

Equity & Diversity

Annual Report

2006



Reserve Bank of Australia



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**EQUITY
&
DIVERSITY**

**ANNUAL REPORT
2006**

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FOREWORD

This is the nineteenth annual report of the Reserve Bank of Australia (RBA) as required under the *Equal Employment Opportunity (Commonwealth Authorities) Act 1987*.

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.

In the past year, a new Workplace Diversity Plan 2006-2008 has been developed, in consultation with diversity contact managers and the RBA's wider staff. The initiatives in the new plan continue to be based around the five key principles of the Australian Government's disability strategy - equity, inclusion, participation, access and accountability. The new plan also includes for the first time the key area of age, with specific initiatives covering attraction and retention of older workers. It also incorporates disability action initiatives, which were previously embodied in a separate Access & Equity plan. The Plan's initiatives are outlined in section 4 of this report.

I am pleased to report that during the past year the RBA has continued to enhance its commitment to diversity through policies that support working parents as well as staff more generally, training programs that directly support the diversity plan, and identification of new ways to improve the workplace for its staff with disabilities.



Bob Rankin
Chairperson
Equity & Diversity Policy Committee

SECTION I: 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 program previously involved a five year Workplace Diversity Plan as well as a separate three year Disability Action Plan.

A new Workplace Diversity Plan 2006-2008 has been designed to incorporate the former disability action plan and now accommodates the additional key area of the ageing workforce, also highlighted by the Age Discrimination Act 2004. **Section 3** of this report provides more detail of the Workplace Diversity Plan.

Legislation

The table below details the legal obligations that underpin the diversity 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		
Racial Discrimination Act 1975	Privacy Act 1988	Occupational Health & Safety (Commonwealth Employment) Act 1991
Sex Discrimination Act 1984	Freedom of Information Act 1989	Disability Discrimination Act 1992
Human Rights & Equal Opportunity Commission Act 1986	Workplace Relations Act 1996	Commonwealth Disability Strategy 1999
Equal Employment Opportunity (Commonwealth Authorities) Act 1987	Age Discrimination Act 2004	

Responsibility for Equity & Diversity

Overall accountability for the RBA's equity & 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. In 2005/06, the Committee met four times to identify and discuss equity and diversity issues relevant to the RBA, monitor progress of



Equity & Diversity Policy Committee

initiatives under the diversity program and develop the new diversity plan. The Terms of Reference of the Committee are set out at **Appendix 4.1**.

Staff Training & Development Section, Personnel Department, provides support to the Equity & Diversity Policy Committee. The section researches diversity policy issues, disseminates equity and diversity information, liaises with Diversity Contact Managers and coordinates and monitors progress reports. Staff from the section also manage the Bank's interest in the Billabong Children's Centre, maintain links with the public and private sector in relation to equity and diversity matters and represent the RBA on the executive committee of the *NSW EEO Practitioner's Association* (NEEOPA).

The Head of each functional area is responsible for the implementation of the diversity program. They, or their Diversity Contact Manager, provide regular 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 invited 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. A revised version of the form sent to all staff in 2004 also provided an opportunity to receive details from staff who had acquired a disability since commencing at the RBA.

SECTION 2: HUMAN RESOURCE POLICIES AND PRACTICES

This section reports on 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 candidates many of whom join through the annual graduate, cadetship and traineeship recruitment programs. However, the Bank also attracts high quality recruits from overseas, a number of whom joined the staff during the year. Several initiatives have helped to provide employment opportunities to high school and university students. There has been a continuing emphasis on attracting more female candidates to the Bank. Although on-line remains the preferred method for applicants to receive information and to apply for positions, the option of forwarding and receiving written applications still remains.

Graduates and Cadets

Both the graduate and cadetship recruitment campaigns at the RBA continued to provide high quality applicants to departments. Opportunities were again advertised in the national press, graduate publications and web-based job boards and graduate career information sites, including those provided by university careers services. Graduate information packs were sent to honours students at universities Australia-wide.

The RBA continued its participation in *The Australasian Graduate Recruitment Benchmarking Study*. This provides information on graduate recruitment practices in over 100 organisations in Australia and New Zealand and 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) mostly have honours or higher level studies in economics, finance or closely related studies. Most graduates are recruited through the annual graduate recruitment program commencing in March, and from students completing the RBA *Cadetship Award*. The Bank also recruits information technology graduates to the program.

Thirty-six graduates began the *Graduate Development Program* in 2006. This represented around a third of all new employees. The intake included 13 students from the 2004/05 *Cadetship Award* which continues to play a significant role in attracting exceptional graduates to the RBA. Twenty four per cent of the graduates are women,

a decrease in comparison to the 38 per cent recorded in 2004/5 but consistent with the trend of earlier years.

