

AGENDA PAPER

Wednesday, 16 September 2015

Measuring Success

Recommendation:

The Committee:

- **Note** the 2014–15 Measuring Success report.

NOTED

Key points

- One of the *Progressing Women* initiatives is *Measuring Success*, which aims to drive continued progress by assessing whether the identified barriers to the recruitment, retention and progression of women are being effectively addressed.
- This is done by monitoring how Treasury is tracking against the five focus areas of culture, flexible work, merit and performance, progression, and training and development. Data has been sourced from the 2015 APS Census.
- One of the ways the success of *Progressing Women* will be measured by is whether women comprise around 35 per cent of the SES cohort by 2016, with a longer-term goal of at least 40 per cent. In order for this to be sustainable in the long-run, Treasury will need to widen and deepen the pool of future leaders in the Department by harnessing the talents of women at all levels.
 - The 2014–15 *Measuring Success* data notes that 28.6 per cent of the SES are women—down from 33.3 percent in the 2013–14 report. The per cent of EL2s who are women has risen to 50 per cent—up from 44.7 per cent in the 2013–14 report.
- With respect to training and development, key measures of success include access to effective learning and development, senior leaders giving time to identify and develop talented people and supervisors providing regular and constructive feedback.
 - The 2014–15 data indicates declines in staff satisfaction in each of these areas.
- The culture data also shows declines in the percentage of staff who strongly agree or agree with statements around Treasury culture being committed to and accepting of diversity in the workplace.
- Measures of satisfaction around access to flexible work and manager support for flexible work are broadly unchanged from the 2013–14 results.

- There have been increases in the percentages of staff who consider that Treasury deals with underperformance effectively, routinely applies merit in decisions regarding engagement and promotion and that their most recent formal performance review will help improve their performance.
 - Feedback on performance data is significant, given this is the first census since the implementation of the Integrated Leadership System (ILS) in February 2015 and follows an increased focus on management training and support to provide better performance feedback.
- There are two attachments to this document: the 2014–15 *Measuring Success* tables and the *Measuring Success* framework (developed in 2013).

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