

# **EEO**

## **ANNUAL REPORT**

### **2001**

*This is the fourteenth Annual Report on the Reserve Bank's  
equal employment opportunity program, as required under the  
Equal Employment Opportunity  
(Commonwealth Authorities) Act 1987.*

I.J. Macfarlane  
Governor  
1 September 2001



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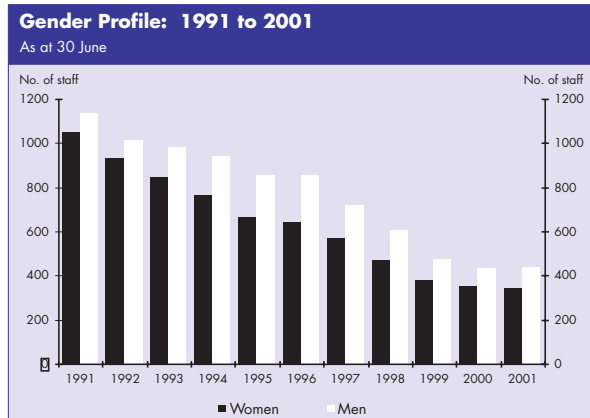
## EXECUTIVE SUMMARY

As required by the *Equal Employment Opportunity (Commonwealth Authorities) Act 1987*, the Bank's EEO program involves the development, implementation and monitoring of an EEO plan.

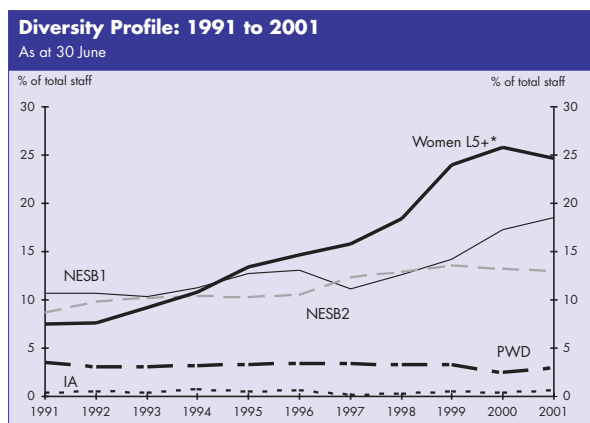
Staff numbers were relatively steady over the reporting period and the representation of designated EEO groups in the Bank remained similar to last year. Women accounted for 44% of staff. Over the last five years women have increased their representation in professional positions from 22% to 35%. Within the same timeframe, their representation in intermediate clerical positions has declined from 46% to 35%; clerical positions have been impacted most by technology.

There has also been a significant increase in the representation of women at Level 5 & Above, from 8% in 1991 to 25% in 2001. Level 5 & Above as a group has increased from 8% of total staff to 21% of total staff over the same period. Of particular note, of all women in the Bank in 1991, 1% were in the Level 5 & Above group; in 2001, 12% of all women were in this group. In comparison, the representation of men for the same group was 15% of all men in 1991 and 28% in 2001.

There has also been increased representation of people from a non-English speaking background; this group now accounts for 31% of staff compared to 19% ten years ago. People with disabilities have maintained a fairly low representation as have Indigenous Australians, despite the Bank actively seeking such applicants during recruitment drives.



Excludes Europe and US staff.



Excludes Europe and US staff.

**Key:**

- \* Women as % of total Level 5 & Above
- NESB1 People from non-English Speaking Backgrounds
- NESB2 People with parent(s) from non-English Speaking Backgrounds
- PWD People with Disabilities
- IA Indigenous Australians

Indigenous Australians (IA) includes Aboriginal people and Torres Strait Islanders, in previous reports this designated group was referred to as ATSI.

The representation of people with disabilities is probably understated as a number of disabilities are often acquired with age and are not usually notified to an employer after recruitment. The Bank's data relies on completion of an *EEO Appointment Form* to maintain relevant statistics on the designated groups.

The Bank is currently investigating the National Indigenous Cadetship program to encourage indigenous graduates to consider the Bank as a career option.

During the year there was an opportunity for staff to update their personal details held by the Bank, including educational qualifications. This resulted in an increase in the number of staff recorded as having post-secondary / tertiary qualifications from 39% last year to 54% this year. Study assistance was provided to 9% of Bank staff and, for the first time in reporting history, equally to women and men. More than half of all staff attended some form of internal and external training during the year.

Paid parental leave was utilised by 4% of women and 3% of men during the year. 84% of women returned to work after completing parental leave; of these 79% worked part-time. During the next reporting period the take-up of flexible work options available to women after returning from parental leave will be analysed. The purpose of the analysis will be to ascertain the impact of the amended parental leave arrangements that guarantee six months part-time work upon returning to the workplace after 12 months parental leave. This year part-time work was approved for 5% of staff.

The Bank maintains its commitment to an equitable and diverse workplace free from discrimination and harassment. Merit is the key principle in staffing decisions. Policies and practices are constantly under review to ensure equal opportunity for all staff. During the year it was agreed to review a number of employment-related policies as part of a new Enterprise Agreement. These include streamlining part-time work arrangements to improve their flexibility and changes to the merit selection process to enhance its efficiency. The Bank continued investigations into the practicalities of providing some limited childcare opportunities for staff via salary sacrifice. The Bank's programs for recruiting cadets, graduates and trainees were also enhanced to add to their effectiveness in attracting high quality staff to the Bank.

## RESPONSIBILITY FOR EQUAL EMPLOYMENT OPPORTUNITY

Overall accountability for the Bank's EEO program rests with the Governor. Responsibility for overseeing the program rests with the EEO Policy Committee and Personnel Department. The EEO Policy Committee is a consultative body, including employee representatives, which makes recommendations to the Governor on EEO and diversity issues. The Committee normally meets on a quarterly basis to identify and prioritise EEO issues within the Bank, and to monitor the EEO activities of each functional area. The Terms of Reference of the EEO Policy Committee are set out on the following page.

*All staff have a responsibility for EEO in the workplace.*

Staff Training & Development Section of Personnel Department provides support to the EEO Policy Committee. This section researches diversity policy issues, disseminates diversity information, liaises with EEO Contact Managers in the Bank, coordinates and monitors EEO progress reports and maintains links with the finance and Commonwealth public sectors in relation to equity and diversity matters.

The Head of each functional area is responsible for the implementation of the Bank's EEO plan in their area. They (or their delegate) prepare annual reports (in May) on their progress. Each supervisor is responsible for ensuring that EEO principles are adhered to in the workplace.

All staff have a responsibility to ensure that the decisions they take and their actions in the workplace are consistent with EEO principles.

## EEO POLICY COMMITTEE TERMS OF REFERENCE

### Role

The role of the Committee is to assist the Bank to achieve its aims for equal opportunity in employment (as specified in Appendix 1).

### Functions

The Committee has the following functions:

- To make recommendations to the Bank on EEO principles and policy.
- To keep under examination the development of an appropriate EEO program for the Bank.
- To monitor and report periodically to the Governor on EEO matters.

### Membership

The Committee comprises four members:

- Chairperson – appointed by the Governor;
- Deputy Chairperson - Head of Personnel– ex-officio;
- an employee nominated by the Reserve Bank Officers’ Section of the Finance Sector Union; and
- an employee nominated by the Bank.

The members nominated by the Section and the Bank may each have an alternate. The Manager, Staff Relations & Conditions Section, Personnel Department, participates as a non-voting member in all meetings of the Committee. The Committee may invite participation in discussion by staff or unions representing particular work areas or having particular expertise in the matters under consideration.

### Meetings

Three members must be present to constitute a quorum, including the Chairperson or Deputy Chairperson; the Bank Representative or Alternate; and the FSU Representative or Alternate. The Senior Consultant, Staff Training & Development acts as Secretary to the Committee (ex-officio).

