrective Services
Developing women’s careers

The Women Into Leadership course enables participants to identify their operating styles and strengths and to map a personal development pathway.

The course has been developed in response to the department’s EEO Management Plan and Women’s Action Plan. It is a highly interactive two-day training course. A variety of topics such as career cycles, personal style inventories and leadership are covered. The main focus is on participants and the development of their own career plan. Two courses were held in 2007 with 18 participants.

The Springboard program is a personal development program for women in non-managerial roles. It combines three one-day workshops with a personal Springboard workbook that participants work through at their own pace between sessions.

Participants gain an information base for planning their future, including specific skills in communicating assertively and effectively, increasing personal motivation, developing personal and work related goals and becoming realistic about self-assessment. Networks are also developed to provide participants with ongoing support. Two programs were held in 2007 with 25 participants.
NSW Maritime
Women's development activities

In 2007, NSW Maritime reinvigorated its Spokeswomen’s Program with a series of lunchtime seminars focusing on health, wellbeing and work-life balance. Guest speakers provided expert guidance and advice to a broad cross-section of staff.

To build on the success of this program, female staff were surveyed to canvass ideas for a one-day women’s professional development conference, held in June 2008. Suggested inclusions ranged from image management and superannuation to negotiation and influencing skills.

The conference aimed to bridge the gap between regional and city-based staff and create opportunities for women in traditional and non-traditional roles to share experiences and support each other across the organisation.

The program has key elements of leadership, effective communication skills and strategic career management and will attract women across different age and socio-economic groups, family and carer situations, and from a variety of administrative and operational areas.

NSW Maritime reserved conference positions specifically for regional staff and supported accommodation and travel costs through its Spokeswomen’s Program budget.

It is anticipated the program will become an annual event providing opportunities to greater numbers of female participants with a changing focus according the professional and business needs of staff and the organisation.
Making DEVELOPMENT work better for women

NSW Maritime has gradually increased the number of women in non-traditional roles over the last five years and now employs women in roles such as environmental service officers, boating service officers, a riverkeeper and a harbour master.

The Spokeswomen's Program at NSW Maritime is well-supported by senior management and aims to cater for women at all stages of their careers.
NSW Treasury
Part-time work at senior levels

Some years ago, NSW Treasury recognised that increased competition in the employment market posed a risk for the future effectiveness of the organisation. It was becoming increasingly difficult to recruit and retain the staff the organisation needed. With this in mind, Treasury identified that, by addressing issues of work-life balance, it could offer a competitive edge as an employer—for existing and potential new employees.

NSW Treasury has worked hard to achieve success in this area, particularly in ensuring that the executive and management levels actively and practically support the work-life balance policies, and that they also have access to the same flexible options. Giving senior executives access to part-time work arrangements has been a significant demonstration that the practices reflect the policies.

Work-life balance involves a suite of policy approaches including flexible work hours, access to part-time work and working from home arrangements. Critical to the success of this approach was creating an organisational culture that actively manages work-life balance considerations with the important work that Treasury is responsible for undertaking.

NSW Treasury’s flexible work practices have gained formal recognition and were awarded a Silver rating as a flexibility accredited employer by Managing Work/Life Balance International and Part Time Online.

In 2007 NSW Treasury was also recognised as one of Australia’s top 30 employers in the National Work Life Balance Benchmarking Study, placing 22 out of 282 organisations. In the same study NSW Treasury was also recognised as a top 30 employer in 2002, 2003 and 2005.
A large proportion of EnergyAustralia’s work opportunities are in areas that women have traditionally been under-represented, such as field, trade and engineering roles. To enhance its skilled and diverse workforce, Women In Non-Traditional Roles (WINTR) is a key focus within EnergyAustralia’s Equity & Diversity Strategy.

EnergyAustralia’s WINTR program has a number of initiatives to encourage women to join and stay with one of Australia’s largest energy businesses. As the biggest employer of apprentices in New South Wales, a critical first step is promoting apprenticeships, traineeships and graduate programs to young women. Women are featured in job advertising brochures. Women also deliver presentations and promotional material to girls’ and co-ed high schools.