Cadetship Award

Pre-employment programs are becoming an increasingly important part of recruitment efforts at the graduate level. The RBA's *Cadetship Award* provides two-months of work experience to students who have completed, to a high standard, a minimum of three undergraduate years of study. Financial support is provided during the honours year for cadets who are offered and accept a place on a future *Graduate Development Program*.

In 2005/06, 162 applicants were interviewed (101 men and 61 women) and 18 were accepted. Four were female and 14 were male. When compared to last year's intake, the number of female applicants fell by 18 per cent.

AXISS Scholarship Program

Participation in the *AXISS Scholar Program* continued in 2005/06. The Program is a government initiative administered by AXISS Australia (a division of Invest Australia), which facilitates partnerships between industry and universities to promote excellence in finance education. The Program provides an opportunity for talented finance or commerce students to undertake ten to fourteen weeks' paid work experience in the financial services industry. The scholarship is another effective way to source high calibre graduates and cadets for the Bank's Financial Markets Group. In 2005, the RBA accepted two AXISS scholars. Owing to declining sponsorship and other factors, the Government has decided that the program will cease at the end of the current year.

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. Each student completes a twelve-month paid work placement as part of their degree. The RBA continues to successfully place students from this program into the cadetship and graduate programs. Five of the 36 graduates recruited to the 2006 *Graduate Development Program* were for the Systems and Technology Department (4 men and 1 woman). This compares with only two graduates from the Systems and Technology Department in 2005.

Traineeships

For the past 20 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.



2006 Graduate Development Program participants

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. Every year, at least one Business Administration Traineeship placement is targeted at people with a disability and one at Indigenous Australians.

All of the 10 Business Administration trainees successfully completed the 2005 traineeship. The group consisted of 5 men and 5 women and included one person with a disability and one Indigenous Australian. Seven of the trainees gained full-time permanent employment with the RBA. A further 10 trainees (6 women, 4 men) were recruited in March for the 2006 program.

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 2005, the Print Design Traineeship was successfully completed by a woman. The traineeship was again offered in 2006 and a woman is currently undertaking the program.

Information Technology Traineeship

Information Technology (IT) trainees undertake training off-the-job one day per week. Four traineeships were offered in 2005 (3 men and 1 woman). The trainees are currently studying towards a Certificate IV in Information Technology (Network Management).

2.2 STAFF TRAINING & DEVELOPMENT

General Training

During 2005/06, 455 staff (52 per cent of all staff) attended some formal in-house training. This comprised 267 men and 188 women (53 per cent men and 41 per cent women). These figures exclude e-learning programs which are available to all staff throughout the year.



Business Writing course.

A number of new programs were trialed during 2005/06, including two mental health awareness workshops. The first workshop was attended by 25 staff and the second by 35 managers/supervisors. Lunchtime well-being workshops are also being considered for implementation late this year.

The RBA continued to provide ongoing Occupational Health & Safety training. A total of 145 RBA staff attended OH&S workshops. In addition, 54 senior staff (11 women and 43 men) participated in presentations on the legal responsibilities of managers for OH&S in the workplace.

Externally, Springboard continues to be offered, with 11 women attending the program during 2005/06. Other women's career management programs offered through the year include Career Resiliency and Xplore. One woman staff member has already completed Xplore whilst another woman staff member is currently participating in the Women in Finance mentoring program.

Staff Appraisal

Training and development issues continue to be a focus of the development plans incorporated last year in the RBA's staff appraisal form. The Bank also uses a 360 degree feed back tool in the graduate program and this year one functional group also decided to undertake a 360 degree feedback exercise. Specific management competencies will be highlighted and used for development purposes.

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, technical skills, professional presentations, time management, leadership and career management.

The program is reviewed every year and continues to be modified to meet changing needs. This year, a new session was offered on communication skills and a business writing refresher workshop was also included. Graduate orientation week was also modified with self-development workshops and a stronger emphasis on building a social support network between graduates. An interactive health session was also included this year which incorporated a basic health assessment covering essential nutrition and exercise.



2006 Graduate Development Program

Management Programs

In 2005, a total of 16 staff (10 men, 6 women) attended the Central Banking Management Program. The Program is one of the Bank's most senior development programs and in total 111 staff members have attended since its inception in 1996.

The New Managers Program captures staff who have recently been promoted to manager level. In 2006, there were 51 participants (36 men and 15 women) an increase of 23 staff from last year.

