

Equity & Diversity

Annual Report

2004



Reserve Bank of Australia



Reserve Bank of Australia

EQUITY
&
DIVERSITY

ANNUAL REPORT
2004

IJ Macfarlane
Governor
August 2004

TABLE OF CONTENTS

| | |
|---|----|
| Foreword..... | 1 |
| Section 1: Equity & Diversity at the RBA | 2 |
| Section 2: Human Resource Policies and Practices | 4 |
| 2.1 Recruitment & Selection..... | 4 |
| 2.2 Staff Training & Development..... | 7 |
| 2.3 Employment Policies | 13 |
| Section 3: Workplace Diversity Plan..... | 17 |
| 3.1 Workplace Profiles | 18 |
| 3.2 Gender | 20 |
| 3.3 Work Life Balance..... | 24 |
| 3.4 Indigenous Australians | 27 |
| 3.5 Race-Ethnicity..... | 27 |
| 3.6 People with Disabilities | 29 |
| Section 4: Appendices..... | 34 |
| 4.1 Equity & Diversity Policy Committee Terms of Reference..... | 34 |
| 4.2 Summary of Diversity Plan Initiatives | 36 |
| 4.3 Disability Action Plan Progress | 38 |
| 4.4 Statistical Data..... | 43 |

FOREWORD

This is the RBA's seventeenth annual report as required under the *Equal Employment Opportunity (Commonwealth Authorities) Act 1987*.

The RBA's current Workplace Diversity Plan, the sixth, is a four-year plan, which builds on and broadens the principles of equal employment opportunity. It is based on the idea that good management practice entails not only equity in employment opportunity but also the recognition of diversity and appreciates the value of individual differences.

Equity in employment opportunity assists in addressing disadvantage experienced by particular groups in the workplace, including women, Indigenous Australians, people with disabilities and people from non-English speaking backgrounds. It 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.

A major focus in the past year was the introduction of the RBA's second *Disability Action Plan: Access & Equity 2003-2005*. While the first plan focussed primarily on direct interaction with the public, the second takes a common approach to accountability arrangements for staff and for the public who use the RBA's services. A consultative group, comprising staff with known disabilities and diversity contact managers, was formed to oversee the development and implementation of the Plan.

In the past year, the RBA also revised the collection of personal information from new staff, and existing staff were also offered the opportunity to update and augment their records to ensure that our equity and diversity information remains comprehensive and current.

Bob Rankin
Chairperson
Equity & Diversity Policy Committee

SECTION 1: EQUITY & DIVERSITY AT THE RBA

Commitment

The RBA's formal commitment to the principles of merit and equal opportunity in the workplace emanates from the inception of its Equal Employment Opportunity (EEO) program in 1984. The aim of the program is to encourage good management practices for all staff, while meeting legal obligations for designated EEO groups.

The RBA has two plans that reflect its commitment to a diverse workplace – a workplace diversity plan and a disability action plan. Both plans are reviewed in Section 3 of this report.

Legislation

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 aimed at ensuring 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 | |

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 the appreciation and valuing of difference.

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 is a consultative body which makes recommendations to the Governor on equity and diversity issues. The Committee meets quarterly to identify and prioritise equity and diversity issues within the RBA, and to monitor progress of initiatives under the diversity program. The Terms of Reference of the Committee are set out at Appendix 4.1.



Equity & Diversity Policy Committee

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 RBA, coordinates and monitors progress reports and maintains links with public and private sector networks in relation to equity and diversity matters.

To assist in raising awareness of diversity issues, external developments in equity and diversity policies and practices, including the impact of legal decisions, are monitored. Regular updates are provided to Managers and Grievance Contact Officers and are available to all staff via the intranet. During the year the updates were streamlined, redesigned and are now issued electronically. This improvement provides information in a more timely and user-friendly format.

The Head of each functional area is responsible for the implementation of the diversity program in their area. They, or their Diversity Contact Manager, prepare annual progress reports. 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.

Collection of Equity & Diversity Data

All staff are asked to voluntarily complete an Equity & Diversity form when they commence employment at the RBA. The form includes questions regarding disability, ethnic origin, languages, and education. The quality of statistics is dependent on the responses provided on this form.

In 2004, a revised version of the Equity & Diversity form was sent to all staff. This provided an opportunity to receive details from staff who had acquired a disability since commencing at the RBA and also allowed for recording of additional personal information as the RBA moved to an upgraded HR/Payroll system. The response rate was high at 86%.

SECTION 2: HUMAN RESOURCE POLICIES AND PRACTICES

This section reports on human resource policies and practices in relation to recruitment and selection, training and development, and employment policies from a diversity perspective.

2.1 RECRUITMENT & SELECTION

General Recruitment

The RBA continues to be regarded as an attractive place of employment for high calibre staff, most of whom join through the annual graduate, cadetship and traineeship recruitment drives. Several initiatives have helped to introduce the RBA's employment opportunities to high school and university students. There has been a continuing emphasis on attracting more female candidates. On-line recruitment remains the preferred method for applicants to receive information and to apply for positions.

Graduates and Cadets

Both the graduate and cadetship recruitment campaigns provided high quality applicants to departments. The RBA advertised in the national press, graduate publications and a larger number of web-based job boards and graduate career information sites, including those provided by university careers services. Recruitment packs were also circulated to honours students at universities Australia-wide.

The RBA continues to participate in *The Australasian Graduate Recruitment Benchmarking Study*. This provides information on graduate recruitment practices in over 100 organisations in Australia and New Zealand. The information provided in the study assists in maintaining a best practice approach to graduate recruitment.

Graduate Development Program

Graduates who join the RBA's two year *Graduate Development Program* (GDP) have honours level degrees in Economics, Finance or closely related studies. Graduates are recruited through the annual graduate recruitment program commencing in March, and from graduates completing the RBA *Cadetship Award*. The RBA also recruits Information Technology and Accounting graduates under separate recruitment programs from time to time.

Twenty-nine graduates, including eight women, began the *Graduate Development Program* in 2004. This represented 25% of all new employees in 2003/04. The intake included 16 graduates from the 2002/03 cadetship program, confirming the primary role played by this program in attracting high calibre graduates to the RBA. Three



2004 Graduate Development Program

of the graduates recruited to the 2004 program received the 2003 *Honours Economics State Award*. This award is given to six outstanding honours students each year by the Economic Society of Australia.

At the end of 2003, each of the 28 graduates completing the 2002 *Graduate Development Program* was offered ongoing employment at RBA.

Cadetship Award

Recruitment efforts at the graduate level are supported by the *Cadetship Award*. The cadetship provides two-months of work experience before the university honours year begins for students who have completed, to a high standard, three undergraduate years of study. Financial support is provided during the honours year for cadets who are offered and accept a place on the next *Graduate Development Program*.

The 2003/04 cadetship had 18 participants, 50% of whom were women. This compares with 41% in 2002/03 and 15% in 2001/02. Nine of the 16 cadets who accepted offers to join the 2005 *Graduate Development Program* are women.



2003/04 Cadets

AXISS Scholarship Program

Participation in the *AXISS Scholarship Program* continued in 2003/04. The program provides an opportunity for talented finance or commerce students to undertake twelve weeks' paid work experience. The scholarship is another effective way of sourcing high calibre graduates and cadets for the Financial Markets Group. In 2003 the RBA employed two former AXISS scholars.

Information Technology Graduates

During the year, Systems and Technology Department continued to be involved in placing students undertaking IT studies through an Industrial Training Program. This program requires students to complete a twelve month paid work placement as part of their degree. The RBA has successfully placed a number of students from this program into cadet and graduate positions. Five of the 29 graduates recruited to the 2004 *Graduate Development Program* were for the Systems & Technology Department. Of the five graduates, two are female.

Traineeships

For the past 18 years, the RBA has supported the Australian Government's *New Apprenticeship and Traineeship System*. Twelve-month traineeships are offered in Business Administration, Print Design, and Information Technology.



2004 Trainees

Business Administration Traineeship

Business Administration trainees undertake off-the-job training one day per week towards a Certificate III in Business Administration. The training is conducted on the RBA's premises. Trainees rotate through three departments, spending approximately four months in each department. Each year, one Business Administration traineeship is targeted for people with a disability and one for Indigenous Australians.

In March 2004, each of the six 2003 Business Administration trainees successfully completed their traineeship. The group was evenly split between males and females. Five of the trainees gained full-time permanent employment with the RBA. A further seven Business Administration trainees were recruited in March for the 2004 program. The group consists of four males and three females and includes two people with a disability and one Indigenous Australian.

Print Design Traineeship

Each year the RBA offers one Print Design traineeship. The trainee undertakes training one day per week towards a Certificate II in Printing and Graphic Arts (Print Design). The training is undertaken off-the-job at Ultimo TAFE. In December 2003, the Print Design traineeship was successfully completed by a female. The traineeship was again offered in January 2004 and a male is currently undertaking the program.

Information Technology Traineeship

Information Technology (IT) trainees undertake training off-the-job one day per week. Trainees study towards either a Certificate III or Certificate IV qualification, depending on their prior knowledge and skills. In March 2004, one male trainee was offered full-time permanent employment after successfully completing his Certificate IV in Information Technology (Programming). Since the commencement of the IT Traineeship in 1999, 50% of candidates have been offered full-time employment. In March 2004, three male candidates were offered IT traineeships at the RBA.

Recruitment Initiatives

The RBA continues to explore additional avenues of providing information about graduate and cadetship opportunities to both high school and university students, particularly females. These include participation in a Careers Expo in 2004 and other work experience programs for high school students, associated with the AXISS Scholarship. Programs provided by government agencies and universities, including Co-operative Programs are also regularly reviewed.

2.2 STAFF TRAINING & DEVELOPMENT

Staff Appraisal

The RBA's performance management program was revised with new arrangements introduced for the 2003/04 appraisal year. This includes a new appraisal form that features a development plan to encourage greater focus on training and development. The plan records training goals, steps required for achievement, target dates and supervisor's comments upon completion. As before, there are mid and end term performance feedback discussions with staff. However, a more focussed skills framework has been introduced with fewer skills to be assessed and provision for

comments on each skill. Position descriptions have been revamped to reflect this skills framework and training programs are offered to address the required skills.

General Training

In-house training courses are facilitated by either RBA staff or external providers. Courses are held in the Head Office training rooms or at the RBA's residential training college, HC Coombs Centre for Financial Studies, Kirribilli.

