

Progressing Women Initiative: Measuring Success Framework

12 September 2013

Introduction

Treasury has committed to the *Progressing Women* initiative, seeking to increase inclusiveness and diversity throughout the organisation, so that staff at all levels and in all areas can access rewarding career pathways. In particular, the Department has committed to increasing female representation in the SES.

One of the *Progressing Women* initiatives is *Measuring Success*, which aims to assess whether merit principles are being fostered and the identified barriers to the recruitment, retention and the progression of women are being addressed by measuring progress against the SES target and other specific indicators.

One of the measures of success will be reaching the minimum target of women comprising 35 per cent of the SES cohort by 2016, with a longer-term goal of 40 per cent representation. *Measuring Success* also seeks to evaluate the impact and effectiveness of individual strategies implemented throughout the Department to foster diversity and inclusiveness by monitoring results from a range of measures.

By measuring the success and impact of its actions, the Department will foster accountability while motivating staff through the sharing of both successes and areas where initiatives are not gaining traction. The measures of progress are not goals in their own right, but are a means of focusing attention in order to drive progress towards the end goal of a more inclusive workplace.

Governance

The People and Organisation Strategy Division (POSD) will maintain the framework outlined in this paper for *Measuring Success*.

POSD will report to the Inclusive Workplace Committee (IWC) in September each year about how the Treasury is tracking against the *Measuring Success* framework, following the release of results from the annual APSC staff census.

These reports will be distributed to the Department, and where appropriate will provide recommendations for action by the IWC or individual Groups.

A framework for measuring success

Through *Progressing Women*, the Treasury is aiming for women to 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.

As such, Treasury will need to exhibit the following five characteristics:

- Treasury will have an inclusive and supportive culture;
- Staff will have access to flexible working arrangements in a way that is supported by their managers and colleagues;

- Staff hold a holistic view of what constitutes merit and good performance;
- Women will progress through the SES feeder groups and into SES positions; and
- Appropriate training and development opportunities will be provided to all staff on a fair and equitable basis.

These objectives or areas of focus are interlinked. Progress towards each objective will promote progress towards the other four objectives and Treasury’s overarching goal of increasing female representation in the SES and feeder cohorts. As a result, considering how Treasury is tracking against these five objectives forms an integrated framework for measuring the success of Treasury towards achieving the vision of *Progressing Women*.

A framework for *Measuring Success*



How Treasury will measure success

For each of these five focus areas, there are a range of data sources (both quantitative and qualitative), measures and initiatives that the Department is undertaking in order to track progress.

Culture

The primary means of tracking Treasury’s progress towards a more inclusive culture will be through the annual APSC staff census. There were several Treasury-specific questions added to the census this year, which cover issues such as staff support for *Progressing Women* and belief as to whether divisions are becoming more inclusive and whether the Treasury actively addresses barriers to the

recruitment, retention and the progression of women. Future *Measuring Success* reports will be able to track the progress of these indicators over time.

Treasury will also undertake an overarching audit of its culture and barriers to the retention and progression of women in 2014. This audit will be similar in nature to the initial 2011 *Women in the Treasury* review run by Deborah May.

The five Groups are also undertaking individual monitoring of their culture, including through customised staff surveys and consultations. Macroeconomic Group (MEG) is developing a Group *Measuring Success* framework, with a focus on improving their culture. It is recommended that these Group findings are presented to the IWC. The IWC has previously discussed the possibility that each Group could report annually to the IWC and these reports would be a natural forum for considering Group findings.

Flexible work

The Treasury's quarterly Workforce Metrics Reports include information about the prevalence of part-time work by gender and age. However, the ability to work flexibly is broader than having the opportunity to work part-time hours. Staff attitudes towards those taking up flexible working options are essential to reducing barriers to access. The APSC staff census will be utilised in order to measure progress in these areas. The census asks questions relating to staff satisfaction with flexible work arrangements and whether staff would recommend flexible work options to colleagues.

Merit and performance

In seeking to create a more inclusive workplace it is crucial to identify and appreciate talent in all its forms.

The 2011 *Women in the Treasury* review conducted by Deborah May found that there were institutional biases within Treasury towards an homogenous leadership style, including gender stereotypes and assumptions about women's leadership behaviour, their analytic capacity and their career commitment.

Although such biases cannot be directly measured, they are likely to influence the ratings applied to people through the Performance Management System (PMS). While differences in PMS outcomes between genders are not necessarily indicative of biases, awareness of these results does encourage staff to be mindful of how they recognise merit and make decisions.

As such, at the end of each appraisal round, POSD is now summarising the results by gender and distributing this information to the Department.

The 2014 overarching audit of Treasury culture will also contain some more qualitative data regarding how Treasury views merit, and whether this has changed since the 2011 audit conducted by Deborah May.

Facilitator feedback from the unrecognised bias awareness training sessions provides another opportunity to consider staff's views regarding how the Treasury recognises merit and good performance.

Progression

In seeking to reach a target of women accounting for over 40 per cent of the SES, it is important to monitor the recruitment and progression of women.

The Treasury is now reporting on staff progression through a gender lens as part of business as usual. POSD produces quarterly and annual Workforce Metrics Reports, which contain information regarding Treasury's staffing profile, turnover, recruitment and transfer round outcomes and organisational health and well-being. At the conclusion of each bulk recruitment round POSD is increasing transparency by reporting to the Department regarding the number of initial applicants, shortlisted applicants and successful applicants by gender.

This transparency regarding gender also has an external focus, including through Treasury's involvement in the Male Champions of Change initiative. The Treasury is reporting publicly in its Annual Report on the gender breakdown at the CEO-1 to CEO-3 level. Treasury is the only Australian Public Service Department to have committed to reporting in this manner. The Department is also working with the ASX to implement the *Lead on Gender Reporting* initiative, developing further indicators for all ASX companies to report on regarding gender diversity.

Training and development

As part of the *Progressing Women* initiative, Treasury has committed to implementing a People Development System which provides staff with the opportunities to develop to their potential so as to enhance the overall capability of the Treasury and, in doing so, widen and deepen the pool of future leaders.

The Treasury's annual Workforce Metrics Reports include information about attendance (including by gender) of significant training programs offered over the past year, including unrecognised bias awareness training, economics and law training, and postgraduate studies assistance.

The annual APSC staff census also asks questions regarding access to effective learning and development, as well as whether senior leaders give staff regular and constructive feedback and whether senior leaders give their time to identify and develop talented people.