



Reserve Bank of Australia

# EQUITY & DIVERSITY

ANNUAL REPORT  
2003

IJ Macfarlane  
Governor  
5 September 2003

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## FOREWORD

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This is the RBA's sixteenth annual report as required under the *Equal Employment Opportunity (Commonwealth Authorities) Act 1987*. The name of the report was changed in 2002 to the *Equity & Diversity Annual Report* to reflect the increased focus on diversity issues. The Bank's *Workplace Diversity Plan*, the sixth, is a four-year plan, which builds on and broadens the principles of equal employment opportunity (EEO). It is based on the idea that good management practice entails the recognition of diversity and appreciates the value of individual differences.

EEO assists in addressing disadvantage experienced by particular groups in the workplace, including women, Indigenous Australians, people with disabilities and those who suffer disadvantage on the basis of race-ethnicity. EEO also provides an important platform underpinning workplace diversity policies for gender, age, language, ethnicity, cultural background, sexual orientation, religious belief, and family responsibilities. Diversity covers all these areas, but also includes other ways in which people are different such as educational level, life experience, work experience, socio-economic background, personality and marital status.

During the latest reporting period greater emphasis has been placed on aspects of work/life balance and a number of initiatives have been incorporated into the Enterprise Bargaining Agreement for 2003–04. These features, which will further assist staff in managing a balance between work and home, include the introduction of Personal Leave (combining sick and carer's leave), a working from home trial and the investigation of 48/52 leave – the provision of an option for staff to purchase extra leave and/or flexibility to access annual leave at half pay.

This is my last annual report as Chairperson of the *Equity and Diversity Policy Committee*. Since taking on the position in 1991, I have seen many positive changes to workplace policies and practices as a result of the Bank's commitment to equity and diversity and the contribution of the Committee. I wish my successor and the Committee continued success in the future.

GH Board  
Chairperson  
Equity & Diversity Policy Committee

## I. EQUITY & DIVERSITY IN THE BANK

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The RBA's formal commitment to the principles of merit and equal opportunity in the workplace goes back to the inception of its EEO program in 1984. The diagram below details the legal obligations that underpin the program. The various pieces of legislation have provided a basis for the introduction of policies and practices that have ensured a fair and equitable workplace.

RBA DIVERSITY PROGRAM		
Workplace Diversity Plan		Disability Action Plan
Equal Employment Opportunity (Commonwealth Authorities) Act 1987	Workplace Relations Act 1996	Disability Discrimination Act 1992
Human Rights & Equal Opportunity Commission Act 1986	Occupational Health & Safety (Commonwealth Employment) Act 1991	Commonwealth Disability Strategy 1994 (revised 1999)
Sex Discrimination Act 1984	Privacy Act 1988	
Racial Discrimination Act 1975	Freedom of Information Act 1989	

Over time, whilst the legislative framework has remained the foundation of the RBA policy, the terminology has altered to reflect changing community attitudes and expectations. Diversity encompasses all aspects of life that individuals bring to the workplace. Diversity management encourages tolerance, appreciation and the valuing of difference. The RBA has two plans that reflect its commitment to a diverse workplace – the *Workplace Diversity Plan* and the *Disability Action Plan*. This is the first year that these two plans have been consolidated into the one report for review.

## 2. REVIEW OF POLICIES & PRACTICES

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This section reviews policies and practices in relation to recruitment and selection, training and development, and conditions of employment from a diversity perspective.

### 2.1 RECRUITMENT & SELECTION

#### General Recruitment

The RBA remains a popular destination for high calibre staff, as is evidenced by the results of the annual graduate, cadetship and traineeship recruitment programs. In the year just passed, there was an additional intake of graduates to increase IT staff resources who provide specialist support for the RBA's computer systems. On-line recruitment has proven to be an increasingly effective tool in promoting and streamlining recruitment processes. As a means of optimising exposure to potential applicants, Internet job boards and, less frequently, traditional media such as press and recruitment agencies continue to be used.

#### Graduates and Cadets

The 2002/03 graduate and cadetship recruitment campaign once again provided an effective means for departments to recruit high quality graduates. A larger number of applications were received this year through on-line recruitment. The Bank continues to advertise in the national press as well as having a presence on campus, and by circulating recruitment packs to Honours students at universities Australia-wide.

This year the RBA participated in a three-day *Virtual Careers Fair* run by *Gradlink*, which provided web-based information to students about prospective employers. This included hosting a one-hour forum via the Internet involving interaction with prospective candidates. This was an effective means for potential applicants to learn about the *Graduate Development Program* and working in the Bank.

The RBA also participated in *The Australasian Graduate Recruitment Benchmarking Study*. This inaugural study provided information on graduate recruitment practices used by over 100 organisations in Australia and New Zealand. The information has assisted the Bank to better respond to internal demands and keep abreast of the graduate recruitment market.

The RBA participated in the *Axiss Scholarship Program*, which provided an opportunity for talented finance or commerce students to participate in a program, which combines study with twelve weeks' paid work experience. The Scholarship has proven to be a good way of sourcing high calibre graduates for the Financial Markets Group as participants may, on completion of their Honours year, choose to apply for the *Graduate Development Program*. The Bank is currently sponsoring two students and has employed two former *Axiss* Scholars.

In 2002/03, 34 graduates, including eight women, were recruited into the two-year *Graduate Development Program*. The intake included three information technology graduates as well as 18 graduates from the *2001-02 Cadetship Program*. The *2002/03 Cadetship Program* had 14 participants, including five women.



Summer cadets

## Traineeships

Since 1986, the RBA has supported the Commonwealth Government's traineeship program, now known as the *New Apprenticeship Scheme*. Seven trainees were selected to participate in the 12-month Business Administration Traineeship program, commencing in March 2002. Trainees are rotated through three departments during their Traineeship. The group comprised four men and three women, including one person with a disability and one Indigenous Australian. On completion of the program in March 2003, six gained ongoing employment. To date, of the 199 trainees who have participated in the Program, 77 (39%) have been offered ongoing employment upon completion of their Traineeship.

Since 1995 seven Traineeships in Print Design have been offered. Last year a 12-month traineeship was offered to one female print design candidate. The Bank's first print design trainee, who was offered ongoing employment and subsequently a Printing Apprenticeship in 2000, completed his apprenticeship during this reporting period and became a trade-qualified printer at the Bank.

The RBA offered IT traineeships to two male applicants last year as part of a program which commenced in 1999.



Herman Bugeja completed his Printing Apprenticeship in 2003



2003 Business Administration Trainees

## Recruitment Initiatives

### *Redeployment of staff*

Following the Adelaide branch closure, one female staff member was redeployed to a position within the newly established regional office in Adelaide.

## 2.2 STAFF TRAINING & DEVELOPMENT

### Graduate Development Program

The *Graduate Development Program*, which was introduced in 1991/92, is a two-year formal training schedule, aimed at developing graduates' skills in the areas of PC applications, business writing, professional presentations, leadership and career management. The Program has continually evolved to meet changing needs with some modifications made in this reporting period. Changes have involved a shift to all on-line PC training, the streamlining of leadership programs and the incorporation of more technical skills training in relation to writing and personal effectiveness.



2003 Graduates



Technical Writing Participants

## Management Programs

During this reporting period three types of in-house program, designed to improve self-development and leadership capability for new and existing staff, were delivered. 25 staff members attended the in-house *New Managers Program*, including recent graduates and long-term employees.