## CURRENT MEMBERS

<b>Geoff Board</b>	<i>Chairperson</i>	
<b>Graham Rawstron</b>	<i>Deputy Chairperson</i>	
<b>Clarita Imperial</b>	<i>Bank Representative</i>	Melissa Hope <i>Bank Alternate</i>
<b>Lucy Carmona</b>	<i>FSU Representative</i>	Lyn Grivell <i>FSU Alternate</i>
<b>John Anderson</b>	<i>Co-Opted Member</i>	
<b>Rob Thompson</b>	<i>Manager, Staff Relations &amp; Conditions</i>	
<b>Sonja Godfrey-Chan</b>	<i>Secretary</i>	



## OBJECTIVES OF THE PROGRAM & SELECTION OF INDICATORS

*Merit is the key principle in staffing decisions.*

The Bank announced its formal commitment to equal employment opportunity in May 1984 and since then has implemented six plans to progressively achieve the objectives of its EEO Program. The Program is intended to encourage good personnel management practices for all staff, while meeting legal obligations for the designated EEO groups. The Bank is committed to equality of opportunity for all its employees. It seeks to ensure that there are no policies or practices that discriminate unlawfully against staff, in particular the designated EEO groups. Recruiting and retaining the best people, capitalising on the diverse skills of employees, and adapting work practices to help employees accommodate work and family needs are key goals in maximising the efficiency and effectiveness of the organisation.

A range of indicators has been selected to monitor the progress of EEO groups in the Bank. These include salary ranges, salary classification levels, occupational groups, and staff movements (recruitment, promotions, transfers and resignations). Data is also maintained on retention rates following parental leave, participation in training and development, educational qualifications of staff generally and the provision of study assistance.

*The Plan had the same objectives as the 1997-2000 Plan, but incorporated new strategies to achieve these objectives.*

As part of its Equal Employment Opportunity Program, the Bank implemented a new EEO Plan for the period July 2000 to June 2001. It recognised the diversity of the Bank's staff and sought to accommodate that diversity where possible within broader Bank objectives. It set out a series of goals under the following objectives: staff selection, career development & staff training, and conditions of employment. These are presented in Appendix 1.

In developing a new plan for 2001-2004 the Bank is considering adopting terminology reflective of changing trends in community thinking. The new plan would incorporate "diversity management" as a core principle. Workplace diversity builds on and broadens the principles of EEO by recognising the positive contribution that diverse skills, talents and perspectives can make to the workplace. EEO policies address continued disadvantage experienced by particular groups of people in the workplace, including women, Indigenous Australians, people with disabilities and

those who suffer disadvantage on the basis of race or ethnicity. These policies remain an important foundation for workplace diversity policy.

Diversity covers gender, age, language, ethnicity, cultural background, sexual orientation, religious belief, and family responsibilities. Diversity also refers to the other ways in which people are different, such as educational level, life experience, work experience, socio-economic background, personality and marital status.

## **INITIATIVES UNDERTAKEN & REVIEW OF POLICIES AND PRACTICES**

EEO initiatives undertaken by the Bank during the year are described below. They are grouped as follows: departmental EEO plans; staff selection; career development & staff training; conditions of employment; and collection of statistics. Progress on the Bank's *Disability Action Plan* is also described.

### **Review EEO Plan Reports**

All departments submitted their progress reports under the 2000-2001 EEO Plan. Initiatives taken over the past year included: an increase in the number of flexible work arrangements being approved; i.e., approval for part-time and other flexible work options and approval of leave without pay options. One department introduced a weekly EEO reminder of specific strategies for supervisors and incorporated regular EEO requirements into their management diary system. Another department utilised flexible leave options for staff to complete their university studies.

Difficulties encountered during implementation of the plan included: reduced recruitment opportunities; increased specialisation in the workplace; and the tendency to still treat EEO as a "once-a-year" task. The Bank's new Diversity Plan 2001-2004 will seek to address these particular issues.

## **Staff Selection**

### *General Recruitment*

As a smaller organisation, the Bank is able to source the major part of its annual recruitment needs from its traineeship, cadetship and graduate employment programs. This was again the case in 2001.

Throughout the year other specialist recruitment needs were filled as they arose either through press advertisements, recruitment agencies, internet job boards and/ or the Bank's internet site.

### *Traineeships*

Since 1986 the Bank has supported the Commonwealth Government's Traineeship Program, now known as the New Apprenticeship Scheme, which provides an opportunity to combine on-the-job skills development and the attainment of a post-secondary qualification over a twelve-month period. There is no guarantee of permanent employment with the Bank at the completion of the traineeship though over the last 15 years 38% of trainees have successfully obtained a permanent placement. Permanent employment is dependent on vacancies available at the time the traineeship ends.

*The Traineeship study component was modified and trained on-site by a registered training organisation.*

The Bank's Traineeship Program 2001 included 13 Business Administration trainees in various departments across Head Office, two specialist trainee positions in Information Technology (IT) and one Print Design trainee. One of the Business Administration trainees successfully transferred into one of the IT trainee positions. Female representation increased this year, with 8 female trainees and 7 males. The structure of this year's traineeship program also differed from last year. The study component previously involved one day per week off-site at a business college. From the commencement of the Traineeship in March 2001, training was conducted on-site by a registered training organisation (RTO). The RTO has considerable experience in traineeships and worked closely with supervisors and Personnel Department towards each trainee's successful completion of a Business Administration Certificate Level III. The Print Design trainee undertook her studies at an industry-recognised TAFE facility. The IT trainees were involved in comprehensive on-the-job training with a specialist

information technology RTO providing the competency assessments.

In order to broaden the pool of candidates for the traineeship various sources were used, including relevant recruitment agencies, TAFE colleges, the internet and employment agencies targeting people with disabilities and Indigenous Australians.

### *Cadetships*

The gender mix for cadetship award applications was similar to graduate applications. In December 2000, 15 cadets (7 women) commenced an eight-week work experience component of the 2000-2001 Cadetship Scheme. The work experience occurs each year during the summer vacation in Economic, Financial Markets and Financial System divisions in Sydney. The cadets spend most of their time on one or two assigned projects, culminating in the writing and presentation of a seminar paper. They also participate in a range of discussion sessions run by senior economists and managers. These sessions are designed to provide the cadet with a greater understanding of the work graduates do in the Bank as well as a broad understanding of macroeconomic policy and related finance issues.

*The design of the Cadetship Scheme was revised to strengthen it as an avenue for attracting good graduates.*

The Cadetship Scheme currently includes salary during the period of work experience, a fortnightly allowance when the cadet returns to study, and assistance with incidentals and university administrative charges (not HECS). Return airfares are included for interstate cadets.

In the past the Bank has not guaranteed a graduate position to the cadet on completion of the cadetship award, notwithstanding that most of the cadets did return as graduates. During 2001, the design of the Cadetship Scheme was revised to strengthen it as an avenue for attracting good graduates and will commence in its new form from January 2002. From this time, firm offers of graduate employment will be made at the completion of the period of work experience and the study allowance component will be directly linked to that offer.

### *Graduate Recruitment*

Graduate recruitment has always been a part of the overall strategy to attract and retain the very best staff. However, in 2001 because of an increasingly competitive

graduate recruitment market, the Bank embraced a comprehensive marketing campaign. Internet advertising and on-line applications via the Bank's website complemented traditional media advertising and direct mail campaigns through Australian universities.

As part of the graduate recruitment drive the Bank re-established a physical presence at some university campuses. The Bank had stands at Careers Fairs at the University of Melbourne and a combined campus function in Canberra. The Bank's Regional Office representatives also attended university functions in order to promote the Bank's graduate program. This approach yielded a larger response than hitherto with increased numbers of students applying for graduate positions at the Bank. These graduates will commence employment during the next reporting period.