Training and development programs were updated during 2003/04. The in-house training curriculum was realigned with the new skills framework. A number of new programs were added including; Managing Time and Projects, Business Writing – The Basics, Managing Cultural Diversity, OHS Essentials for Managers and Supervisors, Accessibility Awareness, People Management – A Legal Perspective, Managing Meetings, and Influencing Skills. A number of other programs are under development. These include a mentoring program for female staff and a program to improve understanding of the RBA's Code of Conduct. These programs are likely to be introduced in the next reporting period.



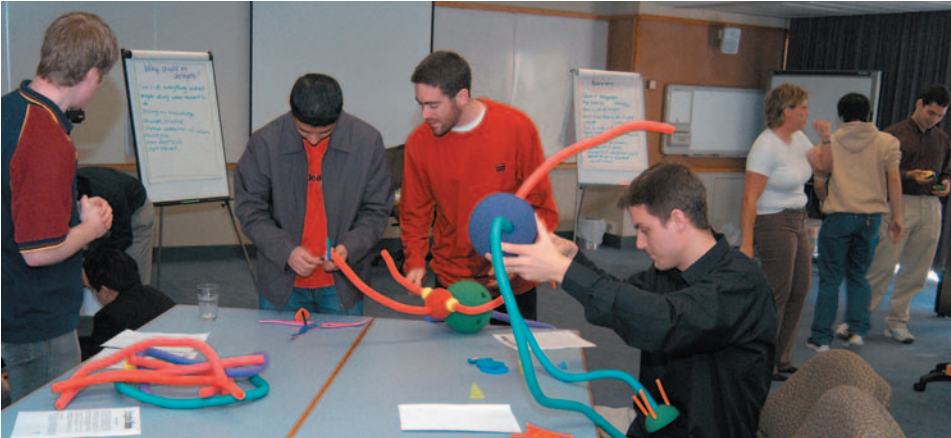
Training: People Management, A Legal Perspective

Externally, Springboard continues to be offered and XPlore has been added to the curriculum. Both of these courses are women's career management programs and are aimed at different career levels.

During 2003/04, 86% of staff attended some formal in-house training (85% of women, 87% of men). These figures exclude e-learning which is available to all staff throughout the year. In addition, 32% of staff attended external training and 10% attended overseas courses and conferences. Twenty-nine presentations were made by staff on behalf of the RBA at conferences; seven of these were presented by women.

Graduate Development Program

The *Graduate Development Program* provides extensive training and development opportunities as well as a strong foundation for longer-term professional development. The two-year formal training schedule aims to develop graduates' skills in the areas of computer applications, business writing, interpersonal skills, professional presentations, leadership and career management.



2003 Graduate Development Program: Managing Workplace Strategies

In 2004, the program was reviewed and modified to include new sessions on econometrics, influencing skills, business writing coaching, and time management. Management/supervisory training was also streamlined and rescheduled to take place towards the end of the program to ensure graduates are well equipped to move forward into future management roles. This year a stronger emphasis has been placed on building a social support network between graduates. Coaching skills training will be introduced to second year graduates to provide them with skills to assist and support first year graduates.



Graduate supervisors and staff from the 2002 GDP join the 2004 GDP orientation week BBQ

Management Programs

A further 64 staff attended the New Managers Program, including 28 graduates of the 2002 Graduate Development Program. In total, 117 staff have completed this course since it was introduced in 2001.

Ninety-six managers have attended the Central Banking Management Program (CBMP) since it was first introduced in 1996, including 13 in 2004. Four of this year's participants were women. The program, which is now run every two years, provides eight days of intensive training and project management over a two month period.



2004 Central Banking Management Program

The 2004 program incorporated leadership and management styles, managing cultural diversity, 360 feedback and 1:1 coaching, feedback and coaching skills, project management, presentation skills and understanding legal responsibilities associated with managing staff. Senior managers provided participants with information on current RBA issues for project work. Guest speakers addressed two issues: ethics in the workplace and operational risk management.

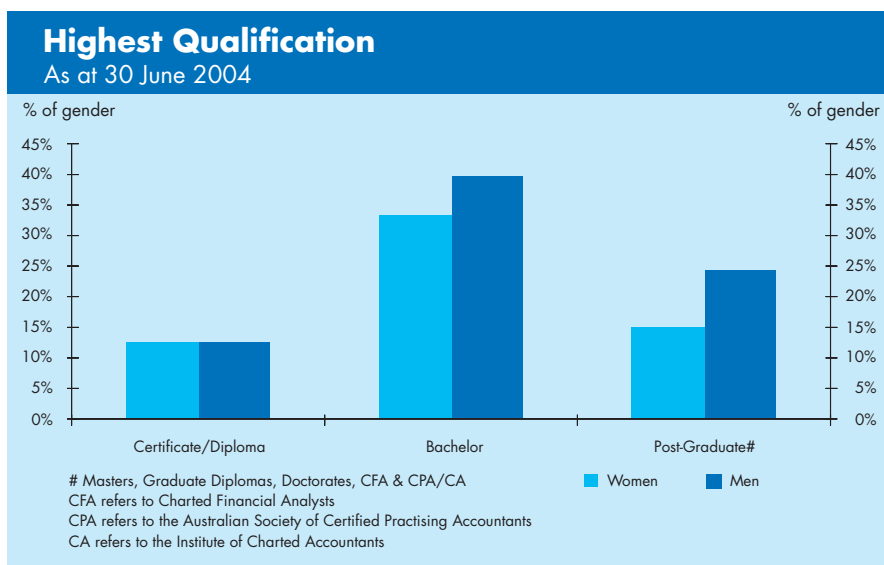
e-Learning

In 2003 the RBA upgraded its e-learning program to an internet-based platform, to allow greater flexibility and improved access for staff. Staff have access to over 180 course titles relating to computer applications, IT technical software & hardware, and various business skills. Staff can access courses from their desktop, in the Self Paced Learning Centre or from their home computer. Specialist finance related programs are currently being trialled for staff in policy and markets roles.

Also in 2003, customised e-learning modules were introduced as part of the new Online Orientation Program. There are currently three modules: Orientation; Getting

a Grasp on Equity and Diversity and Workplace Behaviour; and Getting a Grasp on OHS. All new starters are required to complete the interactive modules within two weeks of commencement. A further two modules, Privacy, and Code of Conduct, will be introduced in the next reporting period.

Educational Qualifications



As part of an annual review, the recorded qualifications of staff were updated; 69% of staff are recorded as having a post-secondary or tertiary qualification, compared to 67% in 2003. Of the 69% of staff who have a post-secondary or tertiary qualification, 26% hold a post graduate qualification; the same as in 2003. Overall, 53% of staff now hold a Bachelor Degree or higher (51% in 2003).

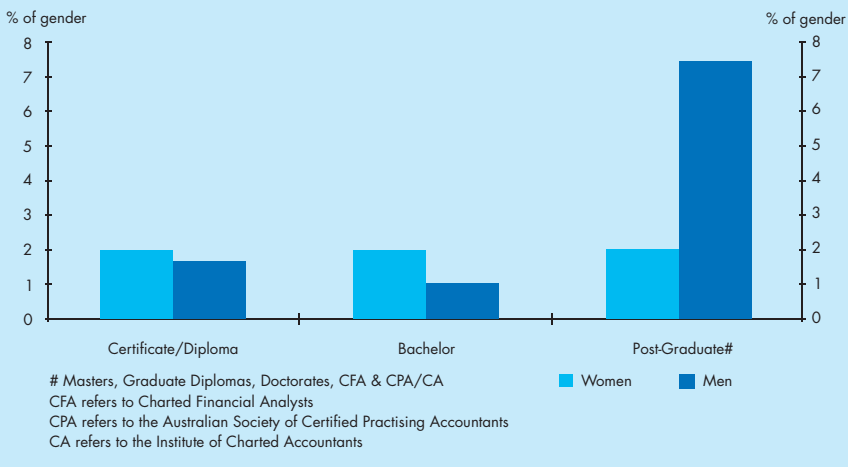
There remains a substantial gender gap with 59% of women holding a post-secondary qualification compared to 76% of men. 43% of women now hold a Bachelor Degree or higher (up from 40% in 2003) compared to 61% of men (up from 58% in 2003). The percentage of staff with post-secondary and post-graduate qualifications has risen in previous years as a result of the declining number of clerical relative to professional positions.

Study Assistance

Employees are encouraged to obtain qualifications of value to the RBA and relevant to their career. To assist staff in obtaining these qualifications, the RBA has a study assistance scheme where tuition fees are met by the RBA on successful completion of course subjects.

Study Assistance

Year to 30 June 2004



In 2003/04, 70 staff received study assistance (8% of staff). Of those 70 staff, 30% were female (up from 27% in 2003). The percentage of women receiving assistance was 6%, up 1% from 2003. The figures for men remained the same with 10% receiving assistance in 2003/04. The majority of staff receiving study assistance are studying at a post-graduate level (80%). Where the cost of a course exceeds a certain level, or for staff wishing to study full-time, staff must apply to the Bank Study Assistance Committee. In 2003 the Committee approved five part-time study assistance applications.

2003 Bank Study Assistance Committee



Ric Battellino



Malcolm Edey



John Veale



Graham Rawstron

2003 Part-Time Study Award Recipients



Post-Graduate Study Award

An important element of the RBA Study Assistance Scheme is the Post-Graduate Study Award (PGSA). This is offered each year to assist high calibre staff undertake full-time post-graduate study in relevant disciplines at universities in Australia or overseas. The PGSA represents a substantial investment by the RBA in upgrading the knowledge and skills of staff. Since 1981, when the PGSA was formally introduced, 73 staff have participated in the program. During the year eight staff (two female, six male) were studying via the PGSA program; six of these were studying overseas.

In 2003, the Bank Study Assistance Committee approved four PGSA applications (one female, three male). Two of the award recipients (including one female) nominated overseas institutions and will commence their studies in 2004/05.

2003 PGSA Recipients



Certificate IV in Business Administration

The RBA continued to assist clerical staff in obtaining Certificate IV in Business Administration qualifications. For Head Office staff, the training is conducted one-day per month over a period of 12 months, on the RBA's premises. Six staff (three female, three male) successfully completed the qualification in March 2004. A further six staff (three female, three male) commenced the study program in 2004.

2.3 EMPLOYMENT POLICIES

A primary aim of the Diversity Plan is to ensure that personnel practices and policies are fair and equitable and assist in the retention of valued staff. To this end a number of policies were reviewed during the year. There was also progress in implementing changes to other personnel policies, notably personal leave designed to improve flexibility for staff caring for family members. These changes were incorporated in the 2003-2004 Enterprise Bargaining Agreement between the RBA and the main workplace union, the Finance Sector Union (FSU).