New Managers Course

## On-line Learning

Over the past year a stronger focus has been placed on on-line learning following a 2002 on-line learning survey that showed that staff considered it to be an effective means for learning new skills. Available on-line course titles, which had traditionally been for IT specialists and PC users, have been widened to include management skills. Customised and interactive on-line learning modules relating to Equity & Diversity, OH&S and Privacy are also being developed and the *On-line Orientation Program*, implemented in February 2002, is being updated.

The new and improved modules will be introduced in the next financial year when new staff will undertake the training as part of their induction. The on-line modules will afford greater flexibility, as they will also be accessible by staff from their home PCs.

## General Training

As in previous years, training programs were made available to staff and managers in a variety of areas including selection panel interviewing, performance appraisals, the electronic document management system, and Grievance Contact Officer training. An information update was also provided for the network of Diversity Contact Managers. The Diversity Contact Managers and Grievance Contact Officers regularly receive media update packs relating to equity and diversity issues in the public and business community. In this reporting period a new one-day training program on *Managing Performance* was successfully trialled. This program, which provides both theoretical and hands-on training for managers who have staff directly reporting to them, and who are involved in conducting performance appraisals, will be offered in the next reporting period.



Managing Performance Workshop Attendees

One-third of all staff attended external training and nearly one-third of all staff attended formal in-house training (30% of women and 29% of men). In-house training figures exclude general PC software training and online training which is undertaken by all staff at induction and then throughout the year.

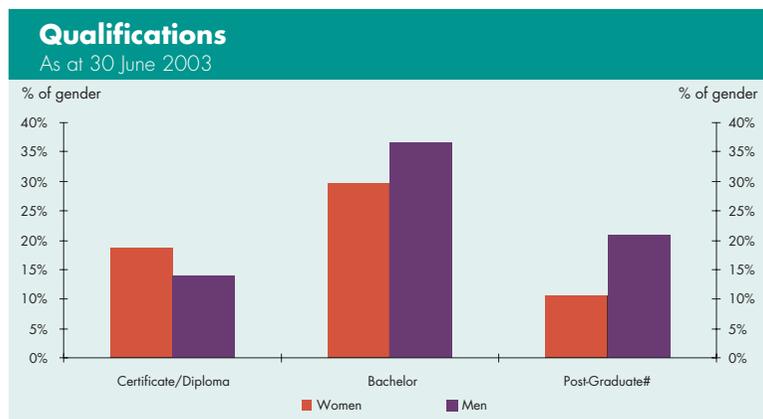
Of the 25 staff who presented papers on behalf of the Bank at conferences, seven were women. Springboard, a personal development program for non-managerial women, was once again made available.

A new induction pack was provided to all new employees. The pack contains relevant information for their first weeks in the Bank, including copies of the *Equity & Diversity Annual Report*.

## Educational Qualifications

As part of an annual review, the recorded qualifications of staff were updated: 67% of staff are recorded as having a post-secondary or tertiary qualification, compared to 64% in 2002. This increase is partly due to the overall reduction in clerical roles in the Bank in recent years and also reflects a trend in the Australian population as a whole.

Of the 67% of staff who held a post-secondary or tertiary qualification, 26% held a post graduate qualification compared to 23% in 2002. Overall, 51% of staff now hold a bachelor degree or higher.

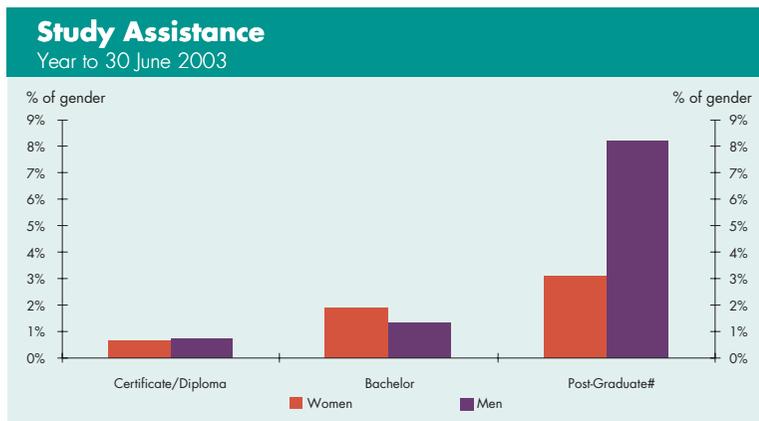


# Masters, Graduate Diplomas, Doctorates, CFA & CPA/CA.  
CFA refers to Chartered Financial Analysts.  
CPA refers to the Australian Society of Certified Practising Accountants.  
CA refers to the Institute of Chartered Accountants.

There is still a substantial gap between the genders with 59% of women holding a post-secondary qualification compared to 72% of men. 40% of women now hold a Bachelor Degree or higher compared to 58% of men. It is expected that the percentage of staff with post-secondary and post-graduate qualifications will continue to rise as a result of the declining number of clerical positions relative to professional positions.

### Study Assistance

In 2002/03 the number of staff receiving study assistance increased to 66 compared to 59 last year. The percentage of women in the *Study Assistance Scheme* was down with 5% of women studying compared to 6% last year. For men, 10% received assistance in 2002/03 compared to 7% in the previous year. The majority of staff receiving study assistance are studying at a post-graduate level (74%). The most popular single post-graduate course was the Chartered Financial Analyst (CFA) program with 15 staff enrolled.



# Masters, Graduate Diplomas, CFAs & CPA/CAs.  
 CFA refers to Chartered Financial Analysts  
 CPA refers to the Australian Society of Certified Practising Accountants.  
 CA refers to the Institute of Chartered Accountants.



John Laker



Malcolm Edey



Ric Battellino



Graham Rawstron

PGSA Study Assistance Committee 2002

One element of the RBA *Study Assistance Scheme* is the *Post-Graduate Study Award (PGSA)* program. This is offered each year to assist high calibre staff to undertake post-graduate studies on a full time basis. The *PGSA* represents a substantial investment by the Bank in upgrading the knowledge and skills of staff. During the year, 10 people (2 women) were studying via the *PGSA* program. Since 1981, when the *PGSA* was formally introduced, 69 staff have participated in the Program.



Jeremy Lawson



Paul Bloxham



Susan Black

PGSA & Study Assistance Recipients



Peter Gallagher



Julie Ford



Jason Jux



Ling Lin

In 2002/03 the RBA continued to assist clerical staff in obtaining qualifications in Certificate IV Business Administration and the Frontline Management Diploma via in-house training through a Registered Training Organisation. A total of 14 staff (10 women and 4 men) completed these qualifications within the reporting period and a further six staff are currently studying towards a Certificate IV in Business Administration. Of those who have completed these programs a number are interested in pursuing further study towards a bachelor degree under the Bank's *Study Assistance Scheme*.



Certificate IV Business Administration Graduates

## 2.3 CONDITIONS OF EMPLOYMENT

An objective of the Diversity Plan is to ensure that personnel practices and policies are fair and equitable and assist in the retention of valued staff. During the year a number of policies were reviewed, and a number of enhancements to increase efficiency were incorporated in the 2003-04 Enterprise Bargaining Agreement, negotiated with the main workplace union, the Finance Sector Union (FSU).

### Flexible Work Arrangements

Under the 2001-02 Enterprise Bargaining Agreement, the RBA and the FSU agreed to review flexible work options with the aim of streamlining the existing range of part time work provisions and developing a single set of arrangements that recognise both employee and Bank needs. Arising from that review, revised part time arrangements are expected to become operational in early 2003/04.

### Working from Home

It is recognised that an option for employees to work from home in particular circumstances can further balance work and family needs and assist productivity. A trial of working from home arrangements will commence in early 2003/04, in line with guidelines agreed with the FSU. Subject to management approval, during the trial period employees may elect to work from home on an occasional and temporary short-term basis.