*To assist in the retention of talented staff, managers and supervisors of new graduates attended a staff retention workshop.*

The approach to graduate development was also revisited with the proposal to introduce in 2002 a Graduate Development Program to be run over two years with more scope for accelerated progression, structured training and rotation through the policy divisions. This should provide opportunities for graduates across all groups to receive exposure to the diverse types of work carried out in various parts of the Bank, and for departments to observe the skills of a larger number of graduates.

With a view to assisting in the retention of talented staff, some thirty managers and supervisors of new graduates attended a staff retention workshop. The two-day workshop, conducted by an external specialist in the field, took participants through a range of material including that derived from the Bank's exit interviews, industry trends more generally, and the role of leadership in relation to the retention of talented staff.

During the reporting period the Bank also introduced a specific recruitment drive for IT graduates. In recent years, the Bank's contact with IT students has been limited to taking on one or two each year who are embarking on their industrial training year. In order to attract a larger number of candidates, representatives from Personnel and Systems & Technology Departments attended the Careers Fair held at the University of Technology, Sydney. Presence at this fair proved to be an effective way of reaching students and raising the profile of the Bank as an IT employer. The IT graduates will commence employment during the next reporting period.

## Career Development & Staff Training

It is important that staff are aware of, and have equal access to appropriate training and development opportunities. Supervisors are encouraged to assess employees' training and development needs throughout the year but particularly during the performance appraisal process and to agree on appropriate action. In 2001, both the number and range of training and development programs offered to staff increased.

Comprehensive in-house training and information was available to all staff via a number of avenues: the classroom; one-on-one; the Self Paced Learning Centre (SPLC); and the Bank's intranet. The directory of Bank provided training courses, course information, training resources and manuals are easily accessible to all staff on the intranet via the PC network. Work continued during the year on improving intranet access to the training directory and making it more user-friendly.

*The impact of "e-learning" has given staff greater flexibility to gain skills at their convenience whilst maintaining a workplace presence.*

Over 85% of staff are currently connected to on-line training. All staff can access a wide range of development courses on their own PC or in the SPLC. Courses include beginner to advanced training for all the Microsoft Office applications and an extensive range of specialised software applications training for technical staff. The mode of delivery for IT training has changed significantly over the past five years so staff can now learn PC skills at their desk. On-line orientation training is currently being investigated for implementation during 2002. The impact of "e-learning" has given staff greater flexibility to gain skills at their convenience whilst maintaining a workplace presence.

Classroom sessions are provided for upgrade training, new software applications and specialist topics. Classroom sessions are also provided for orientation, performance appraisal, panel selection, document/ records management, supervisory and management skills, grievance contact officer training, business writing, presentation skills and leadership. During the year the format and timing of the Bank's in-house management development program was extensively reviewed to ensure that it remains appropriate to the needs of staff and the Bank.

The range of materials available in the Bank's SPLC was broadened again this year to extend the specialist financial resources for new graduates in policy areas. The flexibility of self-paced learning has provided all staff

with a range of options for development, which can be organised around work or home commitments. This has proven to be of particular assistance to new recruits and people returning to the workforce following extended leave, such as women returning from parental leave.

Disability Awareness workshops were conducted during the year in support of the Bank's Disability Action Plan. These initially focused on raising the awareness of the needs of members of the public with disabilities who may contact the Bank for information. However the workshops generated broader interest, with over 35 staff participating. As a result the program's focus was widened to include the objective of fostering among staff an understanding of the nature of disability and its impact on people and work. In 2001, trainees and their supervisors were included in the program for the first time.

*Disability Awareness Workshops were conducted in support of the Bank's Disability Action Plan.*

All the Bank's courses are available to staff on a non-residential basis, if required, to accommodate those with dependant care or other after-hours responsibilities.

The Bank regularly sends participants to a range of external courses in Australia and overseas. Information on Springboard, a professional development course for non-managerial women, was sent to department heads to encourage participation where appropriate; this year 16 women attended the course (last year 13 participants).

### **Study Assistance & Postgraduate Study Awards**

The Bank provides encouragement and support to staff wishing to acquire further qualifications relevant to the work speciality. Study assistance is provided for part-time certificate/diploma courses, undergraduate or postgraduate degrees. Assistance includes reimbursement of university fees/HECS, an incidentals allowance as well as study and exam leave.

The Bank's Postgraduate Study Award Scheme (PGSA) assists a small number of exceptional graduates with around two years' sound job performance to undertake postgraduate studies on a full-time basis. Awards are for study in prominent universities in Australia or overseas and provide financial assistance for up to two years of study. The number of Awards each year is strictly limited to ensure the highest standards are maintained. Over the last five years 15 awards have been issued; of these 5 to female applicants. Some of these applicants have received funding for an overseas masters program and

have used this to complete a PhD (if they so wish by spreading the two year funding allowance over a four year period). In 2001, for the first time a female staff member has received funding to undertake a PhD at an overseas university. The PGSA program is currently under review to ensure it remains a valid development tool for graduates and is of continuing benefit to the Bank.

### **Conditions of Employment**

The Bank's EEO Plan has the objective of ensuring that personnel practices and policies are fair and equitable and assists in the retention of valued staff. A number of policies were reviewed over the year, including during the development of an efficiency enhancements agenda for incorporation in an Enterprise Agreement for 2001 and 2002 with workplace unions.

*Current part-time work arrangements will be reviewed with the aim of developing a single set of arrangements which recognise both employee and Bank needs.*

#### *Part-Time Work Arrangements*

Current flexible work arrangements in the Bank have separate rules for permanent part-time work, temporary part-time work, part-time work contiguous with parental leave and job sharing. There is scope to streamline these arrangements in order to enhance flexibility, encourage the establishment of more part-time work opportunities, and enable staff to better understand the options and conditions applicable to part-time work. Accordingly, over 2001 and 2002, current part-time work arrangements will be reviewed with the aim of developing, if practicable, a single set of arrangements, which recognise both employee and Bank needs.

#### *Permanent Part-time Positions*

Until now, where a permanent part-time position was created, the Bank has required that it be advertised to staff and filled by merit selection. In future, Assistant Governors/Heads of Function will have the option to transfer staff within and between functional areas to newly created permanent part-time positions (as currently applies for full-time positions) without the need to advertise and fill them by merit selection. This change is aimed at enhancing flexibility for the Bank and facilitating development opportunities for part-time employees.



### *Work Away from Normal Workplace*

The Bank continues to monitor the practices of comparable employers relating to work performed from home or other location. If it appears that the needs of particular employees and the Bank could be satisfied by such arrangements, it is intended that a limited trial would be implemented.

### *Enhancements to Merit Selection Procedures*

Two enhancements to merit selection procedures are to be applied from July 2001. All internal and external applicants for vacant positions will be considered concurrently; the Bank considers this will enhance the merit selection process and provide greater efficiencies for workplace selection.

*Enhancements to merit selection procedures are to be applied from July 2001 - all internal and external applicants will be considered concurrently and short-term contract employees will be allowed to apply for vacant positions on the same footing as other Bank employees.*

Previously, where a vacant position was advertised both inside the Bank and to the public, practice was to consider the merits of external applicants only if the selection process deemed that a Bank applicant could not fulfil the work requirements of the vacant position to an acceptable standard.

Secondly, to maximise the pool of applicants and enhance the merit selection process, short-term contract employees will be allowed to apply on the same footing as other Bank employees for vacant positions; that is, following completion of six months' satisfactory service. Until now, short-term contract employees have only been eligible to apply for vacant positions advertised to staff provided, *inter alia*, they have completed 18 months' satisfactory service with the Bank.

### *Performance Pay*

Performance pay outcomes in 2000 were monitored in relation to functional areas, classification levels and EEO groups. The results indicated that the overall performance pay outcome was equitable, in terms of the Bank's guidelines. These results were circulated to staff.