Working from Home

A trial of working from home arrangements commenced in September 2003 under agreed guidelines flowing from enterprise bargaining. During the trial and subject to management approval, an employee may work from home on an occasional and

temporary short-term basis. Circumstances may include, for example, emergency care of a dependant, temporary transport difficulty, and minor ailment of the employee. Feedback to date has been positive with a number of staff in various departments taking up this arrangement. Further analysis will be conducted in the next reporting period.

Salary Flexibility

Under enterprise bargaining arrangements, the RBA has agreed to extend tax effective salary options for staff to include donations to charities under the *Workplace Giving Program*, and purchase of laptop/notebook computers. Preparatory work was undertaken during the year and the new options will be available to staff early in 2004/05. Salary sacrifice for superannuation has been available to staff since 2001. As at 30 June 2004, 339 staff were salary sacrificing for superannuation. In certain circumstances, staff at management levels may also sacrifice salary for a motor vehicle via a novated leasing scheme.

Lunch Break

The standard unpaid lunch break is of one hour's duration. During the year the option for employees to take a shorter lunch break of 30-minutes, previously available only to staff with parenting responsibilities, was extended to all staff. The arrangement, which enables a correspondingly later start or earlier finish to the working day, is subject to management approval in order to ensure maintenance of adequate staffing levels during business hours.

Taking of Annual Leave

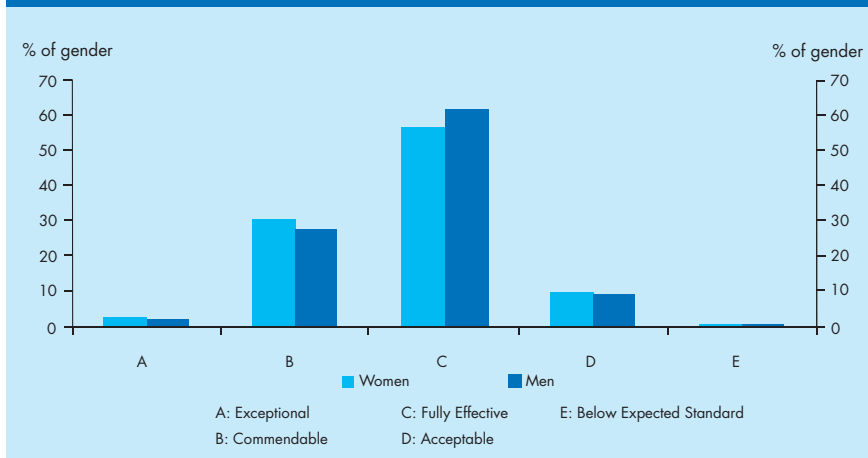
Previously, new recruits were required to complete six months' service with the RBA before being permitted to access annual leave. This provision was removed early in 2004. Subject to office convenience new recruits may now take annual leave as it accrues.

Performance Pay: EBA covered staff

Average performance pay outcomes for staff covered by enterprise bargaining arrangements in 2003/04 were very similar for males, females, people from a non-English speaking backgrounds, and people with disabilities. The table opposite shows a gender comparison.

From the 2004/05 appraisal year there are changed performance appraisal and performance pay arrangements for EBA-covered staff. A new ranking scale will apply from this year. Pay units will be replaced by a percentage increase paid on actual salaries providing scope for more flexible rewards within the same budget constraints than in the past.

2003 Performance Pay Distribution of Ratings



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 no longer apply. Apart from streamlining administration of performance pay, the removal of these rules will ensure that staff on extended parental leave for part of an appraisal year are not disadvantaged.

Study Assistance

During the year the RBA's study assistance arrangements were revised to provide for payment of fees funded under the Postgraduate Education Loans Scheme (PELS). The assistance is paid directly against the staff member's debt with the Australian Tax Office.

Consultation with Employees

The principal means for providing information to staff relating to equity and diversity over the year were through *Staff Matters*, the staff newsletter; *Currency*, the monthly staff magazine; and Personnel Department's intranet site. A copy of the *Equity & Diversity Annual Report 2003* was sent to staff via email and hard copies were also made available.

A review of the Grievance Authority conducted in 2004 resulted in continuation of the existing long-standing arrangements including retention of an independent chairperson. One grievance was lodged with the Authority during the year, the first for five years.

Consultation with Workplace Unions

The RBA consulted with the FSU during the year on a range of employment issues, including matters relating to the implementation of items in the Enterprise Agreement for 2003 and 2004 and the establishment and staffing of an IT recovery site at West Pennant Hills. Consultation also took place between the RBA and workplace unions on the development of a new Occupational Health and Safety Agreement; this was implemented in May 2004.

SECTION 3: WORKPLACE DIVERSITY PLAN

Since the RBA formally announced its commitment to equal employment opportunity in May 1984, six plans have been implemented and reported on to progressively achieve the objectives of the equity and diversity program.

Workplace Diversity Plan 2001-2005

The development of the sixth plan, *Workplace Diversity Plan 2001-2005*, involved assessing the RBA's policies and performance against the requirements of the Equal Employment Opportunity (Commonwealth Authorities) Act 1987. In addition, the 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 were also explored.

The plan recognises the diversity of staff and seeks to accommodate this within broader policies relating to recruitment and selection, staff training and development and conditions of employment.

The five key areas identified in the plan are:

- Gender
- Work Life Balance
- Indigenous Australians
- Race-Ethnicity
- People with Disabilities

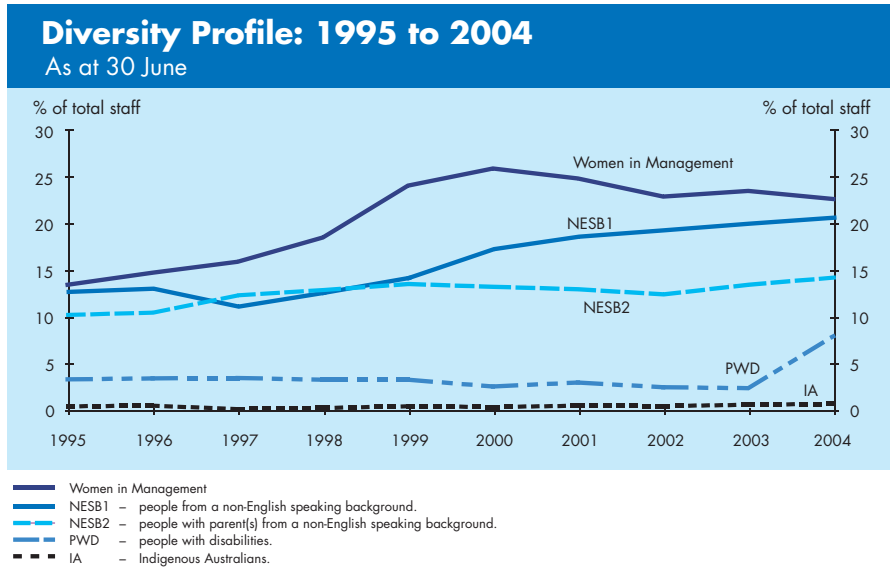
A summary of the diversity plan initiatives related to these areas is provided at Appendix 4.2.

As part of the first stage of the plan, a comprehensive workplace profile covering designated groups, age and gender, qualifications, and management composition was prepared. The profile provides a basis for analysing the effectiveness of the plan and identifying further initiatives. While a number of workplace profiles are provided in this section, additional statistics are provided at Appendix 4.4.

The plan is due for review in 2005.

3.1 WORKPLACE PROFILES

Diversity profile



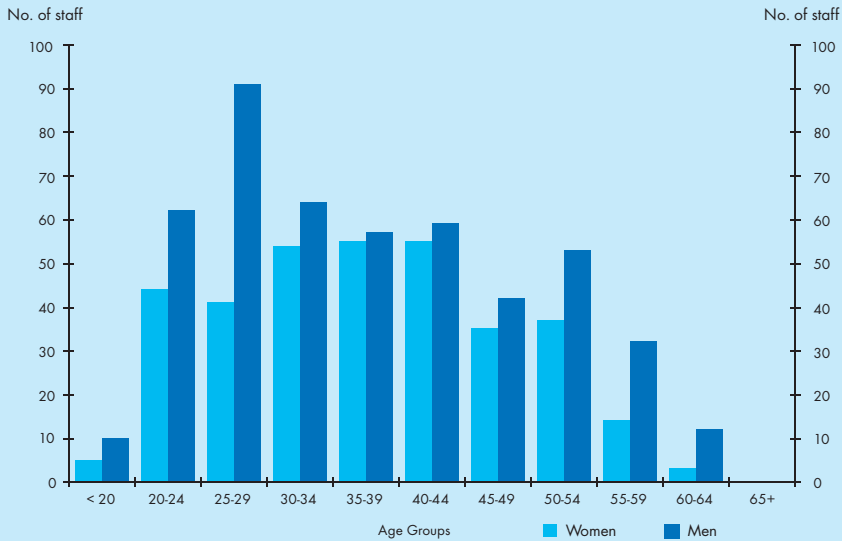
The percentage of Indigenous Australians at the RBA has remained stable for the past 10 years. This is in contrast to the percentage of women in management and staff from a non-English speaking background (NESB1) or whose parents are from a non-English speaking background (NESB2), which have increased over the same period. The percentage of people with disabilities appears to have increased substantially in the last reporting period. The above areas are analysed in detail in this section of the report.

Age

The median age of RBA staff is now 37 years, compared with 36 in 2003. Forty-five per cent of staff are aged less than 35 years, down 1% from last year. Over the next ten years, 28% of RBA staff will be eligible for retirement. Comparatively, Australian Public Service (APS) data from last year reports the median age of the APS workforce at 41 years and that 37% of the APS workforce is aged 45 years and over. Further analysis of the ageing population will be undertaken in the next reporting period.

Age Profile

As at 30 June 2004



Tenure

There has been little change in the tenure statistics over the last few years. The average tenure remains at 11 years for this reporting period. Fifty-five per cent of staff have less than 10 years service as compared to 50% in 2003. Twenty-one per cent have more than 20 years service, up 1% from 2003. Fifty-seven percent of staff have more than five years service. The retention rate for graduates is lower than for other staff but remains acceptable. Further analysis on graduate retention will be undertaken in the next reporting period.

