

Department/Agency: Treasury

Question: SBT 1-2

Topic: Inclusive Workplace Committee

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Senator: McAllister, Jenny

Question:

Senator McALLISTER: Perhaps then it may simply be a different interpretation about what kinds of progress we are all aiming for. If I can talk, perhaps, more procedurally—the policy said that there would be an Inclusive Workplace Committee that would develop further indicators to measure performance. How is that going?

Mr J Fraser: Nigel Ray is actively involved in that. He is in a better position to comment.

Mr Ray: It is going very well. We have been working on a wide range of activities through the Inclusive Workplace Committee. In terms of the indicators of progress, one of the things we have done is that we have had a second cultural audit of the department and looked at the results of that. Those results have been rolled out across the department. It showed in aggregate that we were making progress, but we had a way to go. I think that is a deeper way of looking at it than looking at raw numbers. I am not saying that numbers do not matter by the way, but it is a deeper way of looking at it than just looking at the numbers. On the numbers, I might comment that we recently had an SES band 1 round, which I chair, and in that we appointed or promoted 11 people, six of whom were women and five were men. That is the group that is coming into the SES.

Senator McALLISTER: Yes. So if it is not just the raw numbers—that is a fair point—what other numbers do you think are important?

Mr Ray: I think that numbers matter—so I am not getting away from that—and as the secretary has said, we remain committed to a target of 35 per cent by the end of next year, and then a minimum of 40 per cent thereafter.

Senator McALLISTER: Is there an end point for that 40 per cent?

Mr Ray: Yes, there is—I knew you were going to ask me. I think it is 2018. It is either 2017 or 2018.

Senator McALLISTER: I am happy for you to get back to me on that later.

Mr Ray: When we say 40, it is really 40 per cent women, 40 per cent men and 20 per cent of either. That is really the way we are thinking about it. I think that the cultural audit provides us with a much richer tapestry of how progress is being made in terms of how women perceive their career options in the department, how behaviours in the department are supporting both men and women, and how we are making progress to be what we set out to be from the very beginning—an employer of choice for all people, not a subset of people.

Senator McALLISTER: In terms of developing indicators that encompass some of the things you have mentioned, is that close to being finalised?

Mr Ray: Regarding the indicators we have looked at, we have spent a lot of time looking at data on our performance management system, as a result of which we changed our performance management system. We are in the first year of the new system, which is actually the system the rest of the public service has. The history is that we had a detailed performance management system below the SES before others, and we have moved now to the integrated leadership system, which focuses on leadership behaviours a little more than the system that we had. We look at the numbers of women in senior positions; we look at the gender split of all recruitment processes—at all stages of those processes; we look at the gender split of performance ratings and of pay; and we look at the gender split of movements in performance ratings and of movements in pay. They are some of the indicators we look at.

Senator McALLISTER: Do you compile those into some sort of report?

Mr Ray: There are reports to the inclusive workplace committee, yes.

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Senator McALLISTER: Regularly?

Mr Ray: Yes, regularly.

Senator McALLISTER: Are they reports that could be made available to the committee?

Mr Ray: I will take it on notice and have a look.

Answer:

Please find attached the 2014-15 Measuring Success Report considered by the Inclusive Workplace Committee at its September 2015 meeting.