### *Half-Day Leave*

In 1999-2000 the Bank adopted half-day carer's leave on a permanent basis and held a trial of half-day leave for annual leave, sick leave and rostered days. Previously, these leave types could only be taken in minimum periods of one working day. Following review of the

outcome of the trial, the Bank agreed to maintain half-day annual leave, sick leave and rostered days as a permanent option for staff.

### *Training & Development*

Training and development opportunities are available to staff at all classification levels in all functional areas of the Bank. During the life of the new Enterprise Agreement, the Bank has committed to conduct a periodic review of the range of training and development programs it utilises and, if appropriate, change the 'mix' of courses and arrangements to better utilise the available funds. The review will take into consideration input from managers, supervisors and other employees.

### *Handling Grievances*

*Refresher training for all Grievance Contact Officers was conducted to ensure that their skills and knowledge remain up-to-date.*

A network of Grievance Contact Officers (GCOs) has been in place for the past five years to assist with the resolution of workplace grievances. A number of new GCOs were appointed during the year and refresher training for all GCOs was conducted to ensure that their skills and knowledge remain up-to-date. GCOs provide advice for staff as to available options regarding grievance issues; they are not involved in the investigation of grievances, which remains the responsibility of managers.

If workplace resolution is unsuccessful, staff can take the grievance to the Bank's Grievance Authority, which is an internal Bank body with an independent chairperson. The Authority does not have jurisdiction to consider grievances arising from the following matters: performance pay outcomes, appraisal rating decisions and promotion decisions (other than investigation of procedural aspects); decisions by the Bank in respect of banking arrangements or Health Society claims; superannuation issues for which the OSF Board of Trustees is responsible; determinations of workers' compensation claims; and matters of a more general nature, such as those related to conditions of employment common to all employees or to a section of employees.

From July 2001, the Grievance Authority no longer has the jurisdiction to review decisions about Bank-initiated terminations. This is consistent with Commonwealth Government policy that employees should only have one avenue of appeal against employer-initiated termination.

The appropriate external appeal avenue for the majority of Bank staff is the Australian Industrial Relations Commission.

After 12 years in the position of Chairperson of the Bank's Grievance Authority, Dr Ian Smith retired during the year. A new chairperson, Mr John Broome, has been appointed. No matters were lodged with the Grievance Authority during the year.

### **Child Care Review**

During the reporting period an investigation was commenced into the practicalities of providing some limited childcare opportunities for staff via salary sacrifice. Focus groups were conducted with Bank staff to ascertain possible demand and, along with another financial institution as a joint venture partner, childcare centre site visits within the CBD were scheduled and a draft tax ruling sought. There have been a number of legal difficulties encountered to date, in particular the tax treatment of employer-sponsored childcare. The Bank, in conjunction with the joint venture partner, is continuing to evaluate the matter.

*An investigation was commenced into the practicalities of providing some limited childcare opportunities for staff via salary sacrifice.*

### **Collection of Statistics**

The initial comprehensive staff survey for EEO purposes was conducted in 1987. The two main objectives of the survey were to give the Bank an accurate staff profile to assist in developing the Bank's EEO program and to provide a statistical "starting point" for monitoring subsequent changes. Since then the EEO profile has been kept up-to-date by the voluntary completion of an EEO form upon entry to the Bank. During this reporting period staff had the opportunity to update their personal details held by the Bank, including educational qualifications.

### **Disability Action Plan**

The Bank developed its first *Disability Action Plan* in 1999. The plan aims to identify potential and existing discriminatory practices and enables the Bank to set a schedule of steps for the removal of barriers to people with disabilities. The plan covers the areas of service delivery, accessibility of buildings, communication, employment practices and education and training.

Major initiatives achieved under the plan include: ongoing training sessions on communicating effectively with people with disabilities; facility-related disability action plans have been developed, and disability action plan considerations have been incorporated into the Head Office consolidation project. A second plan will be developed during the coming year.

## CONSULTATION

### Informing Employees

During the year staff were informed about a range of EEO-related issues through Bank publications, Bank training courses and local management discussions. EEO segments were included in the orientation, supervision and management programs. A copy of the Bank's *EEO Annual Report 2000* was distributed to each member of staff and made available on the Bank's intranet site.

*The Bank's intranet site has provided easier access by all staff to relevant information on equity and diversity.*

In preparation for the new performance appraisal cycle, departments carry out an annual review of position descriptions for all staff in August. This is an opportunity to ensure descriptions accurately reflect job requirements ahead of the annual performance planning discussion and to reassess positions for inclusion of any special work requirements. *Position Description Guidelines* are available on the intranet site. All staff are reminded that two documents, the *Standards of Conduct* and *What You Should Know about Health & Safety* are included with the appraisal form. Staff (Level 5 & Below) review these documents at the beginning of each appraisal year to ensure they are aware of their contents.

The Bank's staff information sheet about employment issues, *Staff Matters*, was issued regularly during the year and distributed to all employees; it is also posted on the intranet for easier access by all staff. When appropriate, it included commentary on EEO issues. The Bank's monthly in-house staff magazine, *Currency*, also included items on a range of diversity issues. A collection of equity and diversity resources, which is maintained for use by managers and staff, includes videos on workplace harassment and discrimination and various personnel publications.

During the reporting period, Bank management and staff representatives jointly participated in various committees that consider issues relevant to EEO and diversity. These include the EEO Policy Committee, the Executive

Committee, the Officers' Superannuation Fund Board of Trustees, the Occupational Health and Safety Committee, and as elected directors of the Reserve Bank Health Fund Limited.

### **Consultation with Workplace Unions**

During the year the Bank consulted regularly with workplace unions, primarily on the development of new enterprise agreements for 2001 and 2002, to be certified by the Australian Industrial Relations Commission and provide a basis for pay rises to staff in each of those years. Consultation also took place on a range of award, restructuring, health & safety and other general employment matters.

## EVALUATION OF THE PROGRAM

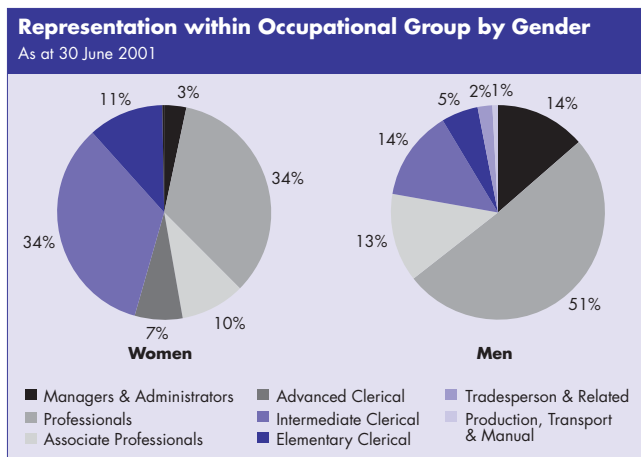
### Key Indicators

The data and analysis set out below, together with statistics in Appendix 2, provide a measure of progress of the four designated EEO groups within the Bank, and a benchmark for appropriate future action. In the following analyses, occupational groupings have been determined using the Australian Standard Classification of Occupations (ASCO) codes from the Australian Bureau of Statistics. These are described more fully in Appendix 2. ASCO codes have been utilised by the Bank since 1996.

Overall staff numbers declined this year by 7, which represents quite a static workplace relative to previous years of larger scale restructuring. Recruitment and resignation numbers were very close at 102 and 106 respectively. Resignation figures include redundancies. While there were a number of redundancies these were partially offset by increased staffing associated with the opening of regional offices in Melbourne, Brisbane and Perth. Interestingly, professional staff exited at the same rate in each of the last two years. Reflective of ongoing restructuring, the occupational groups with the greatest number of exits last year were intermediate clerical and elementary clerical. Recruitment statistics also reflected this trend with substantially lower numbers recruited for clerical positions compared to the recruitment of professional staff.