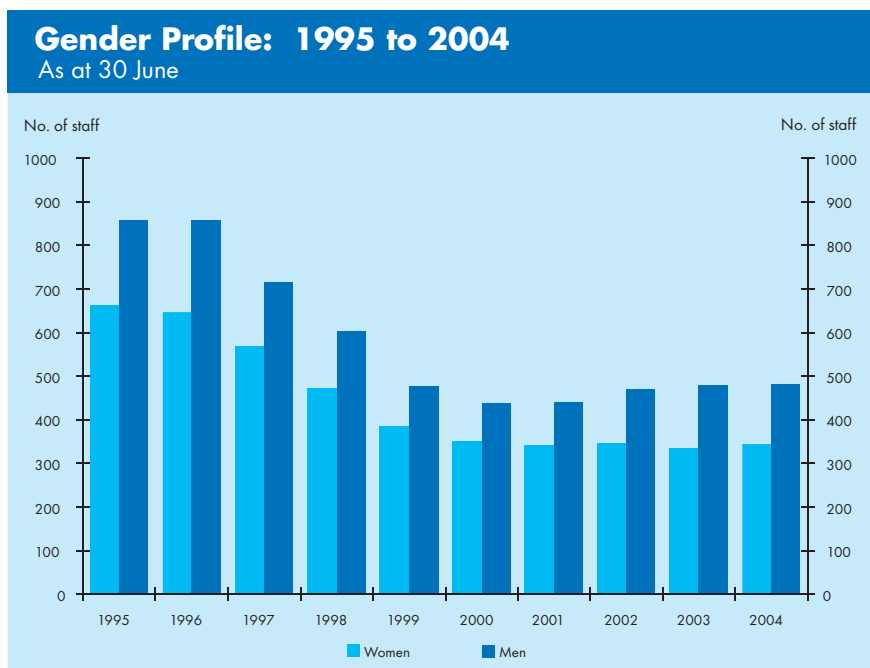
Tenure Profile

As at 30 June 2004



3.2 GENDER

Women as a percentage of the workforce



Over the past six years staff numbers have remained relatively stable. As at 30 June 2004, women represented 42% of total staff. This percentage has varied between 41% and 45% over the past 10 years.

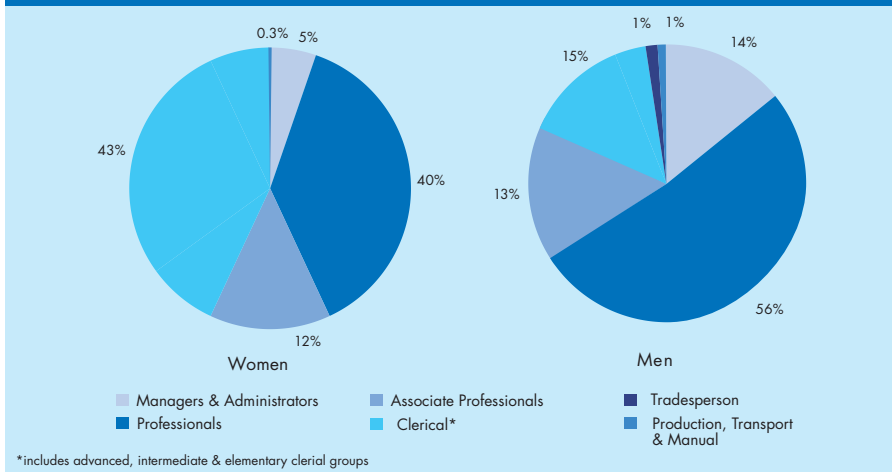
Occupational Groups

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.

The percentage of women in clerical positions continues to decline, with 43% of women employed in clerical roles in 2004 as compared to 47% in 2003. Clerical positions made up 26% of all positions compared to 28% in 2003 and 41% in 1999. Sixty-seven per cent of these positions were held by women compared to 68% last year. Forty per cent of professional positions are held by women. Six years ago representation was 25%.

Representation within Occupational Group by Gender

As at 30 June 2004



Women in Management

Five per cent of women at the RBA are employed in management positions as compared to 14% of men. Twenty-three per cent of all RBA management positions are held by women. This is substantially higher than in 1995 when representation was 13%. In December 2003, the staff magazine *Currency* featured an article on four senior women who had recently been promoted or nominated to act at a higher level. This is the highest number of women the RBA has seen at senior levels.

Senior women at the RBA as featured in the December 2003 edition of Currency



Marianne Gizycki



Michele Bullock

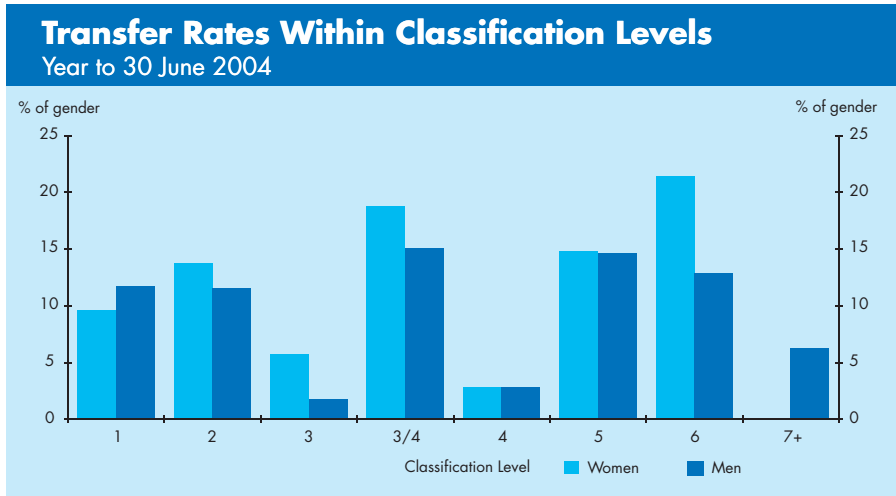


Luci Ellis



Jacqui Dwyer

Transfers, Rotations and Secondments



Further staff development is achieved through transfers and rotations within the RBA, including to overseas and regional offices. Transfers are permanent appointments to a position. The number of transfers recorded for 2003/04 was 63 compared to 71 last year. The percentage of women transferring within the reporting period was 9% up from 7% last year. The transfer rate for men was down, with 9% of men being formally transferred compared to 13% last year.

Rotations are temporary movements of staff. The number of rotations decreased from 55 last year to 51 in 2003/04. With the exception of 2002, the number of rotations has been steadily declining for the past six years. While women have generally lagged behind men in the transfer rate, the percentage of women rotating has generally been higher than that of men. In 2004 however, the percentage of women rotating was equal to that of men at 7%.

Secondments are also available to other relevant institutions. Over the past year, staff have worked at the Bank for International Settlements, the Bank of England, the Australian Treasury, the Australian Taxation Office, and Australian Prudential Regulation Authority.

Graduate Recruitment

Graduate Development Program

In the 2004 recruitment drive 393 applications were received for the *Graduate Development Program*. This was a 44% decrease on the number of applications received the previous year mostly due to the success of a more targeted marketing campaign attracting higher numbers of quality applicants. The ratio of women to men applying increased marginally compared with the last reporting period but

continues to reflect the gender ratio of honours level enrolments in economics at Australian universities. The ratio of women to men called to interview was equal to the previous reporting period at 50:50. The ratio of women to men offered graduate positions in 2004 was very similar to the previous reporting period – 64% of women and 84% of men who were interviewed were offered positions.

| GRADUATE RECRUITS GENDER RATIOS | | | | |
|--|--------------|------------|--------------|--------------|
| Year | Women | Men | Total | Ratio |
| 2004 | 8 | 21 | 29 | 38:62 |
| 2003 | 8 | 26 | 34 | 24:76 |
| 2002* | 14 | 25 | 39 | 36:64 |
| 2001 | 7 | 26 | 33 | 21:79 |
| 2000 | 14 | 20 | 34 | 41:59 |

*The 2002 figures include 4 graduates that did not participate in the Graduate Development Program (2 male and 2 female)

Cadetship Award

In the 2003/04 recruitment drive 123 applications were received for the Cadetship Award. Similar numbers of applications have been received over the past three years. The ratio of women to men who apply for the cadetship has remained fairly constant at approximately 35:65 for the last five years. As with graduate applications this ratio continues to reflect the gender ratio of honours level enrolments in economics at Australian universities.

The interview process saw 31% of female applicants and 25% of male applicants called to interview. The ratio of women to men offered cadetships in 2004 was significantly higher in favour of women than in previous years – 60% of women and 37% of men who were interviewed were offered positions. Fifty per cent of the 2003/04 cadets were women.

| CADET RECRUITS GENDER RATIOS | | | | |
|-------------------------------------|--------------|------------|--------------|--------------|
| Year | Women | Men | Total | Ratio |
| 2004 | 9 | 9 | 18 | 50:50 |
| 2003 | 7 | 10 | 17 | 41:59 |
| 2002 | 3 | 16 | 19 | 15:85 |
| 2001 | 8 | 10 | 18 | 44:56 |
| 2000 | 6 | 9 | 15 | 40:60 |

Individual Contracts

In recent years individual employment contracts, which provide a degree of flexibility in remuneration, have been offered to most staff following a systematic market benchmarking exercise. The move to individual contracts is voluntary, except for new graduate recruits or staff promoted to Level 6 and above. Staff who decide against the offer of contract employment retain existing conditions of work.

| STAFF ON INDIVIDUAL CONTRACTS | | | |
|--|------------------|----------------|------------------|
| % of Gender by Occupational Group as at 30 June 2004 | | | |
| Occupational Group | Women (%) | Men (%) | Total (%) |
| Managers | 83 | 96 | 93 |
| Professionals | 72 | 79 | 77 |
| Associate Professionals | 33 | 67 | 53 |
| Clerical* | 18 | 26 | 21 |
| Total Staff on Individual Contracts | 45 | 70 | 60 |

* Includes advanced, intermediate, and elementary clerical staff.

There has been a steady increase in staff on individual employment contracts over the past few years. As at 30 June 2004, 60% of staff were on individual employment contracts, compared to 57% in 2003 and 53% in 2002. Eighty per cent of staff in managerial and professional positions are on contracts.

Interestingly, only 45% of women are on individual contracts as compared to 70% of men. This is likely to be due to the higher representation of women in clerical positions. Further analysis will be undertaken in the next reporting period.

Pay Equity

A pay equity analysis is conducted every two years; the next one is due in the 2004/05 reporting period. 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.