### Salary Sacrifice for Superannuation

Salary sacrifice for superannuation was introduced in July 2001. In recognition that staff could benefit from an expansion of available options, the following items will be introduced over the next reporting period – charities under the *Workplace Giving Program*, laptop/palm computers and other relevant items recognised by the Australian Taxation Office.

### Personal Leave

Currently, staff who work full time are entitled to 15 days cumulative Sick Leave and 5 days non-cumulative Carer's Leave each year. To provide greater flexibility for staff, the existing Sick and Carer's Leave arrangements are to be replaced by a cumulative Personal Leave entitlement of 18 days per annum, 10 days of which may be utilised in the event of family illness each calendar year.

### Flexible Leave Options

To assist staff to better manage their work and family commitments it was agreed to explore, by end 2004, the possibility of introducing two additional leave options – a 48/52 week scheme whereby an employee could access an additional four weeks unpaid leave each calendar year, with salary averaged over the entire 12 month period; and the option to extend accrued annual leave by taking it on half pay.

### Performance Pay Arrangements

New, more flexible, reward arrangements for staff are to be introduced from the 2003/04 appraisal year. Subject to a requirement for staff to be at desk at their

classification level for a minimum period during the year (50 days), all salary increases and/or lump sum performance payments will be paid in full. The former rules that involved delayed salary increases and/or reduced lump sum performance payments where employees were absent for varying periods of the appraisal year, disadvantaged many staff, including those on extended parental leave for part of an appraisal year.

## Consultation with Employees

*Staff Matters*, the staff newsletter, and the monthly staff magazine *Currency* were the principal means for providing information to staff relating to equity and diversity. A number of information update forums for staff were also held during the year and a survey on child care and a focus group for women who had recently returned to work from parental leave, were used to receive feedback from staff, allowing the Bank to monitor and identify appropriate equity and diversity initiatives.

During the year, each department was given the opportunity to nominate a new Grievance Contact Officer and training was provided to ensure Officers' skills and knowledge were kept up to date.

A review of the *Grievance Authority* is underway and expected to be completed in the next reporting period. For the fourth consecutive year no grievances were lodged with the Authority.

## Consultation with Workplace Unions

During the year, the RBA consulted regularly with the FSU, primarily on the development of a new Enterprise Agreement for calendar years 2003 and 2004, to provide the basis for a pay rise to staff in each of those years. Consultation also took place on a range of award, health and safety, and other general employment matters.



FSU Staff Committee Representatives

### 3. WORKPLACE DIVERSITY PLAN

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The RBA announced its formal commitment to equal employment opportunity in May 1984 and since then has implemented and reported on six plans to progressively achieve the objectives of its equity and diversity program. The program is intended to encourage good personnel management practices in relation to all staff, while meeting legal obligations for the groups specifically designated under EEO legislation. The plan adopted in 2000/01 recognised the diversity of the staff and sought to accommodate that diversity within broader policies relating to recruitment and selection, staff training and development and conditions of employment.

The development of the latest plan involved assessing the Bank's policies and performance against the requirements of the *Equal Employment Opportunity (Commonwealth Authorities) Act 1987*, as well as principles endorsed in the *Public Service Act 1999*, the *Equal Opportunity for Women in the Workplace Act 1999* and the Human Rights & Equal Opportunity Commission's *Best Practice Guidelines*. Accordingly, the *Workplace Diversity Plan 2001-2005*, places greater emphasis on diversity management reflecting changing trends and new legislative directions.

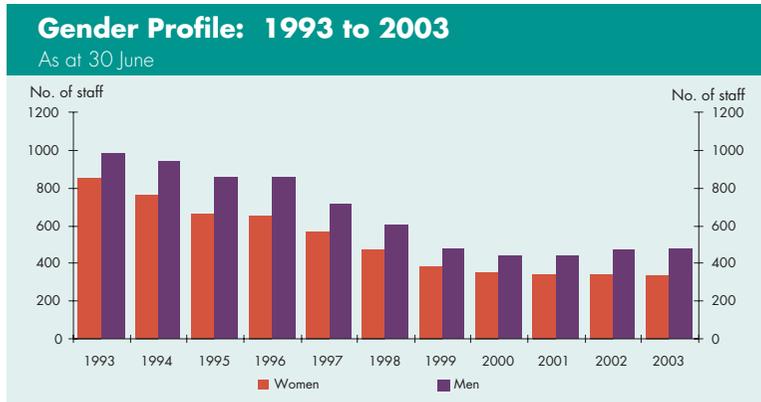
The areas for action identified in the new Plan include– Gender; Work Life Balance; Indigenous Australians; Race-Ethnicity; and People with Disabilities. As part of the first-stage of the plan a comprehensive workplace profile covering designated groups, age and gender, pay equity and salary packaging, residential location, qualifications, and management composition was prepared. Australian Bureau of Statistics (ABS) data released for *Census 2001* also provided a useful basis for comparison against the RBA's workplace demographics. The profile provides a basis for analysing the effectiveness of the Plan and identifying further initiatives.



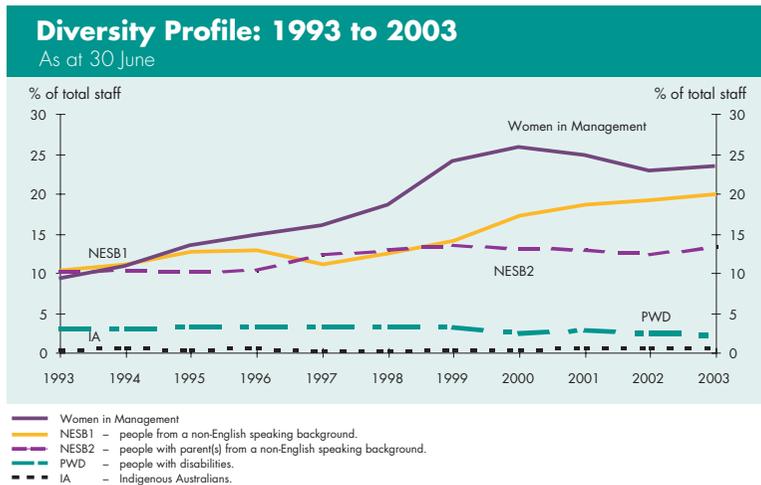
Equity & Diversity Policy Committee

## Workplace Profiles

The decline in staff numbers evident over many years has come to an end. Women now make up only 41% of total Bank staff, compared to 48% in 1993. This downward trend in the representation of women is a result, for the most part, of the decline in the number of clerical positions within the RBA, which has more than halved since 1998. Further analysis of the decline in the representation of women will be undertaken in the next reporting period.



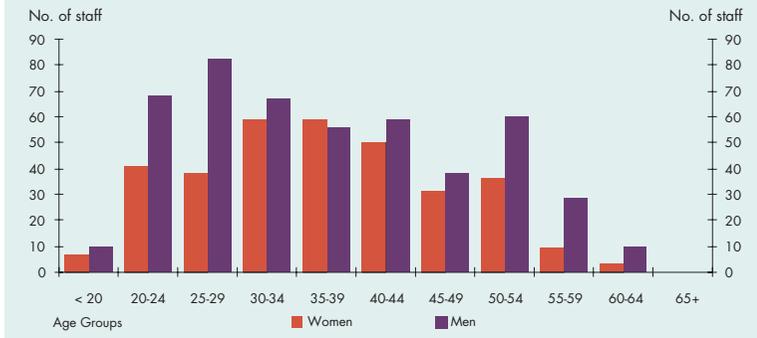
While the percentage of women has declined over the past decade, the percentage of management positions held by women has increased. In 2003, 23% of management positions were held by women, compared to 9% in 1993.