An Executive Development Program was developed and trialed during the year. This program was designed to incorporate a range of development options for the Bank's senior management group. Five senior staff attended external leadership programs and 10 attended an internal program to develop executive presentation/media skills. A further 13 senior staff (7 men and 6 women) attended an external leadership forum. It is envisaged the program will continue to explore a wider range of executive development opportunities.

E-Learning

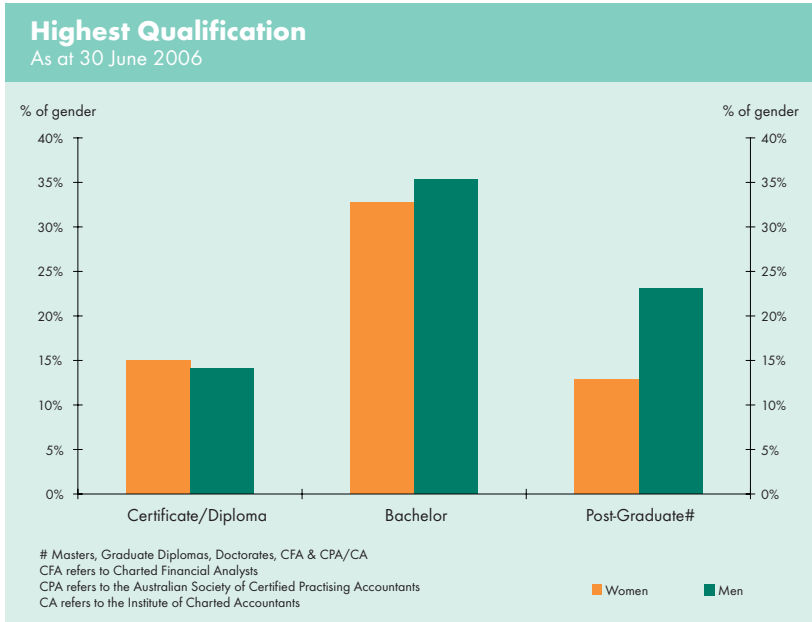
The RBA's extensive e-Learning program was reviewed this year. It now caters for a more flexible training arrangement with an overall reduction in on-line training and an increase in face-to-face sessions.

A specialised financial training program (Zoologic) was trialed this year and is currently being reviewed and evaluated for future use. A new on-line training initiative, the 'LearningRoom' was also introduced. This is designed to offer a further flexible training option to deliver information 'just-in-time' via email and is being used to improve induction and orientation programs for staff. A privacy module was introduced this year to the orientation program.

Educational Qualifications

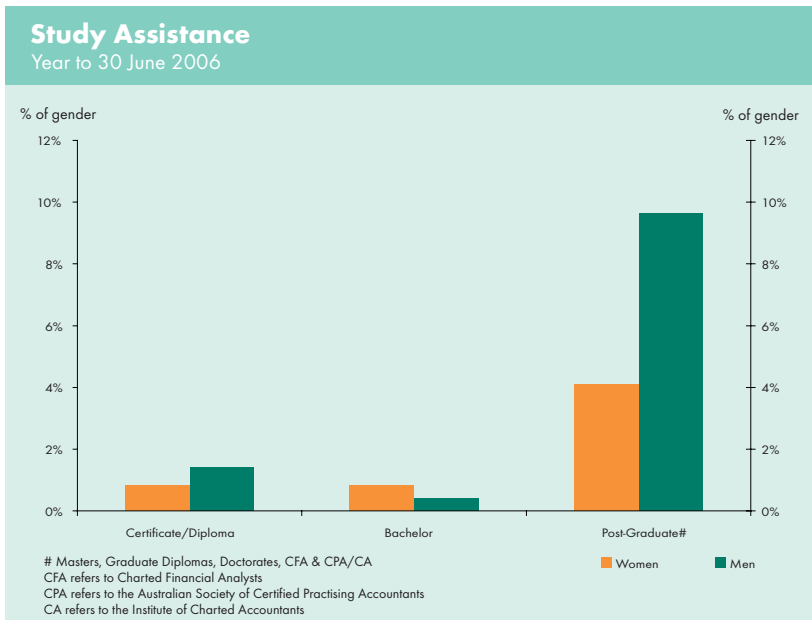
Sixty-seven per cent of staff were recorded as having a post-secondary or tertiary qualification for this reporting period, the same as in 2003. Of those staff who have a post-secondary or tertiary qualification, 27 per cent hold a post graduate qualification, the same as last year. Overall, 52 per cent of staff now hold a Bachelor Degree or higher.

Since 2002, the gap between men and women holding post-secondary qualifications has steadily been closing. In 2002, the gap was 19 per cent reducing to a 15 per cent gap in 2005 and 12 per cent this year. A significant gap still exists in post graduate qualifications where only 13 per cent of women this year held them, compared to 23 per cent of men.