### Women

- As at 30 June 2001 women represented 44% of the Bank's staff, which is consistent with the levels of recent years. When the EEO statistics were first collected in 1987, 48% of staff were women.
- Women have historically been heavily represented in clerical occupations. During the reporting period a five-year analysis was conducted on the representation of women in clerical positions in the

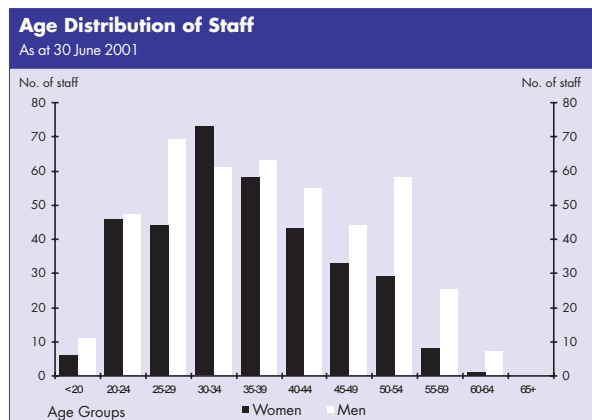


Excludes Europe and US staff.

Bank. In 2001 only 34% of total Bank staff were engaged in clerical occupations, compared to nearly 50% of all staff in 1997. In 2001, 52% of all women were in clerical positions, a significant decline from 67% in 1997. The number of women in professional positions has increased from 22% in 1997 to 35% in 2001.

- This year's figures show that women were equally represented in both intermediate clerical and professional positions at 34% and it is expected that this upward trend of women in professional positions will continue.
- 64% of the Bank's staff are in managerial or professional positions. Women held 32% of these positions. The percentage of management positions filled by women at Level 5 and above decreased slightly from 26% last year to 25%. In June 1991, women held only 8% of these management positions.
- Resignations and retirements are shown in separate tables in Appendix 2. Of the 106 staff who resigned from the Bank this year, 49% were women which was similar to last year. Redundancies accounted for only 13% of all resignations this year unlike last year where involuntary redundancies accounted for 43%. Analyses of exit interviews indicated that the main reasons given for resignation remain the same as last year for both men and women. These were concerns about career progression (promotion opportunity, long-term career path) and job-specific issues (recognition given, nature of duties, level of responsibility). A number of staff also indicated they were leaving for personal or family reasons.

- Age distribution and length of service data provide an interesting profile of the Bank. As a group, female staff are younger than male staff, but the difference continues to narrow. At year-end, 46% of Bank staff were under the age of 35. 50% of women, compared to 43% of men are under the age of 35; the median age overall is 37.



Excludes Europe and US staff.

- Length of service statistics provide a snapshot of the Bank's changing workforce. In 1992 14% of staff had been at the Bank for 20 years or more, while 31% had less than 5 years service. Half of all staff had less than 10 years service. Today 21% of all staff have been at the Bank for 20 years or more, while the figures for 10 and 5 year's service have remained about the same.

### People from Non-English Speaking Backgrounds

- The representation of people from non-English speaking backgrounds (NESB1 and NESB2) increased to 31% of staff overall. In 1991 it was 19%.
- The proportion of management positions (Level 5 & Above) filled by staff from non-English speaking backgrounds is 16%. For Bank staff as a whole, 21% are in management positions which is the same as last year.

- 54% of the staff from non-English speaking backgrounds are in professional/ associate professional occupations. This is comparable to staff as a whole, where 55% are in these occupations.

### *People with Disabilities and Indigenous Australians*

- The representation of Indigenous Australians has remained similar to last year.
- The representation of people with disabilities has remained the same as last year.
- The analysis of the representation of people with disabilities may be conservative since the definition of a disability is subjective, reflecting the opinion of the individual completing the *New Appointment Form*. Furthermore, fear or embarrassment may reduce the number who are willing to identify their disabilities. A disability acquired after commencing employment is not included in the analysis as the data is only collected at recruitment.

### **Staff Selection**

- 102 staff were recruited this year. Of these, 40% were women, 27% were from non-English speaking backgrounds, and 1% were Indigenous Australians. During the year three people with disabilities were recruited via the Bank's Traineeship program. In the previous year no people with disabilities were recruited, despite the active endeavours of the Bank. Over the ensuing period contacts have been established with employment networks for people with disabilities and this should provide continuing access to a pool of potential applicants.
- 31 graduates were recruited during the year, of which 23% were female graduates. Women represented 34% of the applicants for the Bank's main graduate recruitment drive, which is an increase on the 28% for last year. However, at the end of the selection process women only represented 19% of the final intake. Further investigation has found that the female applicants generally did not perform as well during interview as the males nor were their academic qualifications as strong. A more detailed analysis of graduate recruitment will be conducted during the next reporting period.
- The Bank offered 15 traineeship positions under the New Apprenticeship Scheme during the year. Of these, 8 were women, 3 were people with disabilities and 6 were from non-English speaking backgrounds.
- The number of promotions over the reporting period totalled 119, of which 39% were awarded to women. This is similar to the outcome for last year.
- During the year 148 staff selection panels convened for positions advertised internally and/or externally; a substantial increase on the 111 last year. 93% of panels included a female member and 25% were chaired by a woman, a decrease compared to last year's figure of 33%.

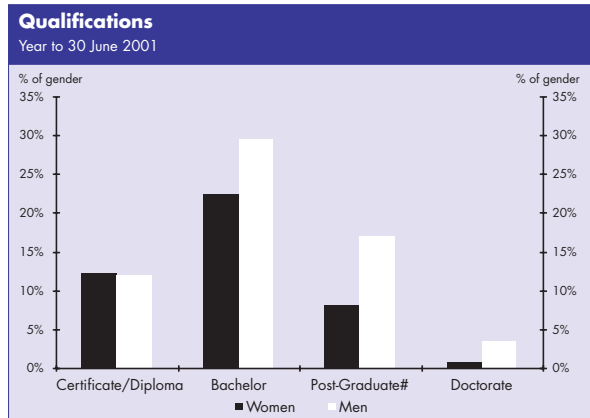


## Career Development & Staff Training

- Last year, information on the highest education level attained by staff was included in the statistics as a way of further enhancing the data on study assistance. From the information available at that time in the Bank's people management system, 39% of Bank staff had a post-secondary or tertiary qualification.

- During the current reporting period staff were asked to update and provide verification of their personal details in the Bank's people management system. The data now shows that 54% of all Bank staff possess a post-secondary or tertiary qualification. Of these, 49% are bachelor degrees and 29% are postgraduate qualifications. There is still a considerable gap between the genders; 44% of all women and 62% of all men in the Bank hold a post-secondary qualification. This partly reflects the Bank's graduate intake, which often mirrors the gender ratio of economics students at university of 30:70 women to men. It may also be a reflection of the Bank's past where women were heavily represented in clerical positions, which required no graduate qualifications. It is proposed to track these statistics over the coming years to better understand the impact of future graduate recruitment.

- Overall 9% of staff received study assistance, a decline from 11% last year. The decline may be an indication of the increasing number of staff entering the Bank who already have qualifications. Postgraduate studies account for half of the funded study programs

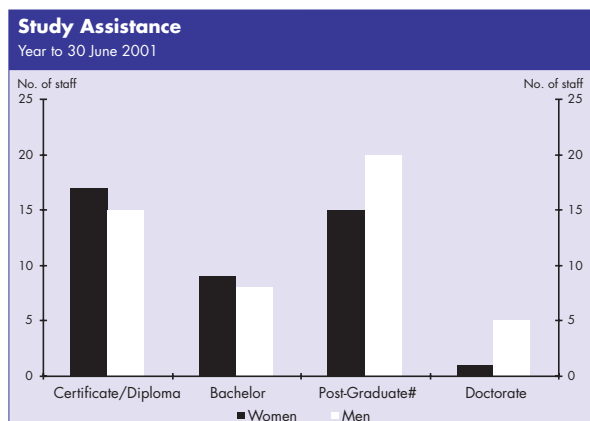


Excludes Europe and US staff.