Recognising the impact of efforts made to build the skilled and diverse workforce needed to supply electricity to more than three million people, the number of successful female candidates for the EnergyAustralia apprenticeship program has increased from zero in 2004 to seven in 2008. Reflecting the success of the program, a woman became the Apprentice of the Year in 2006. In 2008, the first woman to complete an electrical traineeship became an engineering officer, and the first woman to complete both an engineering cadetship and the graduate program was promoted to a senior engineering officer.

Initiatives aimed at retaining WINTR began with the basics. This included ensuring women in the field had correctly sized and fitted safety clothing and has expanded to include networking meetings, sponsored conference places and career resiliency programs.

The WINTR Network is a group of women working in non-traditional roles, as well as some women in management and other white collar positions. The network has inspired many of the initiatives implemented to continue improving the recruitment and retention of WINTR at EnergyAustralia.
Roads and Traffic Authority
Teleworking

The RTA was the first government agency to develop a ‘working from home’ policy and is the lead agency for teleworking and telecentres. Teleworking has been a policy in the RTA since the success of the pilot program in 1993 and enjoys a high profile within the organisation. By working from home or a location close to home (telecentre) on an occasional or regular basis, employees are able to reduce their commute time, manage their work outputs more effectively and sustain a healthier work-life balance.

Results of the RTA’s teleworking trials indicate benefits that include increased productivity, reduced absenteeism, reduced time and costs in service delivery, and increased employee motivation and morale.

The RTA encourages teleworking to facilitate flexible work practices that enable staff to balance their work and family commitments.

The RTA supports teleworking by:

• providing teleworking opportunities to staff through human resources policies and access to telecentres
• promoting teleworking to government and business via our website and training opportunities
• contributing to programs such as the National Greenhouse Strategy to reduce vehicle kilometres travelled, and the NSW State Plan to reduce car dependency.
Making RETENTION work better for women

Department of Water and Energy
Multipurpose room

To give women greater choice in timing their return to work following maternity leave, the Department of Water and Energy set up a multipurpose room with facilities for women to express milk.

All women planning to return from maternity leave are advised of the private space.

Since providing the space, the department has seen an increase in the number of women returning to work while still breastfeeding.

Photo courtesy of the Australian Breastfeeding Association
Supporting women's employment in the public sector—where we have come from

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1919</td>
<td>The basic female wage was set at 54% of the basic male wage.</td>
</tr>
<tr>
<td>1922</td>
<td>Women were excluded from sitting for public service examinations.</td>
</tr>
<tr>
<td>1948</td>
<td>Women were permitted to sit public service examinations.</td>
</tr>
<tr>
<td>1950</td>
<td>Women’s wages were lifted to 75% of men’s wages.</td>
</tr>
<tr>
<td>1957</td>
<td>NSW Government legislated for six weeks paid maternity leave for permanent officers.</td>
</tr>
<tr>
<td>1969</td>
<td>Married women working in temporary public positions could become permanent.</td>
</tr>
<tr>
<td>1971</td>
<td>Maternity leave extended to unmarried women and temporary employees.</td>
</tr>
<tr>
<td>1977</td>
<td>Anti-Discrimination Act came into force.</td>
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<tr>
<td>1978</td>
<td>Maternity leave increased to six weeks prior to and six weeks after a birth, with pay provided at six weeks full pay and six weeks half pay.</td>
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<tr>
<td>1986</td>
<td>Permanent part-time work introduced.</td>
</tr>
<tr>
<td>1992</td>
<td><em>The First State Superannuation Act 1992 (NSW)</em> was introduced. Since then, the Government has amended the laws governing NSW public sector superannuation schemes to benefit more public sector employees.</td>
</tr>
</tbody>
</table>

Superannuation arrangements for NSW public sector staff are more generous than the minimum required by the Commonwealth. The NSW public sector uses a broader definition when calculating the compulsory minimum contribution of 9% of an employee’s earnings which includes workers compensation and paid maternity leave.