3.3 WORK LIFE BALANCE

Carer's Leave

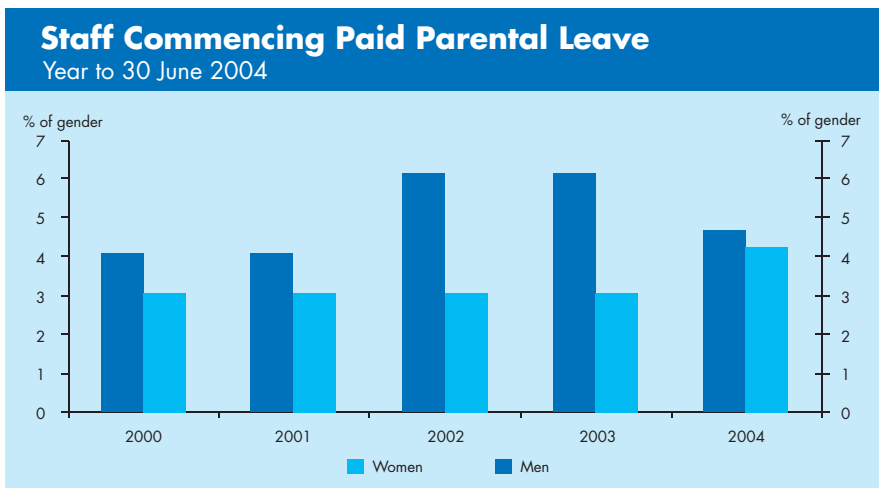
Carer's Leave can be taken either on a half or full day basis. In 2003/04 it was used by 352 staff (43%); with each of those staff taking an average of 2¼ days leave. This is similar to previous years. There was a notable increase in the number of men taking Carer's Leave; of the 352 staff who took the leave, 54% were men, up 4% from 2003. As a percentage of gender, 47% of women used Carer's Leave and 39% of men.

Part-Time Work

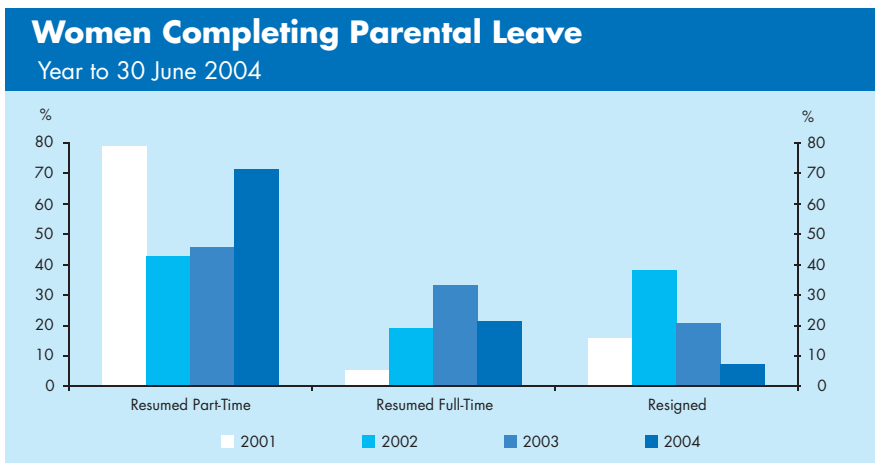
During the year, 61 staff worked part-time (56 female, five male) compared to 49 (48 female, one male) last year. The figures reflect mostly women on temporary part-time work arrangements and do not include staff on fixed term contracts or university students engaged in part-time work.

Parental Leave

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



During 2003/04 a total of 36 staff commenced paid parental leave (16 women and 20 men). This compares to last year where 33 staff commenced paid parental leave (18 women and 15 men).



The RBA achieved a 93% return rate from parental leave over the year. Of the 14 women completing parental leave, only one woman resigned. This compares to 79% in 2003. The adjusted return rate for 2003 was 92% when taking into account the closure of Adelaide branch which resulted in the retrenchment of three women returning from parental leave.

There was also an increase in the percentage of women electing to return to work part-time following parental leave. Of the 13 women who returned to work in 2003/04, 10 elected to work part-time (77%). This compares to 19 women returning in 2003, with 11 electing to work part-time (58%)

As part of the 2003-2004 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 on the parental leave test case currently before it.

Work and Family Intranet Site

The Work and Family site on the Personnel Department intranet was reviewed and streamlined in March 2004. Information is now provided in a more user-friendly, accessible format. Additional links to external providers were also added to the site.

Fitness Facility

The RBA encourages a healthy lifestyle. In addition to supporting sporting events, the RBA operates a fitness facility at Head Office. The facility is available for use by staff at lunchtime and out of work hours. Staff desiring to use the facility must first attend a training session in the safe use of the equipment. Approximately 500 staff have received this training. During the year additional gymnasium equipment was purchased and pilates and yoga classes were offered from October 2003 onwards. At year end around 85 staff were attending these classes each week.



Staff undertaking a Pilates class at the Head Office Fitness Facility

3.4 INDIGENOUS AUSTRALIANS

Indigenous Australians continue to account for a very small proportion of staff, 0.7% in 2004, although this is up 0.1% from 2003. Steps taken to encourage more Indigenous Australians to apply for employment with the RBA include designating one Business Administration Traineeship position for an Indigenous Australian. This position was again successfully filled for 2004. The 2003 Indigenous Australian trainee was employed by the RBA at the end of her traineeship.

National Indigenous Cadetship Project

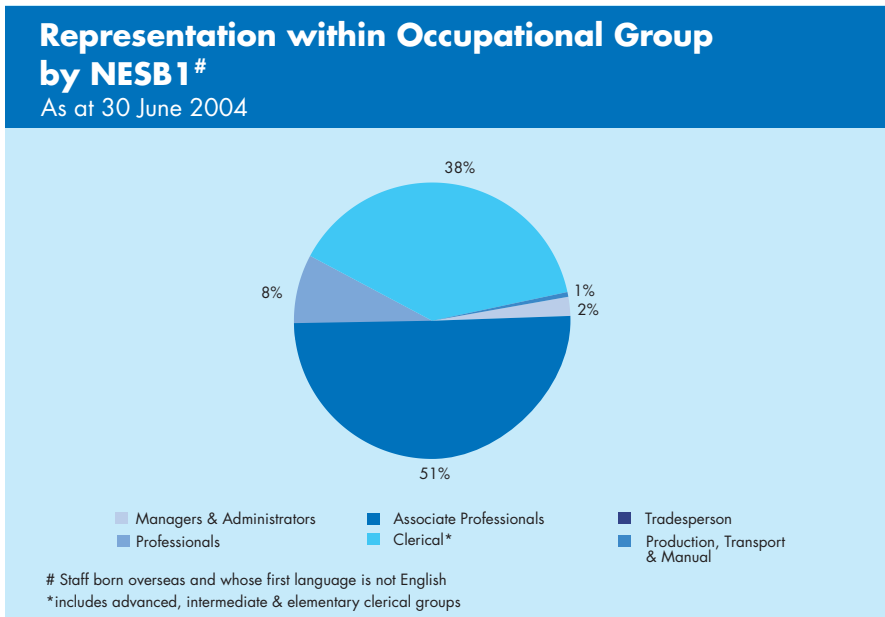
The feasibility of utilising the Australian Government’s *National Indigenous Cadetship Project* is also currently being investigated as an additional way of targeting Indigenous Australians for employment opportunities within the RBA.

NAIDOC Week

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

3.5 RACE-ETHNICITY

Representation at RBA



The percentage of staff who identified themselves as NESB1 (staff who are born overseas and whose first language is not English) has increased 1% from last year (21%). These employees are heavily represented in the RBA's information technology, accounting and audit departments and share a common characteristic of being more highly qualified than other staff in these areas. Consistent with the qualification levels found amongst the NESB1, an analysis of occupational groupings shows that 48% are represented in professional occupations. The graph also shows that 2% of this group are employed in management positions.

Business Writing Training

The RBA again offered staff Technical Business Writing and Today's Business Writing training to assist with career progression. The objective of the two-day Technical Business Writing course is 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. The training acknowledges the varying communication styles used by different cultures. In 2003/04, 18 staff who identified themselves as NESB1 attended a business writing course; five have since undertaken individual coaching as a follow up to the training. Business Writing Coaching was introduced for the first time in 2004.

Harmony Day

For the week leading up to 21 March 2004, the RBA supported and promoted *Harmony Day*. Staff were provided with information about the meaning of the day via the intranet, the staff magazine *Currency*, and staff newsletters. *Harmony Day* ribbons were also available for staff to wear and the staff café provided an array of international dishes throughout the week.

Cultural Awareness Workshop



2004 Managing Cultural Diversity training

Participants of the 2004 *Central Banking Management Program* undertook cultural awareness training in May 2004. Further workshops are currently being scheduled for the next reporting period including a two-day *Intercultural Interviewing Workshop* for the Staff Resourcing team.

3.6 PEOPLE WITH DISABILITIES

Representation at RBA

The figures for the representation of staff with disabilities have increased substantially from 2% last year to 8% in 2004. This can be explained by the revised equity and diversity form that was sent to all staff in April 2004. The form assisted in capturing staff who have acquired a disability since commencing at the RBA. This figure is still likely to be conservative as the definition of disability is subjective and fear of embarrassment may reduce the number willing to identify their disability.

Disability Action Plan: Access & Equity 2003-2005

The *Disability Discrimination Act 1992* (DDA) makes discrimination against people with disabilities, 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 DDA, 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.

In December 2003, the RBA launched its second action plan under the *Commonwealth Disability Strategy*. The objective of *Disability Action Plan: Access & Equity 2003-2005* ("the Plan") is to enable equal access to the RBA's policies, programs, facilities and services. It recognises that people with a disability, whether temporary or permanent, have a right to enjoy the same services and employment as all other members of our community.

While the first plan, *Disability Action Plan 1998*, focussed primarily on direct interaction with the public, the revised version takes a common approach to accountability arrangements for staff and for the public who use the RBA's services. The Plan also seeks to address common standards, for example, W3C internet guidelines to be considered for intranet development. The Plan retains the requirement to address the RBA's public interface arrangements via departments such as Note Issue, Banking, Facilities Management, Information and Systems & Technology, but also broadens its scope to address internal arrangements, with the consideration of staff with disabilities.

Monitoring & Evaluation

A consultative group of staff with known disabilities, together with a sub-committee of Diversity Contact Managers meet on a quarterly basis to monitor the progress of the implementation of the Plan. This group also acts as a forum for any new initiatives or issues in the workplace as they arise.

Responsibility for the annual monitoring and evaluation of progress against individual initiatives rests with the respective Heads of Department. Overall responsibility for the effective implementation of the Plan lies with Personnel Department and is part of the RBA's corporate responsibilities.



Disability Action Plan Consultative Group

Following the Office of Disability review of the *Commonwealth Disability Strategy* in 2004, and in line with the review of the RBA's *Workplace Diversity Plan 2001-2005*, the Plan will be reviewed in 2005.