# Masters, Graduate Diplomas, CPA/CA.

CPA refers to Australian Society of Certified Practising Accountants.

CA refers to Institute of Chartered Accountants.



Excludes Europe and US staff.

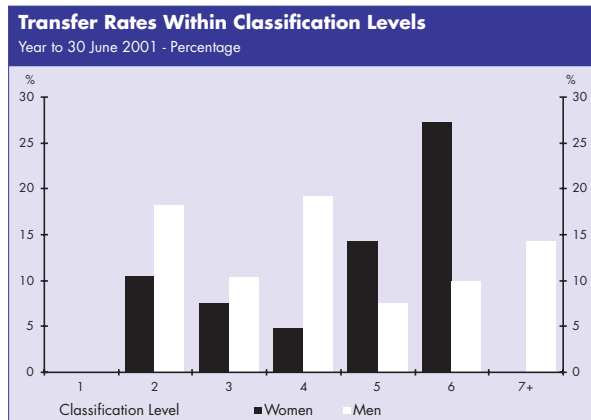
# Masters, Graduate Diplomas, CPA/CA.

CPA refers to Australian Society of Certified Practising Accountants.

CA refers to Institute of Chartered Accountants.

currently underway. Interestingly, for the first time in the history of study assistance data, the percentage of both women and men who received study assistance was the same. However, the figures show that women were more highly represented in undergraduate studies (certificates/diplomas and bachelor degrees) compared to men who are still a step ahead at postgraduate and doctorate levels. Study assistance data also include recipients of the Bank's Postgraduate Study Awards (PGSA). During the reporting period there were 9 PGSA recipients of which 3 were women.

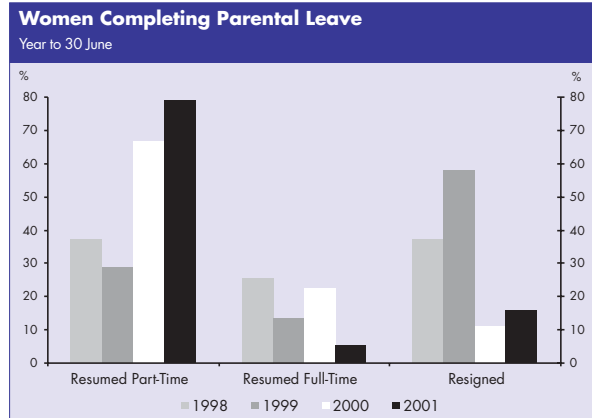
- 62% of staff received formal in-house training, an increase from 57% last year. This year statistics were compiled on the use of Computer Based Training (CBT), which is surpassing the usage rate for the Self-Paced Learning Centre (SPLC). During the reporting period the total number of participant hours for CBT was 292, compared to 252 participant hours in the SPLC. CBT is proving to be a far more convenient training mode for PC skill attainment as it can be done at the employee's own desk.
- 44% of staff attended external training. The gender analysis shows that 41% of women and 47% of men attended external training. 8% of all staff attended overseas courses or conferences. This figure includes those employees who were presenting papers at conferences as well as attending as participants. Overall, 50% of staff attended external courses or conferences during the reporting period.
- This year 16 women attended one or more overseas course(s) or conference(s). Included in this figure are women attending as participants as well as women presenting papers as representatives of the Bank.
- 16 women attended the Springboard Development Program and two female staff members were mentors for the program. Since 1993, 94 women have attended Springboard.
- There were 76 formal internal staff transfers during the year, a decrease from last year's 99 when the Bank was undergoing intensive restructuring. The overall transfer rate was 8% for women and 13% for men. This was a significant decrease for women compared to last year's figure of 13% and a slight increase for men; up from 11% previously.



Excludes Europe and US staff.

## Conditions of Employment

- 4% of women and 3% of men commenced paid parental leave during the year. Men were away for an average of 4.6 days. The available paid paternity entitlement is 5 days.
- 84% of women completing parental leave during the year returned to work; this compares to 89% last year and 42% the year before. Statistics will be monitored during the next reporting



Excludes Europe and US staff.

period to analyse and assess the impact of the amended parental leave arrangements that came into force in January 2000.

- Of the women due to return to work at the end of parental leave, 79% returned part-time and 5% returned full-time. The remainder resigned during parental leave.
- During the year 5% of staff received approval to work part-time. This comprised 37 women and two men from salary Levels 1 through to 7. There were 15 women working part-time contiguous with parental leave. There were 6 employees working in permanent part-time positions and 15 involved in temporary part-time work. Contract staff working on a part-time basis totalled 11. There was one job share arrangement during the year. As at 30 June, 10 staff were on the job share register, indicating their interest to job share.
- 37% of staff took carer's leave during the year, the same figure as last year. This leave was used equally by men and women and the average number of days taken was 2.5.

# APPENDIX 1

## EEO PLAN 2000-2001

This is the Bank's sixth plan for activities related to EEO; details of the previous plan were set out in the Bank's *EEO Annual Report 2000*. Major components of the 2000-2001 plan are:

### Staff Selection

**Objective:** *To ensure that openness and fairness are observed at all stages of the selection process.*

### EEO Plan Goals

- General entry requirements to the Bank adhere to principles of equity and merit.
- Position descriptions reflect inherent job requirements and do not unfairly exclude potential applicants.
- Staff involved on selection decisions have had appropriate recent training and hold up-to-date instructions.
- Selection panel members to reflect, where practicable, the gender and cultural diversity of applicants.
- Selection procedures to be consistent with EEO principles.
- The Bank is able to attract suitably qualified graduates and cadets from the EEO groups in proportions equal to their representation in relevant graduate populations.
- Equity and merit have been adhered to in selection decisions.
- Participation of designated EEO groups is encouraged in the Bank's employment.

### Career Development & Staff Training

**Objective:** *To ensure that staff are aware of, and have equal access to, appropriate training and development opportunities.*

### EEO Plan Goals

- A range of development opportunities is available and access is equitable, directed to the Bank's needs and assists in the retention of valued staff.
- Performance appraisals are used effectively to identify training and development needs.
- The content and atmosphere of internal training courses is consistent with EEO principles.

- Staff returning from extended leave, in particular women returning from parental leave, attend required refresher training.
- Any required English skills training is available to staff within usual approval constraints.
- Staff have access to information on RBA career opportunities and are encouraged to take responsibility for their own career management and employability.
- Staff with public dealings are sensitive to the communication needs of people with disabilities.

### **Conditions of Employment**

**Objective:** *To ensure that personnel practices and policies are fair and equitable and assist in the retention of valued staff by, wherever practical, accommodating individual differences.*

### **EEO Plan Goals**

- Personnel Department to monitor the Bank's personnel policies, practices and procedures to ensure their implementation is in accordance with EEO principles.
- Managers and staff are aware of their responsibilities and rights under EEO legislation.
- Procedures are in place to eliminate workplace harassment and discrimination.
- Information regarding conditions of employment is accessible to all staff.
- Grievance procedures are understood and workplace grievances are handled effectively.
- Personnel policies and practices encourage the return to work and retention of staff with family responsibilities.
- Staff performance is assessed objectively and there is equity and fairness in performance pay outcomes.
- "Reasonable adjustment" is made for staff with disabilities to enable greater participation in a full range of duties.

# APPENDIX 2

## COLLECTION OF STATISTICS

Since the establishment of the EEO database in 1987, statistics on staff have been kept up-to-date through the voluntary completion of an *EEO New Appointment* form by new recruits. At end June 2001 statistics were available for 99% of Reserve Bank staff.