The percentages of Indigenous Australians and people with disabilities employed in the Bank have remained stable for the past 10 years. This is in contrast to the percentage of staff from a non-English speaking background or whose parents are from a non-English speaking background, which has increased.

## Age~Gender Profile

As at 30 June 2003



The median age is now 36 years compared to 37 years last reporting period. The percentage of staff aged less than 35 years has remained the same at 46%. Interestingly, over the next five years, potentially 25% of total Bank staff will be eligible for retirement.

There has been little change from last year in the tenure statistics. Approximately 50% of staff have less than 10 years service and 20% have more than 20 years service. The average tenure for this reporting period is 11 years.

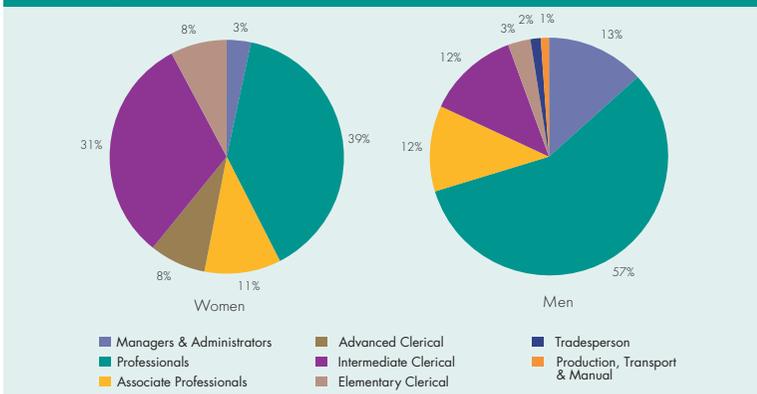
## 3.1 GENDER

### Occupational Groups & Gender Representation

Gender representation in the various occupational groups continues to be monitored, as well as changes in occupational structure over time. The two main occupational groups are clerical and professional.

## Representation within Occupational Group by Gender

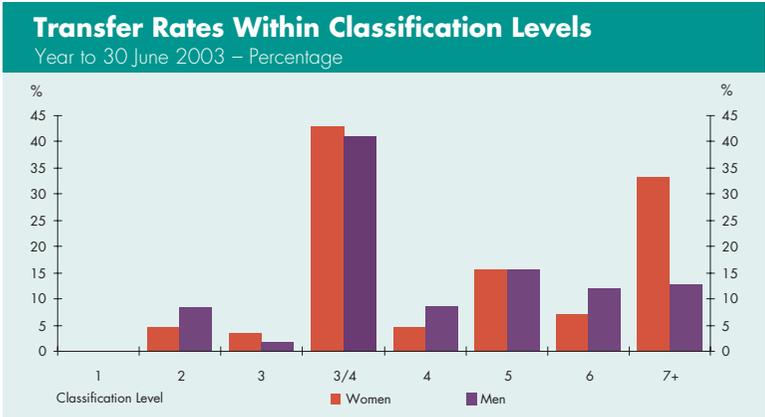
As at 30 June 2003



The percentage of women in clerical positions continues to decline, with 47% of all women employed in clerical roles in 2003, compared with 58% five years ago. Conversely, the percentage of women in professional positions continues to rise with 39% of all women now employed in professional positions, compared to 30% five years ago.

In 2003, clerical positions made up 28% of all positions compared to 41% in 1999. 68% of these positions were held by women compared to 70% last year. Professional occupations increased by 3% in 2003 with 50% of staff now holding a professional position. This compares to 1999 where 37% of staff were in professional occupations.

### Internal Transfers by Functional Group



As foreshadowed in last year’s report, for this reporting period both rotation and transfer data were analysed to identify any emerging trends. Transfers are notified formally via the Bank’s *Vacancies & Appointments Circular* whereas rotations are temporary movements of staff. The number of transfers recorded for 2002/03 was 71 compared to 56 last year.

This indicated a reversal of a declining trend evident over the past five years; however, the increase was due to the transfer of staff into a new broadbanded graduate classification. The new classification level was introduced during 2001/02 in the policy areas of Economic, Financial Markets and Financial System Groups to acknowledge the overlap in job content, skills and knowledge requirements for these positions.

The percentage of women transferring within the reporting period was down from last year with 7% of women being formally transferred compared to 8% last year. However, the transfer rate for men was up, with 13% of men being formally transferred compared to 7% last year.

The number of rotations had decreased from 70 last year to 55 in 2002/03. For the past five years the numbers of rotations has been steadily declining. While women generally lag behind men in the transfer rate, the percentage of women rotated is higher than that of men. A total of 9% of women were rotated for this reporting period compared to 7% of men.

## Graduate Recruitment

In the 2002/03 recruitment drive there was a sharp increase from 227 to 594 in the number of applications received for the *Graduate Development Program*. This was due to a combination of factors including a revamped RBA marketing campaign; the growing recognition and appeal of the *Graduate Development Program*; and the general weakness in the market for graduates.

GRADUATE GENDER RATIOS				
Year	Women	Men	Total	Ratio
2003	8	26	34	24:76
2002	14	25	39	36:64
2001	7	26	33	21:79
2000	14	20	34	41:59
1999	6	13	19	32:68

In 2003, the ratio of women to men selected in the graduate intake decreased compared with the last reporting period. Each stage of the recruitment process was analysed to identify possible reasons for this outcome. It was found that more men than women applied for positions with the Bank and this reflected the gender ratio of economic enrolments at universities. Equal percentages of men and women were interviewed but a smaller proportion of women were offered and subsequently accepted positions.

Further analysis will be done to seek to identify any barriers to women in graduate recruitment.

## Individual Contracts

STAFF ON INDIVIDUAL CONTRACTS			
% Occupational Group			
Occupational Group	Women	Men	Total
Managers	11	81	92
Professionals	22	53	75
Associate Professionals	10	39	49
Clerical*	12	6	18

As at 30 June 2003

\* Includes advanced and intermediate clerical staff.

In recent years individual employment contracts, which provide a degree of flexibility in remuneration, have been offered to staff following a systematic benchmarking exercise. The change to individual contracts was voluntary and staff who declined

the offer of an individual employment contract retained their existing conditions. There has been an increase in the percentage of staff on individual employment contracts compared to last year (57% of staff in 2003 compared to 53% in 2002). The percentage of staff in the clerical group moving to an individual employment contract has doubled with 18% of clerical staff now on individual employment contracts compared to 9% last year. Within that group the percentage of women on contracts has increased from 5% in 2001/02 to 12% in 2002/03.

### Pay Equity

An analysis was conducted again this year to identify gender based earning differences. In 2002/03 women earned on average 83% of what men earned. This is consistent with ABS data, which showed that nationally, on average, women's earnings were 84% of men's earnings. Occupational segregation – women being highly represented in clerical positions relative to management positions – and unequal workforce participation are likely to be the major contributing factors.

## 3.2 WORK LIFE BALANCE

### Child Care Survey

A survey was carried out in late 2002 of 38 Bank staff who have children and who were utilising child care arrangements to provide a snapshot of the type of child care and flexible work arrangements used by staff. The survey results combined with the discussions of a focus group for women who had recently returned to work from parental leave, have assisted in identifying the types of flexible working practices that benefit staff the most.