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.



In 2005/06, 78 staff received study assistance (9 per cent of staff), little changed from 2004/05. Of these, 26 per cent were women (a rise of 3 per cent). Overall, 21 women (6 per cent of women in RBA) received study assistance of whom 15 have undertaken post-graduate study. The percentage of men who received assistance was 11 per cent, a slight decrease. The majority of staff (80 per cent) who received study assistance were studying at the post-graduate level. The gap between the number of men and women undertaking post-graduate study narrowed slightly in 2006.

2006 Bank Study Assistance Committee



Ric Battellino



Malcolm Edey



Phil Lowe



Graham Rawstron

2006 Part-Time Study Award Recipients



Graham Fuller



Paul Harvey



SamAt Kim



Danny Ma



Winnie Phung



David Smith

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 a small number of 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.

A total of 89 RBA staff have participated in the PGSA program. In 2006, the Bank Study Assistance Committee approved 6 full-time (3 men and 3 women) PGSA's. Six applicants for part-time study (5 men and 1 woman) were also successful. Three of the full-time PGSA award recipients are to commence studying at overseas institutions; they will commence their studies in 2006/07.

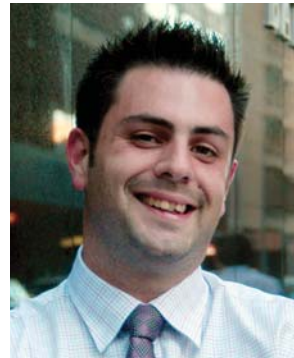
2006 PGSA Recipients



Bernadette Donovan



James Hansen



Gianni La Cava



Kylie Smith



Michelle Wright



Ivan Roberts

Certificate IV in Business Administration

The RBA continued to assist clerical staff in obtaining Certificate IV qualifications in Business Administration. For Head Office staff, the training was changed from one-day a month to a half-day per fortnight, but remains over 12 months and continues to be conducted on the RBA's premises. Five staff (3 women and 2 men) were studying towards the qualification during the reporting period. A further seven staff (4 men and 3 women) commenced the study program in 2006.

2.3 EMPLOYMENT POLICIES

This year, the RBA has implemented various initiatives agreed under the 2005/06 enterprise bargaining arrangements and has progressed consideration of other initiatives from the previous Workplace Diversity Plan. New areas of focus for employment policy included staffing policies for a business recovery site due to open at Norwest Business Park, Sydney, early in 2007/08. The RBA has also developed policies and procedures to meet its obligations to employees regarding superannuation in light of recent changes to related Commonwealth Government legislation.

Flexible working arrangements

Work continued on developing flexible working arrangements that would accommodate both the special needs of staff and the operational needs of the Bank in an emergency such as a flu pandemic. Work has commenced on developing a policy for staff wishing to continue working with the Bank but transitioning to retirement. Improvements were made to remote access to the Bank's computer systems and a policy developed to encourage some staff to install broadband internet connections at home.

Superannuation

In line with the introduction of Choice of Fund legislation, the Bank began offering choice of superannuation fund to employees in July 2005. Employees were given the option of remaining members of the Reserve Bank of Australia Officers' Superannuation Fund (OSF), the Bank's default fund, or electing to choose another fund. Members of the OSF are also permitted to split contributions made to their OSF accumulation accounts from 1 January 2006 with their spouse. This arrangement will assist families to maximize the benefits available in superannuation and provide an avenue for spouses to share in superannuation benefits.

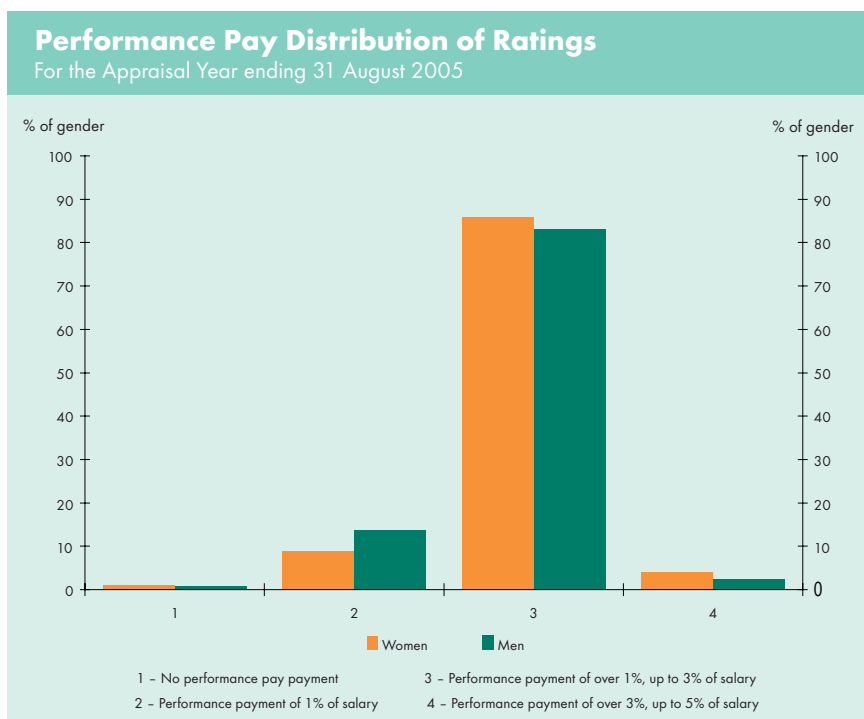
Enterprise Bargaining.