Progress Reporting

The RBA's Equity & Diversity Policy Committee determined that the Plan would be incorporated into the RBA's *Workplace Diversity Plan 2001-2005*. Consequently the Equity & Diversity Annual Report is the platform for reporting on the progress of specific Plan initiatives. Highlights on the progress of several Plan initiatives are provided in this section of the report. Specific progress on each of the Plan initiatives is listed at Appendix 4.3.

Adjustments in the workplace

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 Consultant, OH&S.

An initiative introduced in 2003/04 has involved the Consultant, OH&S formally reviewing the environment of all staff with known disabilities on a six monthly basis, or on promotion or transfer. The aim is to identify any areas requiring assistance or improvements. As a result of the OHN surveys conducted in November 2003 and May 2004, a number of improvements have been made to the workplace. These include the installation of Induction Loops in the Head Office training rooms and permanent Braille markings in passenger lifts.



The Consultant, OH&S position is job-shared by Belinda Stapleton and Karen Thomas

As part of the personal details update, all staff were provided with the opportunity to advise if they require any assistive technologies or adjustment in their workplace.

Consultation

The RBA consults with disability groups, both internally and externally. Externally, representatives from The Spastic Centre, NILS (A Joint Venture between the Royal Victorian Institute for the Blind, The Royal Blind Society of NSW, and Vision Australia Foundation), Beyond Blue, Self Help for Hard of Hearing People, and Guide Dogs NSW have attended meetings at the RBA. Internally, the Disability Action Plan Consultative Group, and the Systems Accessibility Technical Group have provided input into various policies, procedures and applications.

Awareness

The RBA Disability Awareness Workshop continues to be held annually for staff and managers to raise the level of understanding and awareness in relation to identifying barriers for people with disabilities. The workshop also introduces strategies for overcoming these barriers. A total of 102 staff have attended these workshops since they were first introduced in 1999.

Specific disability workshops are currently being scheduled for the next reporting period. Two half-day workshops, *Beyond Blue and Understanding Psychological Problems in the Work Setting*, are to be piloted. Staff from the Disability Action Plan Consultative Group as well as participants from the 2004 *Central Banking Management Program* will be invited to the pilots. The sessions will provide information on identifying and managing staff suffering from depression or anxiety.

Brochure: Supporting Staff with Disabilities

The Disability Action Plan Consultative Group worked together with Personnel Department to create a disability awareness brochure, *Supporting Staff with Disabilities*. The brochure was sent to all staff in February 2004 and is available on the intranet. All new starters receive a copy as part of their induction.

International Day of People with a DisAbility

On 3 December 2003, the RBA celebrated International Day of People with a DisAbility. Information about the meaning of the day was provided via the intranet and the staff magazine *Currency*. Displays and information leaflets were also placed in the staff café.

Staff Magazine Feature Articles

In May 2003, two staff – Timothy Edwards and David Herridge – featured in the staff magazine *Currency*. Both staff members are profoundly deaf and have had cochlear implants. A film crew attended the RBA offices as part of a documentary on Timothy's implant. David also featured in the March edition in an article on the HR/Payroll system upgrade, having run training sessions for system users. Both David and Timothy attend the Disability Action Plan Consultative Group meetings.



Timothy Edwards



David Herridge



Access

Within Head Office, significant progress was made towards the completion of the Museum of Australian Currency Notes. In conjunction with this project, access for people with disabilities is being upgraded to both the general banking chamber and the museum.

Accessibility

Protocol

An accessibility protocol for software, hardware and applications was implemented in 2004. The intention is for the protocol to become a basic reference document that can be extended over time where necessary. It includes a checklist for web based applications using guidelines developed from World Wide Web Consortium (W3C), and non-web applications.

An inventory of the RBA's systems was undertaken in January 2004. Systems are ranked by priority level, and against the relevant accessibility standard. Accessibility improvements have initially been directed to the higher profile systems, e.g. RBA website.

For new applications or for applications requiring modification, the systems project initiation process now incorporates a step for the project manager to make an initial statement on how they will be addressing accessibility for a project. A report on accessibility is also required at the end of the project.

Accessibility Workshop

A workshop for Application Developers and Project Managers from Systems and Technology Department, designed to raise their awareness of application tools available to improve systems' accessibility, was piloted in December 2003. A second round of workshops was held in March 2004. Most Developers and Project Managers have now attended the workshop. Further workshops will be held to capture new starters.

Internet

The RBA continues to develop its website to meet the W3C Web Content Accessibility Guidelines. Examples of improvements made during 2003/04 include removal of background colours on some web pages to assist people with a vision impairment and additional alternative text for images to assist people that use screen readers.

Intranet

In 2004 the RBA's intranet home page was redesigned in accordance with the above accessibility guidelines. Staff with known disabilities were consulted and tested the site before it went live. The Economic Group, Risk Management, Systems & Technology, and Personnel sites were subsequently reformatted in line with the new home page.

e-learning

The RBA's e-learning modules were repurposed for accessibility. This involved the addition of an audio option to all courses and removing the requirement to download a shockwave player to play the course simulations.

SECTION 4: APPENDICES

APPENDIX 4.1 EQUITY & DIVERSITY POLICY COMMITTEE TERMS OF REFERENCE

Role

The role of the Committee is to assist the RBA to achieve its aims for equal opportunity in employment.

Functions

The Committee has the following functions:

- To make recommendations to the RBA on equity and diversity principles and policy.
- To keep under examination the development of an appropriate equity and diversity program for the RBA.
- 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
- RBA Representative – an employee nominated by the RBA.

| Equity & Diversity Policy Committee | | |
|---------------------------------------|-----------------|---------------|
| Chairperson | Bob Rankin | |
| Deputy Chairperson | Graham Rawstron | |
| RBA Representatives | Ric Deverell | Claire Warner |
| Union Representatives | Ersilia Celio | Anna Park |
| Co-opted Member | John Anderson | |
| Manager, Staff Relations & Conditions | Rob Thompson | |
| Secretary | Monica Walker | |

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

APPENDIX 4.2 SUMMARY OF DIVERSITY PLAN INITIATIVES

This section provides a summary of diversity initiatives as set out in *Workplace Diversity Plan 2001-2005*.

Gender

- Annually monitor 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 to 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 RBA'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 RBA'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 the RBA's website.

APPENDIX 4.3 DISABILITY ACTION PLAN PROGRESS

| | <i>Initiative</i> | <i>Responsibility</i> | <i>Due Date</i> | <i>Progress</i> |
|---|---|---|-----------------------|--|
| Employment Policies, Procedures & Practices | | | | |
| 1 | Review <i>Staff Handbook</i> , procedures, policies and guidelines to ensure compliance with the requirements of the <i>Disability Discrimination Act 1992</i> (DDA). | Personnel Department | August 2004 | The Recruitment and Selection, and Grievance Procedures sections of the Staff Handbook have been reviewed. The remaining documents will be reviewed in 2004/05. |
| Workplace Assessment & Reasonable Adjustment | | | | |
| 2 | The Occupational Nurse (OHN) is to formally review the environment of all staff with a known disability on a six monthly basis, or on promotion or transfer, in order to identify any areas requiring assistance or improvements. | Occupational Health Nurse Personnel Department | Immediately & Ongoing | Staff with known disabilities were surveyed in November 2003 and again in May 2004. Action on issues identified is ongoing. |
| 3 | Principles of reasonable adjustment applied in recruitment process to support individual needs and ability to pursue a career path. Reasonable adjustment considerations to be ongoing to include acquired disabilities after commencement of employment. | Personnel Department Supervisors Managers | Ongoing | Ongoing |
| 4 | Update the EEO form to better capture information on staff with disabilities. The form will be sent to all existing staff as a one off mail out, as well as to all new staff. | Personnel Department | February 2004 | The EEO form was updated in February 2004. On 30 April 2004, as part of the annual employee personal details data collection, a modified version of the form was sent to all staff. The revised form is given to all new staff on their first day at the RBA. Completion is voluntary. |
| Staff Awareness | | | | |
| 5 | Create a disability awareness information brochure. The brochure will be distributed to all staff and will also be included in the new starters induction pack. | Personnel Department | February 2004 | The brochure was drafted by Personnel Department together with the Disability Action Plan Consultative Group. All staff were sent a copy of the brochure in February 2004, which is also available on the intranet. A copy is given to all new starters. |

| <i>Initiative</i> | <i>Responsibility</i> | <i>Due Date</i> | <i>Progress</i> |
|--|--|---|--|
| 6 | Disability Awareness Training to be conducted annually, and on demand. | Personnel Department | April & ongoing A half day disability awareness workshop was held on 21 April 2004. |
| 7 | Training and development programs to include information on Disability awareness where they relate to the content of the program. | Personnel Department | April & ongoing Accessibility was covered in the Central Banking Management Program conducted in May 2004. Ongoing review. |
| Managing Grievances | | | |
| 8 | Review <i>Handling Grievances</i> guidelines to ensure compliance with the requirements of the <i>Disability Discrimination Act 1992</i> . | Personnel Department | March 2004 Handling Grievances was reviewed in May 2004 and is compliant with the <i>Disability Discrimination Act 1992</i> . |
| 9 | Consult with the Grievance Authority Chairman to ensure a good understanding of the Authority's processes | Personnel Department | March 2004 In March 2004 the Head of Personnel met with the Grievance Authority Chairman whose term was renewed for 2 years. To ensure the Chairman is kept up to date with RBA issues, a range of publications will be sent to him on a regular basis. This includes the Staff Magazine Currency, the Personnel Newsletter Staff Matters, and the FSU Newsletter. |
| Training & Development Programs | | | |
| 10 | The training nomination form to be modified to allow participants to notify any assistance that may be needed, eg. sight, hearing, mobility, dietary requirements, or any other related or additional needs. | Personnel Department | January 2004 The training nomination form was modified in December 2003. |
| 11 | Install induction loops in the Level 20 training rooms to assist staff with hearing impairments when attending training sessions | Personnel Department Facilities Management Department | July 2004 Induction loops installed in June 2004. |
| Technology | | | |
| 12 | Establish a technical group to consult staff with disabilities on accessibility to new, existing and modified hardware, software and applications. | Personnel Department Systems & Technology Department | November 2003 The Systems Accessibility Technical Group (SATG) held their first meeting in November 2003. The group consists of staff from Systems & Technology Department, Information Department, Personnel Department, and other departments with staff with known disabilities. The group meets quarterly; the last meeting for 2003/04 was held on 4 May 2004. |