### Carer's Leave

Carer's Leave, which can be taken either on a half or full day basis, was used by about 40% of staff. Those staff on average took 2½ days leave, the same as in previous years.

### Part Time Work

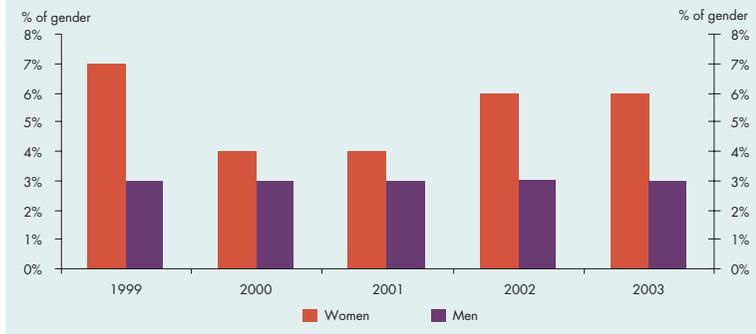
During the year, 49 staff worked part time (48 women and 1 man) compared to 36 last year. The figures reflect mostly women on temporary part time work arrangements and do not include staff on fixed term contracts or university students engaged in part time work.

### Parental Leave

Women are entitled to 14 weeks' paid parental leave and men are entitled to one week. The chart below provides a breakdown based on gender for staff commencing paid parental leave.

## Staff Commencing Paid Parental Leave

Year to 30 June

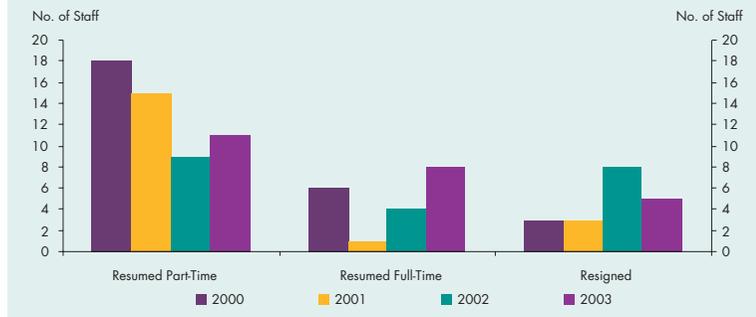


During 2002/03 a total of 33 staff took paid parental leave (18 women and 15 men). This compares to last year where 37 staff took paid parental leave (22 women and 15 men). As part of the 2003-04 Enterprise Bargaining Agreement, the RBA and the main workplace union have agreed to review the RBA's parental leave arrangements in light of any decision by the Australian Industrial Relations Commission (AIRC) on the parental leave test case currently before it.

Of the 24 women completing parental leave during the reporting period, two women resigned and three were retrenched due to the closure of Adelaide Branch. The number of resignations was slightly down on last year when five women resigned. Of the 19 women who returned to work following parental leave, 11 elected to work part time.

## Women Completing Parental Leave

Year to 30 June



During this reporting period a focus group was held with 13 women who had recently returned to work from Parental Leave. The purpose of this focus group was to receive feedback on the types of initiatives these women would like to see included in the Workplace Diversity Plan initiative *Welcome Back Program*. This Program will provide staff who are returning to work from long-term parental leave with the opportunity to network with each other, and be provided with improved support and training to assist them in their transition back into the workplace.

### 3.3 INDIGENOUS AUSTRALIANS

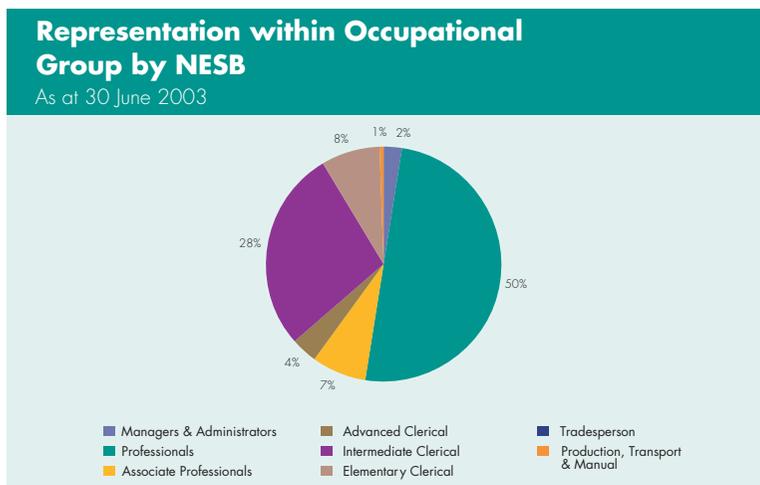
Indigenous Australians continue to account for a very small proportion of staff – 0.6% in 2003. The designated Indigenous Australian traineeship position was again successfully filled for this reporting period. The 2002 Business Administration trainee was employed by the Bank at the end of the traineeship.

As one way of recognising Indigenous culture, the Bank took the opportunity to highlight and promote to staff *NAIDOC Week (National and Aboriginal Islander Day Observance Committee Week)* held in July 2003.

During the next reporting period, the feasibility of utilising the *Commonwealth Indigenous Cadetship Program* will be investigated as an additional way of targeting Indigenous Australians for employment opportunities within the Bank.

### 3.4 RACE-ETHNICITY

The percentage of staff that identified themselves as NESB1 (staff who are born overseas and whose first language is not English) has remained the same as last year (20%). As reported last year, these employees were heavily represented in the RBA's information technology, accounting and audit departments and shared a common characteristic of being more highly qualified than other staff in these same areas. Consistent with the qualification levels found amongst the NESB1, an analysis of occupational groupings for this group showed that 50% were represented in professional occupations. The graph also shows that 2% of this group were employed in management positions.



To assist these staff with career progression, a *Technical Writing Program* was piloted in 2002/03. The objective of this program was to tailor training in the area of written communication to reflect the more technical nature of the documents produced by the information technology, accounting and audit departments and to acknowledge the varying communication styles used by different cultures. Following the pilot, further technical writing courses have been run and the program has been

incorporated into the *Graduate Development Program* for graduates working in those areas. To date a total of 21 staff have attended this two-day course.

On 21 March 2003 the RBA supported and promoted *Harmony Day*. Staff were provided with information about the meaning of the day via the intranet and staff newsletters. A number of departments also supported the day by encouraging staff to wear something orange (the official colour for *Harmony Day*). Orange ribbons were also available for staff to wear and the Staff Cafe provided an array of international dishes on the day.



Harmony Day

One of the work teams in the RBA's business services area trialled a *Cultural Awareness Workshop* during the reporting period. The team contained a diverse mix of staff from different cultural and ethnic backgrounds. The objective of the one day workshop was to encourage greater interaction between staff. The program was strongly supported by staff and management and the RBA will look at conducting further workshops in the next reporting period.



Cultural Awareness Workshop

### 3.5 PEOPLE WITH DISABILITIES

The representation of people with disabilities in the RBA is the same as last year (2%). As noted in previous reports this figure is likely to be conservative as any disability acquired after commencement of employment is not included in the analysis. Furthermore, the definition of disability is subjective and fear or embarrassment may reduce the number willing to identify their disability. To assist in making appropriate adjustments in the workplace for staff with disabilities, in the next reporting period staff will be given the opportunity to update their personal details relating to disability. This will assist in capturing disabilities acquired after commencing employment.