During the year, a new two year enterprise agreement between the RBA and the Finance Sector Union was certified by the Australian Industrial Relations Commission and implemented. It has a notional end date of 31 December 2006. Under the agreement, the RBA has:-

- Introduced an option for maternity leave to be taken at half pay;
- Extended paid paternity leave from one to two weeks;
- Increased the guaranteed period of part-time work available after parental leave from six to twelve months;
- Allowed employees to use their accrued personal leave for pre-natal medical consultations; and

- Prepared for introduction from mid-2006 of an Employee Assistance Program whereby employees will have access to professional guidance and counselling to assist them address personal and work related issues potentially affecting work performance.

Last year changes to performance appraisal and performance pay arrangements for EBA-covered staff were implemented. A new ranking scale provides for a percentage increase paid on actual salaries providing scope for more flexible rewards with the same budget constraints as in the past. In 2005/06, average performance pay outcomes were similar for men, women, people from a non-English speaking background, and people with disabilities.



Consultation

The principal means of providing information to staff about equity & diversity issues are via: Staff Matters, the staff newsletter, Currency, the monthly staff magazine and the Personnel Department intranet site.

The Equity & Diversity Report 2005, was distributed to staff via email, placed on the RBA's intranet and hard copies made available on request. Consultation with workplace unions continued during the year on various matters, including finalisation of new enterprise agreements, O H & S issues and proposed staffing arrangements at the RBA's business resumption site.

SECTION 3: WORKPLACE DIVERSITY PLAN

Since the RBA formally announced its commitment to equal employment opportunity in May 1984, six successive plans have been implemented and reported on to progressively achieve the objectives of the equity and diversity program. This year, the RBA has moved onto its seventh workplace diversity plan (“the Plan”), which differs slightly, as it expands to incorporate the initiatives of a previously separate **Disability Action Plan**. The five key principles of the *Disability Action Plan* – equity, inclusion, participation, access and accountability continue to underpin the new plan.

Workplace Diversity Plan 2006-2008

Development of the Bank’s 2001-2005 Plan incorporated five major areas which were deemed important to the Bank’s diversity initiatives. However, when developing the Bank’s 2006-2008 Plan, the aging workforce was identified as an additional key area in keeping with the recent Age Discrimination legislation passed in 2004.

RBA’s policies and practices continue to align themselves with the requirements of the *Equal Employment Opportunity (Commonwealth Authorities) Act 1987*, 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*.

The six key areas identified in the plan are:

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

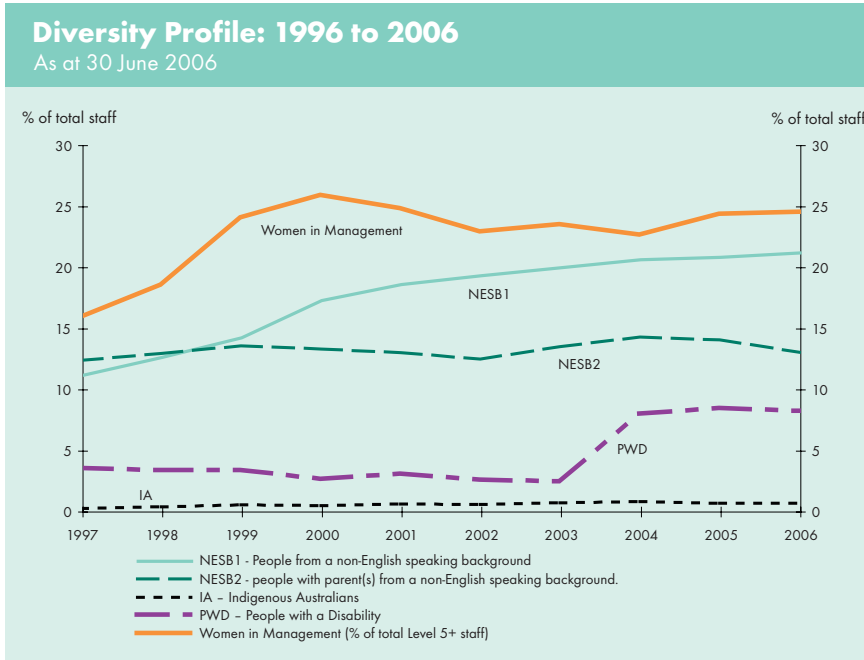
These key areas are covered under the following four broad headings:

- Recruitment & Selection
- Training & Development
- Positive Work Environment
- Work Organisation

A summary of the diversity plan initiatives relating to these areas is provided at **Appendix 4**.

3.1 WORKPLACE PROFILES

Diversity profile



The percentage of Indigenous Australians at the RBA has remained stable for the past 10 years. On the other hand, the percentage of women in management and staff from a non-English speaking background (NESB1) or whose parents are from non-English speaking backgrounds, has increased. The percentage of people with disabilities has remained constant after a substantial increase that followed an update to staff records in 2004.

Age

The median age of RBA staff is 37 years and has changed little in the past few years. Comparatively, the *ABS Labour Force Survey 2005* reveals that the median age for all occupations is 39 years. The percentage of RBA staff who are aged less than 35 years of age remains at 44 per cent. However, over the next ten years, 29 per cent of RBA staff will be eligible for retirement (aged 55).



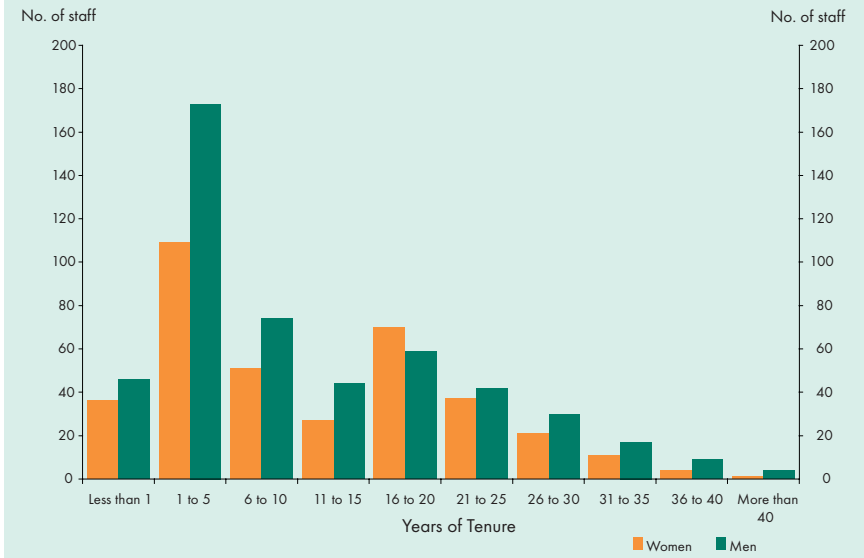
Tenure

The average tenure of RBA staff has increased to 12 years compared with 11 years for 2005. However, 57 per cent of staff still have less than 10 year's service, the same as last year and compared with 55 per cent in 2004 and 50 per cent in 2003. Similar to previous years, 20 per cent of staff have more than 20 years service and 57 per cent have more than five years service. There is a gender gap in favour of men in regard to length of service between the 16 to 20 year period of service, but the gap gradually closes with an increase in tenure beyond that period.

Graduate retention rates continue to be lower than for other new recruits but remain comparable to other financial institutions. Graduate retention rates will continue to be monitored with a view to identifying appropriate retention strategies especially in relation to women where retention is marginally lower than for men.

Tenure Profile

As at 30 June 2006



3.2 GENDER

Staff Numbers

The current number of staff for this reporting period is 865. As at 30 June 2006, women represented 42 per cent of total staff, the same as in 2005.