During the year, statistics were collected by EEO group representation within salary ranges and classification levels, occupational groups, age distribution and staff movements (recruitment, transfers, promotions and resignations). Where available, information was also collected from external organisations for comparative purposes. Other statistics, collected predominantly by gender, include participation in training/development and study, composition of selection panels, resumptions and resignations following parental leave, use of carer’s leave, exit interview data, nature of grievances reported to Grievance Authority, and incidence of part-time work.

The year 1991 is used as an historical point for comparisons of data as it marked a significant change in the Bank’s work environment. Major restructuring of the Bank occurred during 1991 which saw a thorough reassessment of the resources needed to perform the Bank’s functions, the introduction of a new broadbanded salary classification system, changes to selection and appeal procedures, new appraisal arrangements and a significant reduction in staff numbers.

There are eight occupational groupings under the ASCO system. This is the standard developed by the Australian Bureau of Statistics. Positions are assigned an ASCO code based on the skill/knowledge requirements of the job. Examples of occupations in the Bank by ASCO occupational group are as follows:

ASCO OCCUPATIONAL GROUP	EXAMPLES IN THE RESERVE BANK
Managers & Administrators	Heads of functional areas and senior managers.
Professionals	Economists, analysts, accountants, computer programmers, graphic designers, archivists, and auditors.
Associate Professionals	Computer function coordinators, foreign exchange dealers, administrative officers, and project officers.
Tradespersons & Related Workers	Electricians, engineering tradespersons and printers.
Advanced Clerical & Service Workers	Secretaries and personal assistants.
Intermediate Clerical & Service Workers	Statistics clerks, tellers, payroll clerks and word processing operators.
Elementary Clerical & Service Workers	Records clerks, switchboard operators, banknote processors, support officers and trainees.
Production, Transport & Manual Workers	Storehands and drivers.

# APPENDIX 2.1

## STATISTICAL DATA

REPRESENTATION WITHIN SALARY RANGES							
30 June 2001							
Number (% of Total Staff Within Salary Range)							
Salary	NESB1	NESB2	IA	PWD	Women	Men	Total Staff
<b>Below \$20,000</b>	5	8		1	19	19	38
	(13)	(21)		(3)	(50)	(50)	
<b>\$20,000 - \$29,999</b>	12	6	1	3	36	14	50
	(24)	(12)	(2)	(6)	(72)	(28)	
<b>\$30,000 - \$39,999</b>	29	19		2	65	65	130
	(22)	(15)		(2)	(50)	(50)	
<b>\$40,000 - \$49,999</b>	36	27	2	4	84	62	146
	(25)	(18)	(1)	(3)	(58)	(42)	
<b>\$50,000 - \$59,999</b>	17	25		7	68	76	144
	(12)	(17)		(5)	(47)	(53)	
<b>\$60,000 - \$69,999</b>	22	3		2	29	64	93
	(24)	(3)		(2)	(31)	(69)	
<b>\$70,000 - \$79,999</b>	12	4		2	11	24	35
	(34)	(11)		(6)	(31)	(69)	
<b>\$80,000 - \$89,999</b>	3	4		1	5	26	31
	(10)	(13)		(3)	(16)	(84)	
<b>\$90,000 - \$99,999</b>	3	1		1	7	27	34
	(9)	(3)		(3)	(21)	(79)	
<b>\$100,000 &amp; over</b>	6	4	1		17	63	80
	(8)	(5)	(1)		(21)	(79)	
<b>TOTAL</b>	145	101	4	23	341	440	781
	(19)	(13)	(1)	(3)	(44)	(56)	

Total staff, excluding Europe & US staff.

Note: During the reporting period staff at the managerial classification levels of 5, 6 and 7 were affected by salary packaging that changed them from permanent to contract staff. Two additional salary range divisions have been added to better represent the outcomes.

# APPENDIX 2.2

REPRESENTATION WITHIN SALARIED CLASSIFICATION LEVELS														
June 2000 and June 2001														
Number (% of Total Staff Within Classification Level)														
Levels	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	00	01	00	01	00	01	00	01	00	01	00	01	00	01
<b>L1</b>	23 (33)	19 (30)	10 (14)	9 (14)			1 (1)	1 (2)	49 (71)	40 (63)	20 (29)	23 (37)	69	63
<b>L2</b>	27 (21)	35 (28)	21 (16)	19 (15)	1 (1)	1 (1)	4 (3)	3 (2)	80 (62)	77 (63)	49 (38)	46 (37)	129	123
<b>L3</b>	28 (18)	31 (20)	27 (17)	26 (16)	1 (1)	1 (1)	4 (3)	5 (3)	89 (56)	93 (59)	69 (44)	65 (41)	158	158
<b>L4</b>	33 (16)	37 (18)	27 (13)	27 (13)			6 (3)	5 (2)	69 (34)	69 (33)	134 (66)	138 (67)	203	207
<b>L5</b>	10 (11)	10 (11)	6 (6)	9 (9)			3 (3)	4 (4)	27 (29)	28 (29)	66 (71)	67 (71)	93	95
<b>L6</b>	1 (3)	1 (3)	4 (10)	3 (8)	1 (3)	1 (3)			12 (30)	10 (25)	28 (70)	30 (75)	40	40
<b>L7</b>	1 (7)	1 (6)							3 (20)	3 (19)	12 (80)	13 (81)	15	16
<b>L8+</b>	1 (7)	1 (7)	1 (7)	1 (7)							15 (100)	15 (100)	15	15
<b>L1-8+ TOTAL</b>	124 (17)	135 (19)	96 (13)	94 (13)	3	3	18 (2)	18 (3)	329 (46)	320 (45)	393 (54)	397 (55)	722	717
<b>OTHER STAFF</b>	12 (18)	10 (16)	8 (12)	7 (11)		1	2 (3)	5 (8)	21 (32)	21 (33)	45 (68)	43 (67)	66	64
<b>TOTAL</b>	136 (17)	145 (19)	104 (13)	101 (13)	3	4	20 (3)	23 (3)	350 (44)	341 (44)	438 (56)	440 (56)	788	781

Total staff, excluding Europe & US staff.

### KEY

- Other Staff Maintenance staff, occupational health nurses, printing and publishing staff, support officers, trainees and cadets
- NESB1 People from non-English speaking backgrounds
- NESB2 People with parents from non-English speaking backgrounds
- IA Indigenous Australians
- PWD People with disabilities



## APPENDIX 2.3

REPRESENTATION WITHIN OCCUPATIONAL GROUPS														
June 2000 and June 2001 Number (% of Total Staff Within Occupational Group)														
Occupational Group	NESB 1		NESB2		IA		PWD		Women		Men		Total Staff	
	00	01	00	01	00	01	00	01	00	01	00	01	00	01
<b>Managers &amp; Administrators</b>	3 (5)	3 (5)	4 (6)	4 (6)	1 (2)	1 (1)	1 (2)	1 (1)	11 (17)	11 (15)	55 (83)	60 (85)	66	71
<b>Professionals</b>	57 (17)	68 (20)	43 (13)	41 (12)			10 (3)	10 (3)	121 (37)	117 (34)	207 (63)	223 (66)	328	340
<b>Associate Professionals</b>	9 (8)	8 (9)	18 (17)	16 (17)			1 (1)	1 (1)	37 (35)	33 (36)	69 (65)	59 (64)	106	92
<b>Advanced Clerical &amp; Service</b>	6 (26)	6 (24)	3 (13)	4 (16)	1 (4)	1 (4)	1 (4)	1 (4)	23 (100)	25 (100)			23	25
<b>Intermediate Clerical &amp; Service</b>	35 (20)	41 (23)	27 (16)	26 (15)	1 (1)	1 (1)	6 (3)	6 (3)	115 (66)	115 (66)	59 (34)	60 (34)	174	175
<b>Elementary Clerical &amp; Service</b>	25 (34)	18 (29)	7 (10)	8 (13)		1 (2)	1 (1)	4 (6)	42 (58)	39 (62)	31 (42)	24 (38)	73	63
<b>Tradespersons &amp; Related</b>			2 (14)	2 (18)					1 (7)	1 (9)	13 (93)	10 (91)	14	11
<b>Production Transport &amp; Manual</b>	1 (25)	1 (25)									4 (100)	4 (100)	4	4
<b>TOTAL</b>	136 (17)	145 (19)	104 (13)	101 (13)	3	4 (1)	20 (3)	23 (3)	350 (44)	341 (44)	438 (56)	440 (56)	788	781

Total staff, excluding Europe & US staff.