Advice on making adjustments in the workplace to accommodate the needs of staff with disabilities is available to departments. This is provided through the RBA's Occupational Health and Safety Consultants. A *Disability Awareness Workshop* is run annually for staff and managers to raise the level of understanding and awareness in relation to identifying barriers for people with disabilities and introducing strategies for overcoming the barriers. As at 30 June 2003 a total of 88 staff have attended the *Disability Awareness Workshop* since it was first held in 1999.

As part of this initiative, training and information sessions were conducted in late 2002 for information technology staff and the Diversity Contact Managers' network on the global standards released by World Wide Web Consortium (W3C) for web content accessibility. Web Content Accessibility is not only a priority for people with a disability but will assist those in the workforce who are going through the physiological changes of aging (eg. diminished vision, loss of hearing, psychomotor impairments). An outcome of a review of the Bank's website found it to be compliant with W3C web accessibility standards. In the next reporting a period a review will be conducted of the Bank's internal website.



Disability Awareness Workshop Attendees

## 3.6 SUMMARY OF DIVERSITY PLAN INITIATIVES

### GENDER

- Monitor annually the uptake of contracts by women and conduct further analysis on the identified gap between genders and classification levels.
- Review contract remuneration outcomes annually to track any significant variations between women and men in comparable positions. A detailed analysis of occupations by gender representation and remuneration will also be included in the review.
- Review, for effectiveness, specific initiatives associated with the *Graduate Development Program* designed to enhance the scope for advancement of female graduates into management positions over time.
- Monitor graduate recruitment gender ratio statistics and compare with university enrolment statistics. Identify and remove any barriers for women in the interview stage of the recruitment process.
- Identify opportunities to encourage higher representation of women in management positions.
- Identify where succession plans might not adequately comprehend future retirements.
- Review ASCO codes during the next reporting period to ensure accuracy in classifications and data integrity. Monitor progress of women within professional occupations.
- Review the HR database and update any missing educational qualifications.

### WORK LIFE BALANCE

- Review Intranet site on Work & Family.
- Monitor use of flexible work arrangements annually.
- Review and streamline part time work arrangements during next reporting period.
- Pilot the *Welcome Back* program for staff returning from parental leave.
- Pilot a *Working Parents Forum* to provide networking opportunities for new parents.
- Investigate a *Welcome Back* program for staff returning from extended leave.
- Update workplace profile analysis to review effectiveness of policies, for example, flexible work arrangements.
- Trial work from home arrangements.
- Introduce Personal Leave arrangements.
- Investigate the “48/52” scheme.

## INDIGENOUS AUSTRALIANS

- Investigate the feasibility of using the *Commonwealth Indigenous Cadetship Program*.
- Maintain designated traineeship position with mentoring support.
- Consider conducting Indigenous *Cultural Awareness Workshops*.
- Highlight opportunities to recognise Indigenous culture, for example *NAIDOC Week* (July).

## RACE-ETHNICITY

- Update the Bank's current equal employment opportunity form to better capture information on race-ethnicity.
- Increase opportunities for NESB1 employees to develop written communication skills.
- Conduct further *Cultural Awareness Workshops*.
- Highlight opportunities to recognise cultural diversity, for example, *Harmony Day* (March).
- Conduct training needs analysis for Departments who have a high race-ethnicity mix.

## PEOPLE WITH DISABILITIES

- Conduct *Disability Awareness Workshop* annually.
- Maintain designated traineeship position with mentoring support.
- Provide reasonable adjustment advice to departments employing people with disabilities.
- Finalise and implement the *Disability Action Plan* for 2003-2005.
- Consider implementing self-service access to the Bank's HR database to enable staff to update their personal information (*postponed until 2005*).
- Review Intranet site in accordance with W3C web accessibility standards.
- Liaise with Web Manager on W3C web accessibility compliance for Bank's website.

## 4. DISABILITY ACTION PLAN

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### 4.1 DISABILITY DISCRIMINATION ACT

The *Disability Discrimination Act 1992* makes discrimination against people with a disability (and their associates) unlawful in the administration of Commonwealth laws and programs, as well as in a range of other areas.

As part of the Act, a ten-year plan, known as the *Commonwealth Disability Strategy*, was developed to remove barriers in Commonwealth policies, programs and services for people with a disability. All Commonwealth agencies were encouraged to develop a *Disability Action Plan* under the Act. A *Disability Action Plan* for the RBA was developed in 1998.

The Plan was structured around the following core strategies contained in the *Commonwealth Disability Strategy* to assist people with disabilities to participate in and benefit from the RBA's programs and services:

1. **Planning Better Services** – the needs of people with disabilities should be considered in all stages of planning.
2. **Access to Buildings** – access to Bank buildings and venues where meetings and conferences are held should provide for the needs of people with disabilities.
3. **Communication** – information provided by the Bank should be in a format that, so far as practicable, is accessible to Bank clients and staff, including those with disabilities.
4. **Employment Practices** – personnel practices and policies should be fair and equitable and assist in the recruitment and retention of staff by, wherever practicable, accommodating individual differences.
5. **Training & Education** – all staff should be made aware of the provisions of the *Disability Discrimination Act* and take into account the needs of people with disabilities.

### 4.2 COMMONWEALTH DISABILITY STRATEGY

Under the original *Commonwealth Disability Strategy* (Strategy), launched in 1994, all Commonwealth organisations were expected to implement Disability Action Plans and lodge them with the Human Rights and Equal Opportunity Commission (HREOC). The Strategy provided a 10-year planning framework for Commonwealth organisations to:

- promote acceptance that people with disabilities have the same fundamental rights as the rest of the community;
- identify and remove barriers in program development and delivery;
- eliminate discriminatory practices as employers and program administrators; and
- develop plans, strategies and actions to ensure planning and service delivery takes into account the needs of people with disabilities.

The Strategy was reviewed in 1999 and the key aspects of the revised Strategy are as follows:

**Equity:** people with disabilities have the right to participate in all aspects of the community including the opportunity to contribute to its social, political, economic and cultural life;

**Inclusion:** all mainstream Commonwealth programs, services and facilities should be available to people with disabilities. The requirements of people with disabilities should be taken into account at all stages in the development and delivery of these programs and services;

**Participation:** people with disabilities have the right to participate on an equal basis in all decision-making processes that affect their lives;

**Access:** people with disabilities should have access to information in appropriate formats about the programs and services they use; and

**Accountability:** all areas of Commonwealth organisations should be clearly accountable for the provision of access to their programs, facilities and services for people with disabilities. This includes specifying the outcomes to be achieved, establishing performance indicators and linking reporting on outcomes of the Strategy to mainstream reporting mechanisms.

With this particular change in the revised Strategy, the Bank's *Equity & Diversity Policy Committee* determined that the *Disability Action Plan* would be incorporated into the Bank's Diversity Plan, and consequentially the *Equity & Diversity Annual Report* would be the platform for reporting on the progress of specific Plan initiatives.

### 4.3 ACCESS & EQUITY PLAN 2003

A sub committee of Diversity Contact Managers was established in May 2003 to review the RBA's current *Disability Action Plan*.



Access & Equity Sub Committee

In order to cater to the needs of people with a range of disabilities the review of the Bank's Plan will consider the following issues as noted in the revised *Commonwealth Disability Strategy*:

Physical Access	Communication	Managers' Responsibilities
<ul style="list-style-type: none"> <li>• Building layout.</li> <li>• Fittings.</li> <li>• Lighting.</li> <li>• Signage.</li> </ul>	<ul style="list-style-type: none"> <li>• Accessible formats.</li> <li>• Involvement of advocates and carers.</li> <li>• Use of assistive listening devices and TTY (telephone typewriter).</li> <li>• Provision of sign language interpreters for meetings if required.</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding of the concept of reasonable adjustment.</li> <li>• Awareness of the Bank's responsibilities under the Commonwealth Disability Strategy.</li> <li>• Knowledge of the Bank's Workplace Diversity Plan and Disability Action Plan.</li> </ul>

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## 5. APPENDICES

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### A 1 RESPONSIBILITY FOR EQUITY & DIVERSITY

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

Staff Training & Development Section, Personnel Department provides support to the *Equity & Diversity Policy Committee*. This section researches diversity policy issues, disseminates diversity information, liaises with Diversity Contact Managers in the Bank, coordinates and monitors progress reports and maintains links with public and private sector networks in relation to equity and diversity matters.