The NSW public sector also contributes super for workers who earn less than $450 in a month, and workers under 18 years who work 30 hours or less per week. In these ways, NSW public sector superannuation arrangements do not discriminate on the basis of age or gender, and fairly accommodate part-time and casual employees.
Family and Community Service (FACS) leave became available for a range of emergency, personal and domestic circumstances.

Today, employees are generally entitled to 2.5 working days FACS leave in the first year of service and 5 working days in any period of 2 years after the first year of service, or one working day for each year of service after 2 years continuous service.

See the relevant award or enterprise agreement for more details about entitlements at your workplace.

The Government set a sector-wide target of 50% of women in public sector full-time employment by 2003, by identifying agency specific initiatives and targets for workforce participation and redistribution within key salary levels.

Agencies were required to: identify structural barriers to Equal Employment Opportunity and plan for their removal; implement initiatives and targets for women to act in higher positions and participate in other opportunities such as task forces, project teams, inter-departmental committees, and incorporate performance indicators in relation to all these matters in the performance agreement of each Chief Executive Officer.

The Flexible Work Practices policy and guidelines were introduced and saw the implementation of job sharing, working from home, part year employment and varying flexible working hours strategies.

Part-time and other flexible work arrangements are now included in policies, awards and enterprise agreements across the sector.

Personal Carers Leave became available.

Today, an employee may access Personal Carers Leave through their current year’s annual sick leave entitlement, minus any sick leave taken, to care for a family member who is ill. Accrued leave from the previous 3 years may be accessed.

Time in lieu of overtime may also be used to care for a family member who is ill. Recreation leave and make up time are also available to assist employees with other family responsibilities.
A Pay Equity Inquiry was conducted by the NSW Industrial Relations Commission comparing the work value and remuneration of librarians and geologists. In 2000, the Commission established the Equal Remuneration Principle which provides a mechanism to improve pay equity for women in occupations that have been traditionally undervalued because of gender.

Paid maternity leave increased to 14 weeks from 9 weeks.

Family Provisions Case 2005 provided the right to request parental leave be extended for two years after a child’s birth, and for part-time work until a child reaches school age.

Maternity, parental and adoption leave provisions were improved.

Today, employees are entitled to 14 weeks paid maternity, adoption or other parental leave or to one week’s paid other parent leave, if they are not receiving maternity or adoption leave. Up to 12 months unpaid leave is available.

A staff member who has been granted maternity, adoption or other parental leave may request to extend the period of unpaid leave for a further 12 months and may request to return to work, following the leave, on a part-time basis until the child reaches school age. A staff member may also elect to take available recreation leave at half pay in conjunction with maternity, adoption or other parent leave.

See the relevant award or enterprise agreement for more details about entitlements at your workplace.

Changes making it quicker for agencies to advertise and fill vacancies and for candidates to apply were made to the Public Sector Employment and Management Act 2002 and Public Sector Employment and Management Regulation 2007. Women’s career mobility across the sector should be enhanced by the changes which extend the validity of eligibility lists to 12 months and make it possible for agencies to recruit from eligibility lists at other agencies for similar positions.

The NSW Public Sector Workforce Strategy 2008-2012 is released, setting a new direction for developing the public sector into a strong and flexible workforce capable of meeting a range of serious challenges. These challenges include pressing skills shortages and an unsustainable workforce demographic profile.
## Appendix 1