### KEY

NESB1	People from non-English speaking backgrounds
NESB2	People with parents from non-English speaking backgrounds
IA	Indigenous Australians
PWD	People with disabilities

# APPENDIX 2.4

<b>RECRUITMENT</b>														
Year to 30 June 2000 and 30 June 2001 Number														
<b>Occupational Group</b>	<b>NESB1</b>		<b>NESB2</b>		<b>IA</b>		<b>PWD</b>		<b>Women</b>		<b>Men</b>		<b>Total Staff</b>	
	<b>00</b>	<b>01</b>	<b>00</b>	<b>01</b>	<b>00</b>	<b>01</b>	<b>00</b>	<b>01</b>	<b>00</b>	<b>01</b>	<b>00</b>	<b>01</b>	<b>00</b>	<b>01</b>
<b>Managers &amp; Administrators</b>					1						1		1	0
<b>Professionals</b>	19	15	12	5					28	18	41	47	69	65
<b>Associate Professionals</b>												2	0	2
<b>Advanced Clerical &amp; Service</b>										2			0	2
<b>Intermediate Clerical &amp; Service</b>	4	1	1						7	7	6	5	13	12
<b>Elementary Clerical &amp; Service</b>	7	4	2	3		1		3	17	14	8	7	25	21
<b>Tradespersons &amp; Related</b>	1										2		2	0
<b>Production Transport &amp; Manual</b>													0	0
<b>TOTAL</b>	31	20	15	8	1	1		3	52	41	58	61	110	102
(% of Total Recruitment)	(28)	(20)	(14)	(8)	1	1		(3)	(47)	(40)	(53)	(60)		

Figures are based on total staff recruitment, excluding Europe & US staff. Includes trainees and cadets. Excludes renewal of contract.

### KEY

- NESB1 People from non-English speaking backgrounds
- NESB2 People with parents from non-English speaking backgrounds
- IA Indigenous Australians
- PWD People with disabilities

# APPENDIX 2.5

<b>PROMOTIONS</b>														
Year to 30 June 2000 and 30 June 2001 Number														
<b>Occupational Group</b>	<b>NESB1</b>		<b>NESB2</b>		<b>IA</b>		<b>PWD</b>		<b>Women</b>		<b>Men</b>		<b>Total Staff</b>	
	<b>00</b>	<b>01</b>	<b>00</b>	<b>01</b>	<b>00</b>	<b>01</b>	<b>00</b>	<b>01</b>	<b>00</b>	<b>01</b>	<b>00</b>	<b>01</b>	<b>00</b>	<b>01</b>
<b>Managers &amp; Administrators</b>											1	3	1	3
<b>Professionals</b>	5	10	16	14			1		18	22	32	49	50	71
<b>Associate Professionals</b>	2	1		1					3	2	5	8	8	10
<b>Advanced Clerical &amp; Service</b>									1				1	0
<b>Intermediate Clerical &amp; Service</b>	6	6	6	5				1	11	19	12	12	23	31
<b>Elementary Clerical &amp; Service</b>		1		1					1	4			1	4
<b>Tradespersons &amp; Related</b>													0	0
<b>Production Transport &amp; Manual</b>													0	0
<b>TOTAL</b>	13	18	22	21			1	1	34	47	50	72	84	119
(% of Total Promotions)	(15)	(15)	(26)	(18)			1	1	(40)	(39)	(60)	(61)		

Figures are based on total staff promotions, excluding Europe & US staff.

### KEY

- NESB1 People from non-English speaking backgrounds
- NESB2 People with parents from non-English speaking backgrounds
- IA Indigenous Australians
- PWD People with disabilities

# APPENDIX 2.6

<b>RESIGNATIONS</b>														
Year to 30 June 2000 and 30 June 2001 Number (Percentage of Total)														
<b>Occupational Group</b>	<b>NESB1</b>		<b>NESB2</b>		<b>IA</b>		<b>PWD</b>		<b>Women</b>		<b>Men</b>		<b>Total Staff</b>	
	<b>00</b>	<b>01</b>	<b>00</b>	<b>01</b>	<b>00</b>	<b>01</b>	<b>00</b>	<b>01</b>	<b>00</b>	<b>01</b>	<b>00</b>	<b>01</b>	<b>00</b>	<b>01</b>
<b>Managers &amp; Administrators</b>			1							1	2	1	2	2
			(50)							(50)	(100)	(50)		
<b>Professionals</b>	9	6	8	6			2		17	24	38	31	55	55
	(16)	(11)	(15)	(11)			(4)		(31)	(44)	(69)	(56)		
<b>Associate Professionals</b>		1	1				1		2	2	9	8	11	10
		(10)	(9)				(9)		(18)	(20)	(82)	(80)		
<b>Advanced Clerical &amp; Service</b>									2				2	0
									(100)					
<b>Intermediate Clerical &amp; Service</b>	3	2	10	1			2		36	14	20	5	56	19
	(5)	(11)	(18)	(5)			(4)		(64)	(74)	(36)	(26)		
<b>Elementary Clerical &amp; Service</b>	3	4	8	1	2		2		29	11	24	6	53	17
	(6)	(24)	(15)	(6)	(4)		(4)		(55)	(65)	(45)	(35)		
<b>Tradespersons &amp; Related</b>											2	3	2	3
											(100)	(100)		
<b>Production Transport &amp; Manual</b>														
<b>TOTAL</b>	15	13	28	8	2		7		86	52	95	54	181	106
(% of Total Departures)	(8)	(12)	(15)	(8)			(4)		(48)	(49)	(52)	(51)		

Figures are based on total staff resignations, end of contract & redundancies below retirement age, excluding Europe & US staff.

### KEY

- NESB1 People from non-English speaking backgrounds
- NESB2 People with parents from non-English speaking backgrounds
- IA Indigenous Australians
- PWD People with disabilities

# APPENDIX 2.7

<b>RETIREMENTS</b>														
Year to 30 June 2000 and 30 June 2001 Number (Percentage of Total)														
<b>Occupational Group</b>	<b>NESB1</b>		<b>NESB2</b>		<b>IA</b>		<b>PWD</b>		<b>Women</b>		<b>Men</b>		<b>Total Staff</b>	
	00	01	00	01	00	01	00	01	00	01	00	01	00	01
<b>Managers &amp; Administrators</b>											1	2	1	2
<b>Professionals</b>											3		3	0
<b>Associate Professionals</b>										1		2	0	3
<b>Advanced Clerical &amp; Service</b>													0	0
<b>Intermediate Clerical &amp; Service</b>											1		1	0
<b>Elementary Clerical &amp; Service</b>				1									2	0
<b>Tradespersons &amp; Related</b>	1										1		1	0
<b>Production Transport &amp; Manual</b>													0	0
<b>TOTAL</b>	1			1						1	6	6	6	7
(% of Total Retirements)	(17)			(14)						(14)	(100)	(86)		

Figures are based on total staff retirements, redundancies above retirement age & early retirements, excluding Europe & US staff.

### KEY

- NESB1 People from non-English speaking backgrounds
- NESB2 People with parents from non-English speaking backgrounds
- IA Indigenous Australians
- PWD People with disabilities