The Head of each functional area is responsible for the implementation of the Workplace Diversity Program in their area. They, or their Diversity Contact Manager, prepare annual reports (usually in May) on progress. Each supervisor is responsible for ensuring that equity and diversity 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 equity and diversity principles.

## A 2 EQUITY & DIVERSITY 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.

### Functions

The Committee has the following functions:

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

### Membership

The Committee comprises four members:

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

The members nominated by the union 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; the Union Representative or Alternate. The Senior Consultant, Staff Training & Development Section, acts as Secretary to the Committee (ex-officio).

### Current Members

Geoff Board	<i>Chairperson</i>	
Graham Rawstron	<i>Deputy Chairperson</i>	
Ric Deverell	<i>Bank Representative</i>	Claire Warner
Ersilia Celio	<i>Union Representative</i>	
John Anderson	<i>Co-Opted Member</i>	
Rob Thompson	<i>Manager, Staff Relations &amp; Conditions</i>	
Sonja Godfrey-Chan	<i>Secretary</i>	
Stephanie Clark	<i>Acting Secretary</i>	

## A 3 STATISTICAL DATA

### Collection of Statistics

Statistics are collected by designated group representation within salary ranges and classification levels, occupational groups, age distribution and staff movements (recruitment, promotions and terminations). Where available, information is 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, and incidence of part time work.

All positions in the RBA have been assigned an ASCO code, the standard developed by the Australian Bureau of Statistics (ABS). Positions are assigned an ASCO code based on the skill/knowledge requirements of the job. There are eight occupational groupings:

<b>Occupational Group</b>	<b>Examples in the Reserve Bank</b>
<b>Managers</b>	Heads of functional areas and senior managers.
<b>Professionals</b>	Economists, analysts, accountants, computer programmers, graphic designers, archivists & auditors.
<b>Associate Professionals</b>	Administrative officers & foreign exchange dealers.
<b>Tradespersons</b>	Electricians, engineering tradespersons & printers.
<b>Advanced Clerical</b>	Personal assistants and secretaries.
<b>Intermediate Clerical</b>	Statistics clerks & payroll clerks.
<b>Elementary Clerical</b>	Records clerks, switchboard operators & trainees.
<b>Production, Transport &amp; Manual</b>	Storehands & drivers.

## APPENDIX 5.1

### REPRESENTATION WITHIN SALARY RANGES

30 June 2003  
Number (% of Total Staff Within Salary Range)

Salary	NESB1	NESB2	IA	PWD	Women	Men	Total Staff
Below \$20,000	5	7	1		16	20	36
	(14)	(19)	(3)		(44)	(56)	
\$20,000 - \$29,999	8	7	1	2	28	18	46
	(17)	(15)	(2)	(4)	(61)	(39)	
\$30,000 - \$39,999	23	15		2	55	31	86
	(27)	(17)		(2)	(64)	(36)	
\$40,000 - \$49,999	43	28	1	3	80	99	179
	(24)	(16)	(1)	(2)	(45)	(55)	
\$50,000 - \$59,999	23	18	1	7	56	46	102
	(23)	(18)	(1)	(7)	(55)	(45)	
\$60,000 - \$69,999	26	15		2	45	87	132
	(20)	(11)		(2)	(34)	(66)	
\$70,000 - \$79,999	13	2			13	38	51
	(25)	(4)			(25)	(75)	
\$80,000 - \$89,999	12	5		2	8	23	31
	(39)	(16)		(6)	(26)	(74)	
\$90,000 - \$99,999	4	5			6	31	37
	(11)	(14)			(16)	(84)	
\$100,000 & over	8	7	1	1	26	86	112
	(7)	(6)	(1)	(1)	(23)	(77)	
<b>TOTAL</b>	165	109	5	19	333	479	812
	(20)	(13)		(2)	(41)	(59)	

Total Staff excludes 8 locally-employed representative office staff based in London and New York.

#### KEY

NESB1	People from non-English speaking backgrounds
NESB2	People with parent(s) from non-English speaking backgrounds
IA	Indigenous Australians
PWD	People with disabilities

## APPENDIX 5.2

### REPRESENTATION WITHIN CLASSIFICATION LEVELS

June 2002 and June 2003  
Number (% of Total Staff Within Classification Level)

Levels	NESB1		NESB2		IA		PWD		Women		Men		Total Staff		
	02	03	02	03	02	03	02	03	02	03	02	03	02	03	
L1	18 (31)	17 (33)	5 (9)	4 (8)		1 (2)	2 (3)	2 (4)	36 (62)	31 (60)	22 (38)	21 (40)	58	52	
L2	25 (26)	28 (31)	18 (18)	15 (17)	1 (1)			3 (3)	3 (3)	73 (74)	65 (73)	25 (26)	24 (27)	98	89
GR	7 (19)	11 (16)	3 (8)	12 (18)						12 (33)	18 (26)	24 (67)	50 (74)	36	68
L3	36 (26)	34 (24)	21 (15)	24 (17)	1 (1)	2 (1)	4 (3)	4 (3)	88 (62)	86 (61)	53 (38)	55 (39)	141	141	
L3/4	9 (13)	8 (14)	10 (15)	9 (16)						16 (24)	14 (24)	52 (76)	44 (76)	68	58
L4	38 (21)	39 (23)	21 (12)	20 (12)				6 (3)	5 (3)	65 (37)	64 (38)	113 (63)	106 (62)	178	170
L5	13 (13)	12 (12)	11 (11)	12 (12)				2 (2)	3 (3)	26 (26)	26 (25)	75 (74)	77 (75)	101	103
L6	2 (4)	3 (6)	5 (11)	5 (11)	1 (2)	1 (2)				13 (28)	14 (30)	34 (72)	33 (70)	47	47
L7										2 (11)	3 (17)	16 (89)	15 (83)	18	18
L8+	1 (7)	1 (6)	1 (7)	1 (6)								14 (100)	16 (100)	14	16
L1-8+ TOTAL	149 (20)	153 (20)	95 (13)	102 (13)	3	4 (1)	17 (2)	17 (2)	331 (44)	321 (42)	428 (56)	441 (58)	759	762	
OTHER STAFF	8 (14)	9 (18)	6 (11)	7 (14)	1 (2)	1 (2)	3 (5)	2 (4)	13 (23)	12 (24)	43 (77)	38 (76)	56	50	
TOTAL	157 (19)	162 (20)	101 (12)	109 (13)	4	5 (1)	20 (2)	19 (2)	344 (42)	333 (41)	471 (58)	479 (59)	815	812	

Total Staff excludes 8 locally-employed representative office staff based in London and New York.

#### KEY

NESB1	People from non-English speaking backgrounds
NESB2	People with parent(s) from non-English speaking backgrounds
IA	Indigenous Australians
PWD	People with disabilities

GR Graduates hired in 2002/03 under the Graduate Development Program.

Level 3/4 Broadbanded graduate positions in the policy areas of Economic, Financial Markets & Financial System.