| <i>Initiative</i> | <i>Responsibility</i> | <i>Due Date</i> | <i>Progress</i> |
|--|---|-----------------|---|
| 13 Develop a protocol for assessing new systems with respect to accessibility based on World Wide Web Consortium (W3C) Guidelines, or other appropriate standards. | Personnel Department Systems & Technology Department | February 2004 | The Protocol was drafted by Personnel Department and Systems and Technology Department. It was approved and implemented in March 2004. The Protocol is available on the intranet. |
| 14 Accessibility workshops to be conducted for Application Developers and Project Managers. | Systems & Technology Department | April 2004 | Accessibility Workshops were held in December 2003 and March 2004. A further course will be run towards the end of 2004 to capture new starters and other staff still requiring training. |
| 15 Any redesign of the RBA's software, applications, and intranet or internet sites to be undertaken with reference to W3C accessibility guidelines, in line with appropriate Commonwealth Government standards. | Systems & Technology Department Information Department | Ongoing | An inventory of the RBA's systems was undertaken in January 2004. Systems are ranked according to the different departments in the RBA, by priority level, and by relevant accessibility standard. Accessibility improvements have initially been directed to the higher profile systems (e.g. RBA's Website and RBA.net). A project manager from Systems & Technology Department was appointed in December 2003 to oversee this initiative. All accessibility improvements to any of the RBA's systems are reported to the project manager. |
| 16 Skillsoft, the RBA's online training software provider, to repurpose all SkillPort online learning modules for accessibility. | Personnel Department | March 2004 | All courses have been repurposed. The main tasks involved were to add an audio option to all courses and to remove the requirement of downloading a shockwave player to play the course simulations. |
| Building Access | | | |
| 17 Progressively implement building access recommendations in accordance with the Access Improvement Plan. | Facilities Management Department | Ongoing | Upgrading the six passenger lifts to comply with DDA will be implemented in 2004/05 capital works program. Toilets and fixtures on L14 will be upgraded to DDA requirement in the fit out project, for which tenders have been received. Anticipated construction will commence mid July and be completed by end September 2004. Toilets on L2 and L1 will be upgraded to DDA requirements as part of the fitout project. Anticipated L2 will be completed by June 2005 and L1 will be completed Jan 2006. |

| <i>Initiative</i> | <i>Responsibility</i> | <i>Due Date</i> | <i>Progress</i> |
|--|----------------------------------|--------------------------|---|
| 18 Redesign access to Sydney Head Office ground floor banking chamber and currency museum with consideration to equivalent access. | Facilities Management Department | July 2004 | Design of access lift to Banking Chamber and Currency Museum approved by the Bank. These access lifts will be installed by the Currency Museum fit out contractor end July 2004. |
| 19 Review existing security and emergency control policies, procedures and guidelines with the aim of ensuring equal access to the RBA's buildings for people with a disability. This is to include evacuation procedures. | Facilities Management Department | September 2004 | Security and emergency control policies and procedures are being reviewed to ensure they comply with DDA provisions. Building incident management procedures have been re-drafted accordingly. An emergency Management Working Group has been set up to review a wide range of issues and DDA/access will be a standing item on the agenda. |
| Equipment & Furniture Specifications | | | |
| 20 Review existing Purchasing Guidelines. Ensure future equipment and furniture purchases comply with the DDA | Facilities Management Department | July 2004 & Ongoing | New Procurement Guidelines section 3.4 refers to the DDA and its requirements in regard to procuring goods and services. The Furniture Guidelines in respect to the DDA will be reviewed in the next reporting period. |
| Service Agreements | | | |
| 21 Review service agreements. Ensure future agreements comply with the DDA. | All Departments | September 2004 & Ongoing | Ongoing |
| Currency Notes | | | |
| 22 Consult with disability consumer organisations when designing currency notes to assist people with disabilities to effectively differentiate between them. | Note Issue Department | Ongoing | There were no new notes designed in the 2003/04 financial year. |
| Consultative Group | | | |
| 23 Establish a consultative group to actively involve staff with disabilities in the development, implementation, monitoring and evaluation of the Plan. | Personnel Department | October 2003 | The first meeting after the launch of the Disability Action Plan was held on 23 Feb 2004. Meetings are held quarterly; the last meeting for 2003/04 was held on 18 May. |
| Information | | | |
| 24 Promote and enhance the availability of information in accessible formats. | All Departments | Ongoing | Ongoing |

| <i>Initiative</i> | <i>Responsibility</i> | <i>Due Date</i> | <i>Progress</i> | |
|--|---|--|--------------------|---|
| Supervisor & Manager Responsibilities | | | | |
| 25 | A survey to be developed and distributed to Managers and Supervisors to assess their understanding of roles and responsibilities on disability issues in the workplace. Conduct an analysis of the results to determine whether any further action is required. | Personnel Department Managers Supervisors | July 2004 | The survey was drafted in April 2004. Comments from the Disability Action Plan Consultative Group were incorporated into the second draft. The survey will be distributed in 2004/05. |
| Monitoring, Evaluation & Reporting | | | | |
| 26 | Heads of Department to annually monitor and evaluate the Plan objectives and initiatives of the Plan to ensure effective implementation. Results will be included in the Equity & Diversity Annual Report. | Heads of Department | Annually (July) | Diversity Contact Managers provided feedback on behalf of department heads in May 2004. |

APPENDIX 4.4 STATISTICAL DATA

Collection of Statistics

Section 6 of the *Equal Employment Opportunity (Commonwealth Authorities) Act 1987*, requires the collection of statistics on the following designated groups: women, people from non-English speaking backgrounds, Aboriginal and Torres Strait Islander peoples, and people with disabilities. The RBA collects the following statistics by designated group:

- Representation within Salary Ranges (See 4.4.1)
- Representation within Classification Level (See 4.4.2)
- Representation within Occupational Groups (See 4.4.3)
- Recruitment (See 4.4.4)
- Promotions (See 4.4.5)
- Resignations (See 4.4.6)
- Retirements (See 4.4.7)
- Non Contractor Salary Range
- Contractor: Salary Ranges, Location, Occupational Group
- Rehired Recruitment Numbers
- Staff Numbers: by Age Distribution, by Length of Service

In addition, statistics are also collected on: transfers; training; presentations at conferences; study; composition of selection panels; parental leave (including resumptions, resignations, hours of work); carer's leave; and, part-time work. Where available, these statistics are also presented by designated group to assist in the analysis of equity and diversity policies and practices.

ASCO codes

All positions in the RBA have been assigned an ASCO code, the standard developed by the *Australian Bureau of Statistics*. The assigned ASCO code is based on the skill/knowledge requirements of the job. There are eight groupings at the RBA:

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

APPENDIX 4.4.1

REPRESENTATION WITHIN SALARY RANGES

As at 30 June 2004
Number (% of Total Staff Within Salary Range)

| Salary | NESB1 | NESB2 | IA | PWD | Women | Men | Total Staff |
|-----------------------------|-------|-------|-----|-----|-------|------|-------------|
| Below \$20,000 | 3 | 8 | | 2 | 21 | 15 | 36 |
| | (8) | (22) | | (6) | (58) | (42) | |
| \$20,000 - \$29,999 | 4 | 8 | 2 | 1 | 22 | 11 | 33 |
| | (12) | (24) | (6) | (3) | (67) | (33) | |
| \$30,000 - \$39,999 | 23 | 6 | 1 | 7 | 46 | 31 | 77 |
| | (30) | (8) | (1) | (9) | (60) | (40) | |
| \$40,000 - \$49,999 | 33 | 19 | | 8 | 59 | 56 | 115 |
| | (29) | (17) | | (7) | (51) | (49) | |
| \$50,000 - \$59,999 | 33 | 33 | 2 | 11 | 74 | 79 | 153 |
| | (22) | (22) | (1) | (7) | (48) | (52) | |
| \$60,000 - \$69,999 | 17 | 16 | | 9 | 38 | 61 | 99 |
| | (17) | (16) | | (9) | (38) | (62) | |
| \$70,000 - \$79,999 | 27 | 4 | | 8 | 32 | 61 | 93 |
| | (29) | (4) | | (9) | (34) | (66) | |
| \$80,000 - \$89,999 | 17 | 3 | | 5 | 13 | 40 | 53 |
| | (32) | (6) | | (9) | (25) | (75) | |
| \$90,000 - \$99,999 | 3 | 10 | | 3 | 10 | 31 | 41 |
| | (7) | (24) | | (7) | (24) | (76) | |
| \$100,000 & over | 10 | 10 | 1 | 11 | 28 | 97 | 125 |
| | (8) | (8) | (1) | (9) | (22) | (78) | |
| TOTAL | 170 | 117 | 6 | 65 | 343 | 482 | 825 |
| | (21) | (14) | | (8) | (42) | (58) | |

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 4.4.2

REPRESENTATION WITHIN CLASSIFICATION LEVELS

As at June 2003 and 30 June 2004
Number (% of Total Staff Within Classification Level)

| Levels | NESB1 | | NESB2 | | IA | | PWD | | Women | | Men | | Total Staff | |
|------------------------|-------------|-------------|-------------|-------------|----------|----------|-----------|------------|-------------|-------------|-------------|-------------|-------------|-----|
| | 03 | 04 | 03 | 04 | 03 | 04 | 03 | 04 | 03 | 04 | 03 | 04 | 03 | 04 |
| L1 | 17 (33) | 17 (35) | 4 (8) | 5 (10) | 1 (2) | 2 (4) | 2 (4) | 5 (10) | 31 (60) | 31 (65) | 21 (40) | 17 (35) | 52 | 48 |
| L2 | 28 (31) | 32 (38) | 15 (17) | 11 (13) | | | 3 (3) | 7 (8) | 65 (73) | 58 (69) | 24 (27) | 26 (31) | 89 | 84 |
| GR | 11 (16) | 9 (15) | 12 (18) | 13 (21) | | | | 3 (5) | 18 (26) | 15 (25) | 50 (74) | 46 (75) | 68 | 61 |
| L3 | 34 (24) | 34 (24) | 24 (17) | 27 (19) | 2 (1) | 2 (1) | 4 (3) | 9 (6) | 86 (61) | 87 (61) | 55 (39) | 56 (39) | 141 | 143 |
| L3/4 | 8 (12) | 10 (14) | 9 (13) | 7 (10) | | | | 2 (3) | 14 (24) | 16 (23) | 44 (76) | 53 (77) | 58 | 69 |
| L4 | 39 (23) | 46 (26) | 20 (12) | 23 (13) | | | 5 (3) | 18 (10) | 64 (38) | 71 (40) | 106 (62) | 106 (60) | 170 | 177 |
| L5 | 12 (12) | 12 (11) | 12 (12) | 17 (16) | | | 3 (3) | 9 (8) | 26 (25) | 27 (25) | 77 (75) | 82 (75) | 103 | 109 |
| L6 | 3 (6) | 3 (7) | 5 (11) | 4 (9) | 1 (2) | | | 2 (4) | 14 (30) | 14 (31) | 33 (70) | 31 (69) | 47 | 45 |
| L7 | | | | 1 (5) | | 1 (5) | | 3 (14) | 3 (17) | 5 (23) | 15 (83) | 17 (77) | 18 | 22 |
| L8+ | 1 (6) | 1 (7) | 1 (6) | 1 (7) | | | | 3 (20) | | | 16 (100) | 15 (100) | 16 | 15 |
| L1-8+ TOTAL | 153 (20) | 164 (21) | 102 (13) | 109 (14) | 4 (1) | 5 (1) | 17 (2) | 61 (8) | 321 (42) | 324 (42) | 441 (58) | 449 (58) | 762 | 773 |
| OTHER STAFF | 9 (18) | 6 (12) | 7 (14) | 8 (15) | 1 (2) | 1 (2) | 2 (4) | 4 (8) | 12 (24) | 19 (37) | 38 (76) | 33 (63) | 50 | 52 |
| TOTAL | 162 (20) | 170 (21) | 109 (13) | 117 (14) | 5 (1) | 6 (1) | 19 (2) | 65 (8) | 333 (41) | 343 (42) | 479 (59) | 482 (58) | 812 | 825 |