Occupational Groups

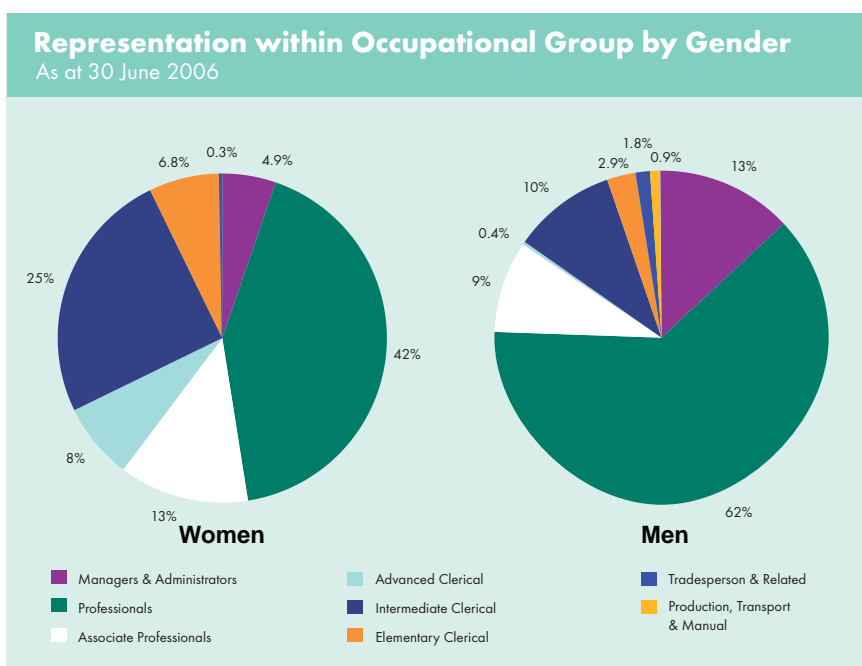
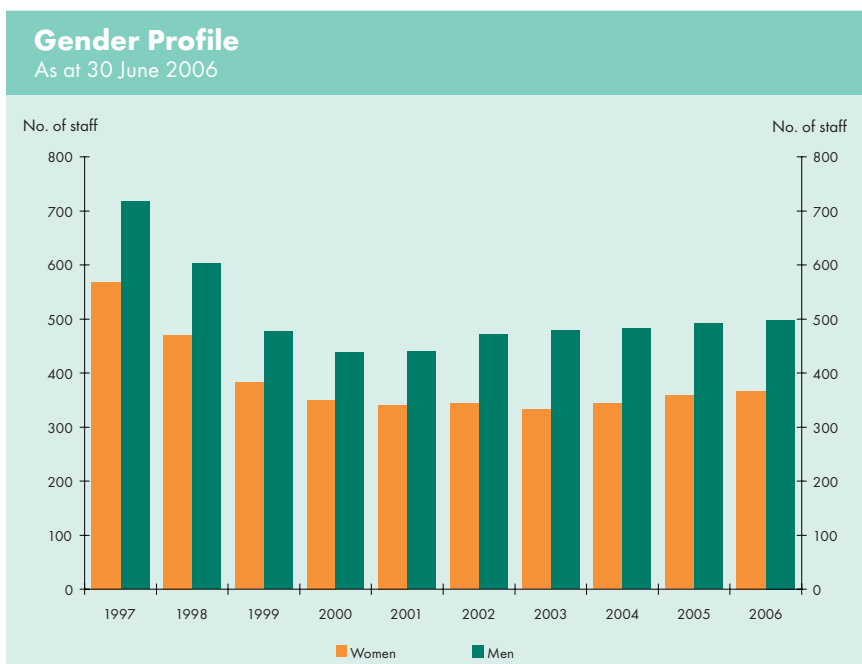
Gender representation in the various occupational groups continues to be monitored, as well as changes in occupational structure over time. The two main occupational groups are professional and clerical.

The percentage of women in clerical positions remains the same as in 2005, with 40 per cent of women employed in clerical roles compared to 13 per cent of men. There was a rise in women occupying professional positions to 42 per cent for this year (40 per cent in 2005).