The broadbanded acknowledges the overlap in job content and skills/knowledge requirements.

Other Staff Legal Counsel, Printing & Publishing staff, Maintenance staff, Support Officers, trainees and cadets.

## APPENDIX 5.3

### REPRESENTATION WITHIN OCCUPATIONAL GROUPS

June 2002 and June 2003  
Number (% of Total Staff Within Occupational Group)

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	02	03	02	03	02	03	02	03	02	03	02	03	02	03
Managers	2 (3)	4 (5)	6 (8)	5 (7)	1 (1)	1 (1)			10 (14)	11 (15)	64 (86)	64 (85)	74	75
Professionals	85 (22)	81 (20)	43 (11)	49 (12)			10 (3)	8 (2)	127 (33)	130 (32)	257 (67)	272 (68)	384	402
Associate Professionals	10 (11)	12 (13)	14 (15)	16 (18)			2 (2)	3 (3)	33 (35)	35 (38)	60 (65)	56 (62)	93	91
Advanced Clerical	6 (24)	6 (23)	4 (16)	5 (19)	1 (4)	1 (4)	1 (4)	1 (4)	25 (100)	26 (100)			25	26
Intermediate Clerical	42 (23)	45 (28)	28 (16)	26 (16)	1 (1)	2 (1)	5 (3)	6 (4)	121 (67)	103 (63)	59 (33)	60 (37)	180	163
Elementary Clerical	11 (26)	13 (31)	4 (9)	6 (14)	1 (2)	1 (2)	2 (5)	1 (2)	27 (63)	27 (64)	16 (37)	15 (36)	43	42
Tradespersons			2 (18)	2 (25)					1 (9)	1 (13)	10 (91)	7 (88)	11	8
Production, Transport & Manual	1 (20)	1 (20)									5 (100)	5 (100)	5	5
<b>TOTAL</b>	157 (19)	162 (20)	101 (12)	109 (13)	4	5 (1)	20 (2)	19 (2)	344 (42)	333 (41)	471 (58)	479 (59)	815	812

Total Staff excludes 8 locally-employed representative office staff based in London and New York.

#### KEY

NESB1	People from non-English speaking backgrounds
NESB2	People with parent(s) from non-English speaking backgrounds
IA	Indigenous Australians
PWD	People with disabilities

## APPENDIX 5.4

### RECRUITMENT

Year to 30 June 2002 and 30 June 2003  
Number

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	02	03	02	03	02	03	02	03	02	03	02	03	02	03
Managers											4	1	4	1
Professionals	21	6	8	11					28	14	57	29	85	43
Associate Professionals	1								1		1		2	
Advanced Clerical				1						1				1
Intermediate Clerical	3	1	2	2					12	3	10	6	22	9
Elementary Clerical	3	4	1	4	1	1	1	1	6	7	5	9	11	16
Tradespersons														
Production, Transport & Manual														
<b>TOTAL</b>	<b>28</b>	<b>11</b>	<b>11</b>	<b>18</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>47</b>	<b>25</b>	<b>77</b>	<b>45</b>	<b>124</b>	<b>70</b>
<b>(% of Total Recruitment)</b>	<b>(23)</b>	<b>(16)</b>	<b>(9)</b>	<b>(26)</b>	<b>(1)</b>	<b>(1)</b>	<b>(1)</b>	<b>(1)</b>	<b>(38)</b>	<b>(36)</b>	<b>(62)</b>	<b>(64)</b>		

Figures are based on total staff recruitment. Includes trainees and cadets. Excludes renewal of contract. Total Staff excludes 8 locally-employed representative office staff based in London and New York.

#### KEY

NESB1	People from non-English speaking backgrounds
NESB2	People with parent(s) from non-English speaking backgrounds
IA	Indigenous Australians
PWD	People with disabilities

## APPENDIX 5.5

### PROMOTIONS

Year to 30 June 2002 and 30 June 2003  
Number

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	02	03	02	03	02	03	02	03	02	03	02	03	02	03
Managers											3	4	3	4
Professionals	14	4	8	2				1	11	7	38	6	49	13
Associate Professionals			1						1		3	2	4	2
Advanced Clerical														
Intermediate Clerical	6	3	1	2		1	1		10	11	9	9	19	20
Elementary Clerical	2								4	2	1		5	2
Tradespersons														
Production, Transport & Manual														
<b>TOTAL</b>	<b>22</b>	<b>7</b>	<b>10</b>	<b>4</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>26</b>	<b>20</b>	<b>54</b>	<b>21</b>	<b>80</b>	<b>41</b>
<b>(% of Total Promotions)</b>	<b>(28)</b>	<b>(17)</b>	<b>(13)</b>	<b>(10)</b>		<b>(2)</b>	<b>(1)</b>	<b>(2)</b>	<b>(33)</b>	<b>(49)</b>	<b>(68)</b>	<b>(51)</b>		

Total Staff excludes 8 locally-employed representative office staff based in London and New York.

#### KEY

NESB1	People from non-English speaking backgrounds
NESB2	People with parent(s) from non-English speaking backgrounds
IA	Indigenous Australians
PWD	People with disabilities

## APPENDIX 5.6

### RESIGNATIONS

Year to 30 June 2002 and 30 June 2003  
Number (Percentage of Total)

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	02	03	02	03	02	03	02	03	02	03	02	03	02	03
Managers	1 (25)								1 (25)		3 (75)	1 (100)	4	1
Professionals	5 (11)	6 (19)	7 (16)	6 (19)			1 (2)		19 (42)	13 (42)	26 (58)	18 (58)	45	31
Associate Professionals	1 (11)								2 (22)	3 (43)	7 (78)	4 (57)	9	7
Advanced Clerical										1 (100)				1
Intermediate Clerical	8 (31)		3 (12)	5 (18)			1 (4)		13 (50)	20 (71)	13 (50)	8 (29)	26	28
Elementary Clerical	3 (21)		3 (21)	2 (29)	1 (7)		2 (14)	2 (29)	8 (57)	3 (43)	6 (43)	4 (57)	14	7
Tradespersons												2 (100)		2
Production, Transport & Manual														
<b>TOTAL (% of Total Departures)</b>	18 (18)	6 (8)	13 (13)	13 (17)	1		4 (4)	2 (3)	43 (44)	40 (52)	55 (56)	37 (48)	98	77

Figures are based on total staff resignations, end of contract & redundancies below retirement age. Also excludes staff rehired at end of contract.

Total Staff excludes 8 locally-employed representative office staff based in London and New York.

#### KEY

NESB1	People from non-English speaking backgrounds
NESB2	People with parent(s) from non-English speaking backgrounds
IA	Indigenous Australians
PWD	People with disabilities

## APPENDIX 5.7

### RETIREMENTS

Year to 30 June 2002 and 30 June 2003  
Number

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	02	03	02	03	02	03	02	03	02	03	02	03	02	03
Managers												1		1
Professionals									2		1	2	3	2
Associate Professionals											1	4	1	4
Advanced Clerical														
Intermediate Clerical														
Elementary Clerical												2		2
Tradespersons												1		1
Production, Transport & Manual														
<b>TOTAL (% of Total Retirements)</b>									2 (50)		2 (50)	10 (100)	4	10

Figures are based on total staff retirements, redundancies above retirement age & early retirements. Total Staff excludes 8 locally-employed representative office staff based in London and New York.

#### KEY

NESB1	People from non-English speaking backgrounds
NESB2	People with parent(s) from non-English speaking backgrounds
IA	Indigenous Australians
PWD	People with disabilities