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

KEY

| | |
|-------------|---|
| GR | Graduates hired in 2002/003 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. |
| 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 4.4.3

REPRESENTATION WITHIN OCCUPATIONAL GROUPS

As at 30 June 2003 and 30 June 2004
Number (% of Total Staff Within Occupational Group)

| Occupational Group | NESB1 | | NESB2 | | IA | | PWD | | Women | | Men | | Total Staff | |
|---|-------------|-------------|-------------|-------------|----------|----------|-----------|------------|-------------|-------------|-------------|-------------|-------------|-----|
| | 03 | 04 | 03 | 04 | 03 | 04 | 03 | 04 | 03 | 04 | 03 | 04 | 03 | 04 |
| Managers | 4 (5) | 4 (5) | 5 (7) | 7 (8) | 1 (1) | 1 (1) | | 7 (8) | 11 (15) | 18 (21) | 64 (85) | 68 (79) | 75 | 86 |
| Professionals | 81 (20) | 86 (21) | 49 (12) | 59 (14) | | | 8 (2) | 30 (7) | 130 (32) | 138 (34) | 272 (68) | 269 (66) | 402 | 407 |
| Associate Professionals | 12 (13) | 14 (14) | 16 (18) | 17 (17) | | | 3 (3) | 10 (10) | 35 (38) | 40 (40) | 56 (62) | 61 (60) | 91 | 101 |
| Advanced Clerical | 6 (23) | 6 (21) | 5 (19) | 5 (18) | 1 (4) | 1 (4) | 1 (4) | 1 (4) | 26 (100) | 27 (96) | | 1 (4) | 26 | 28 |
| Intermediate Clerical | 45 (28) | 48 (32) | 26 (16) | 23 (16) | 2 (1) | 3 (2) | 6 (4) | 13 (9) | 103 (63) | 95 (64) | 60 (37) | 53 (36) | 163 | 148 |
| Elementary Clerical | 13 (31) | 11 (26) | 6 (14) | 4 (10) | 1 (2) | 1 (2) | 1 (2) | 2 (5) | 27 (64) | 24 (57) | 15 (36) | 18 (43) | 42 | 42 |
| Tradespersons | | | 2 (25) | 2 (25) | | | | 1 (13) | 1 (13) | 1 (13) | 7 (88) | 7 (88) | 8 | 8 |
| Production, Transport & Manual | 1 (20) | 1 (20) | | | | | 1 (20) | | | | 5 (100) | 5 (100) | 5 | 5 |
| TOTAL | 162 (20) | 170 (21) | 109 (13) | 117 (14) | 5 (1) | 6 (1) | 19 (2) | 65 (8) | 333 (41) | 343 (42) | 479 (59) | 482 (58) | 812 | 825 |

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 4.4.4

RECRUITMENT

Year to 30 June 2003 and 30 June 2004
Number

| Occupational Group | NESB1 | | NESB2 | | IA | | PWD | | Women | | Men | | Total Staff | |
|--|-------|------|-------|------|-----|-----|-----|-----|-------|------|------|------|-------------|-----|
| | 03 | 04 | 03 | 04 | 03 | 04 | 03 | 04 | 03 | 04 | 03 | 04 | 03 | 04 |
| Managers | | | | | | | | | | | 1 | 1 | 1 | 1 |
| Professionals | 6 | 12 | 11 | 12 | | | | 6 | 14 | 37 | 29 | 50 | 43 | 87 |
| Associate Professionals | | | | 3 | | | | | | 2 | | 5 | | 7 |
| Advanced Clerical | | | 1 | | | | | | 1 | 1 | | | 1 | 1 |
| Intermediate Clerical | 1 | 2 | 2 | | | | | 1 | 3 | 4 | 6 | | 9 | 4 |
| Elementary Clerical | 4 | 2 | 4 | 2 | 1 | 1 | 1 | | 7 | 3 | 9 | 10 | 16 | 13 |
| Tradespersons | | | | | | | | | | | | | | |
| Production Transport & Manual | | | | | | | | | | | | 1 | | 1 |
| TOTAL | 11 | 16 | 18 | 17 | 1 | 1 | 1 | 7 | 25 | 47 | 45 | 67 | 70 | 114 |
| (% of Total Recruitment) | (16) | (14) | (26) | (15) | (1) | (1) | (1) | (6) | (36) | (41) | (64) | (59) | | |

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 4.4.5

PROMOTIONS

Year to 30 June 2003 and 30 June 2004
Number

| Occupational Group | NESB1 | | NESB2 | | IA | | PWD | | Women | | Men | | Total Staff | |
|--|-------|------|-------|------|-----|-----|-----|-----|-------|------|------|------|-------------|----|
| | 03 | 04 | 03 | 04 | 03 | 04 | 03 | 04 | 03 | 04 | 03 | 04 | 03 | 04 |
| Managers | | | | 1 | | | | | | 1 | 4 | 2 | 4 | 3 |
| Professionals | 4 | 9 | 2 | 5 | | 1 | 1 | 1 | 7 | 9 | 6 | 36 | 13 | 45 |
| Associate Professionals | | | | 1 | | | | | | 3 | 2 | 1 | 2 | 4 |
| Advanced Clerical | | | | | | | | | | | | | | |
| Intermediate Clerical | 3 | 2 | 2 | | 1 | | | | 11 | 4 | 9 | 2 | 20 | 6 |
| Elementary Clerical | | 1 | | | | | | | 2 | 1 | | | 2 | 1 |
| Tradespersons | | | | | | | | | | | | | | |
| Production Transport & Manual | | | | | | | | | | | | | | |
| TOTAL | 7 | 12 | 4 | 7 | 1 | 1 | 1 | 1 | 20 | 18 | 21 | 41 | 41 | 59 |
| (% of Total Promotions) | (17) | (20) | (10) | (12) | (2) | (2) | (2) | (2) | (49) | (31) | (51) | (69) | | |

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 4.4.6

RESIGNATIONS

Year to 30 June 2003 and 30 June 2004
Number (Percentage of Total)

| Occupational Group | NESB1 | | NESB2 | | IA | | PWD | | Women | | Men | | Total Staff | |
|--|-------|------|-------|------|----|----|------|------|-------|------|-------|-------|-------------|----|
| | 03 | 04 | 03 | 04 | 03 | 04 | 03 | 04 | 03 | 04 | 03 | 04 | 03 | 04 |
| Managers | | | | | | | | | | | 1 | 2 | 1 | 2 |
| | | | | | | | | | | | (100) | (100) | | |
| Professionals | 6 | 6 | 6 | 3 | | | | | 13 | 9 | 18 | 23 | 31 | 32 |
| | (19) | (19) | (19) | (9) | | | | | (42) | (28) | (58) | (72) | | |
| Associate Professionals | | | | 1 | | | | | 3 | 2 | 4 | 3 | 7 | 5 |
| | | | | (20) | | | | | (43) | (40) | (57) | (60) | | |
| Advanced Clerical | | | | | | | | | 1 | 3 | | 1 | 1 | 4 |
| | | | | | | | | | (100) | (75) | | (25) | | |
| Intermediate Clerical | | 2 | 5 | 3 | | | | | 20 | 7 | 8 | 5 | 28 | 12 |
| | | (17) | (18) | (25) | | | | | (71) | (58) | (29) | (42) | | |
| Elementary Clerical | | 2 | 2 | 1 | | | 2 | 1 | 3 | 1 | 4 | 3 | 7 | 4 |
| | | (50) | (29) | (25) | | | (29) | (25) | (43) | (25) | (57) | (75) | | |
| Tradespersons | | | | | | | | | | | 2 | | 2 | |
| | | | | | | | | | | | (100) | | | |
| Production Transport & Manual | | | | | | | | | | | | | | |
| TOTAL | 6 | 10 | 13 | 8 | | | 2 | 1 | 40 | 22 | 37 | 37 | 77 | 59 |
| (% of Total Departures) | (8) | (17) | (17) | (14) | | | (3) | (2) | (52) | (37) | (48) | (63) | | |

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 4.4.7

RETIREMENTS

Year to 30 June 2003 and 30 June 2004
Number

| Occupational Group | NESB1 | | NESB2 | | IA | | PWD | | Women | | Men | | Total Staff | |
|--|-------|----|-------|----|----|----|----------|----|-----------|----|-------------|------------|-------------|----|
| | 03 | 04 | 03 | 04 | 03 | 04 | 03 | 04 | 03 | 04 | 03 | 04 | 03 | 04 |
| Managers | | | | | | | | | | | 1 | 3 | 1 | 3 |
| Professionals | | | | | | | 1 | | | | 2 | 3 | 2 | 3 |
| Associate Professionals | | | | | | | | | | | 4 | 2 | 4 | 2 |
| Advanced Clerical | | | | | | | | | | | | | | |
| Intermediate Clerical | | | | | | | | | 2 | | | 1 | | 3 |
| Elementary Clerical | | | | | | | | | | | 2 | | 2 | |
| Tradespersons | | | | | | | | | | | 1 | | 1 | |
| Production | | | | | | | | | | | | 1 | | 1 |
| Transport & Manual | | | | | | | | | | | | | | |
| TOTAL (% of Total Retirements) | | | | | | | 1 (8) | | 2 (17) | | 10 (100) | 10 (83) | 10 | 12 |

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 |