### Salary bands

<table>
<thead>
<tr>
<th>Salary bands 2006/07</th>
<th>Crown Employees (Administrative and Clerical Officers) Award</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $33,910</td>
<td>Clerks general scale – Minimum at 21 years</td>
</tr>
<tr>
<td>$33,910 - $44,537</td>
<td>Clerks older than 21 years</td>
</tr>
<tr>
<td>$44,538 - $49,791</td>
<td>Grades 1 and 2</td>
</tr>
<tr>
<td>$49,792 - $63,006</td>
<td>Grade 3 to Grade 5</td>
</tr>
<tr>
<td>$63,007 - $81,478</td>
<td>Grade 6 to Grade 9</td>
</tr>
<tr>
<td>$81,479 - $101,849</td>
<td>Grade 10 to Grade 12, year 2</td>
</tr>
<tr>
<td>&gt; $101,849 (non SES)</td>
<td>Grade 12, year 2 and Senior Officers</td>
</tr>
<tr>
<td>&gt; $101,849 (SES)</td>
<td>Senior Executive Service</td>
</tr>
</tbody>
</table>
Appendix 2
Non-traditional occupations

<table>
<thead>
<tr>
<th>General</th>
<th>Public sector job</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Agricultural and horticultural labourers</td>
<td>To assist agencies, in 2009 the Department of Premier and Cabinet will publish a list of non-traditional occupations based on Australian and New Zealand Standard Classification of Occupations (ANZSCO) and position codes used for the first time in the 2008 Workforce Profile. It will be available online at: <a href="http://www.eeo.nsw.gov.au/women">www.eeo.nsw.gov.au/women</a></td>
</tr>
<tr>
<td>• Automotive tradespersons</td>
<td></td>
</tr>
<tr>
<td>• Building and engineering associate professionals</td>
<td></td>
</tr>
<tr>
<td>• Building and engineering professionals</td>
<td></td>
</tr>
<tr>
<td>• Computing professionals</td>
<td></td>
</tr>
<tr>
<td>• Electrical and electronic tradespersons</td>
<td></td>
</tr>
<tr>
<td>• Engineering, distribution and process managers</td>
<td></td>
</tr>
<tr>
<td>• Fabrication engineering tradesperson</td>
<td></td>
</tr>
<tr>
<td>• Farmers and farm managers</td>
<td></td>
</tr>
<tr>
<td>• Final fisheries construction tradespersons</td>
<td></td>
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<tr>
<td>• Food tradespersons</td>
<td></td>
</tr>
<tr>
<td>• Horticultural tradespersons</td>
<td></td>
</tr>
<tr>
<td>• Intermediate mining and construction workers</td>
<td></td>
</tr>
<tr>
<td>• Intermediate stationary plant operators</td>
<td></td>
</tr>
<tr>
<td>• Mining, construction and related labourers</td>
<td></td>
</tr>
<tr>
<td>• Miscellaneous associate professionals</td>
<td></td>
</tr>
<tr>
<td>• Miscellaneous intermediate machine operators</td>
<td></td>
</tr>
<tr>
<td>• Miscellaneous intermediate production and transport workers</td>
<td></td>
</tr>
<tr>
<td>• Miscellaneous labourers and related workers</td>
<td></td>
</tr>
<tr>
<td>• Miscellaneous tradespersons and related workers</td>
<td></td>
</tr>
<tr>
<td>• Mobile plant operators</td>
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<tr>
<td>• Natural and physical science professionals</td>
<td></td>
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<tr>
<td>• Plumbers</td>
<td></td>
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<tr>
<td>• Police officers</td>
<td></td>
</tr>
<tr>
<td>• Printing tradespersons</td>
<td></td>
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<tr>
<td>• Road and rail transport drivers</td>
<td></td>
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<tr>
<td>• Skilled agricultural workers</td>
<td></td>
</tr>
<tr>
<td>• Structural construction</td>
<td></td>
</tr>
<tr>
<td>• Wood tradespersons</td>
<td></td>
</tr>
</tbody>
</table>
References

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2. Overview Report for the NSW Public Sector Workforce Profile 2006, Table 4, p. 7
3. Memorandum 95–50 Strengthening NSW Public Sector Equal Employment Opportunity Program
4. EEO Statistical Spreadsheet, Total Public Sector, 2007
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