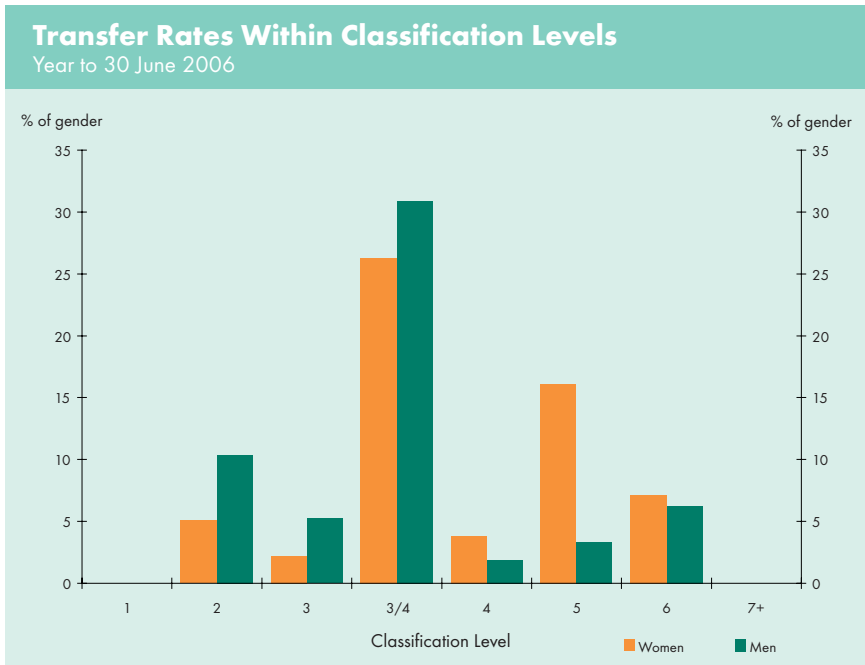
Women in Management

Five per cent of women at the RBA are employed in management positions, a decrease of 1 per cent from 2005. This compares to 13 per cent of men currently in management positions which is unchanged from 2005. Twenty-three per cent of all RBA management positions are held by women, again a decrease of 1 per cent from

2005, reflecting the resignation of 3 women within this reporting period. However, the overall increase of women in management positions within the last ten years has risen by 8 per cent. The Bank continues to investigate strategies to increase the proportion of women in management positions.



Transfers, Rotations and Secondments



Transfers and rotations within the RBA, including to overseas and regional offices, are an important means of staff development. Transfers are permanent appointments to a position. The number of staff transfers within the RBA for 2005/06 was 51, a slight decrease on a year ago. Of these transfers, 40 per cent were women and 60 per cent were men. Level 3/4 continues to be the most significant grade group to benefit from transfers, accounting for 43 per cent of the total transfers recorded during the year. This group comprises graduate economists and analysts who have completed the *Graduate Development Program*.

Rotations are temporary movements of staff. The number of staff rotations decreased from 64 last year to 54 this year (excluding trainees and graduates). With the exception of 2005 and 2002, the number of rotations has been steadily declining over the past seven years. Women represented 51 per cent of rotations. The Level 3/4 grade grouping again accounted for a significant (22 per cent) number of total rotations within the RBA.

Secondments to other institutions are also available. Over the past year, staff have worked at the Bank for International Settlements, the UK Financial Services Authority, the Bank of France, the Australian Treasury, the Australian Taxation Office, the Australian Prudential Regulation Authority and the Australian Securities and Investments Commission.

Graduate Recruitment

Graduate Development Program

In the 2006 recruitment drive, 454 applications were received for the *Graduate Development Program*.

The number of applications received increased by 80 from 2005. There were 164 applications from women and 290 applications from men. The ratio of women to men was similar to the last reporting period and continues to reflect the gender ratio of honours level enrolments in economics at Australian universities, the key target group for the RBA. The ratio of women to men accepted on the graduate program was 34:66 for 2005/6.

GRADUATE RECRUITS GENDER RATIOS				
Year	Women	Men	Total	Ratio
2006	11	21	32	34:66
2005	15	25	40	38:62
2004	8	21	29	28:72
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

A total of 162 applications (101 men and 61 women) were received for the 2005/06 cadetship award. Eighteen candidates accepted the Award, 14 men and 4 women. The gender ratio of 25:75 represents a decrease in female applicants by 18 per cent compared to 2005. There is also a reduction in the total of cadetships compared to last year.

Fourteen of the 18 cadets (11 men and 3 women) accepted offers to join the 2007 *Graduate Development Program*.

CADET RECRUITS GENDER RATIOS				
Year	Women	Men	Total	Ratio
2006	4	14	18	25:75
2005	9	12	21	43:57
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

Individual common law employment contracts, providing flexibility in remuneration, are offered to most staff as an alternative to coverage under the RBA's collective agreement. As at 30 June 2006, 65 per cent of staff were on individual employment contracts, compared to 62 per cent in 2005 and 53 per cent in 2002. Fifty-two per cent of women were on individual contracts compared to 74 per cent of men. In 2005/06, women in the RBA earned on average 99 per cent of what men earned; this is currently above the national average of 84 per cent.

STAFF ON INDIVIDUAL CONTRACTS			
<i>% of Gender by Occupational Group as at 30 June 2006</i>			
Occupational Group	Women (%)	Men (%)	Total (%)
Managers	95	97	96
Professionals	78	86	83
Associate Professionals	38	55	46
Clerical	23	20	22
Total Staff on Individual Contracts	52	74	65

Childcare Centre

This reporting year has seen a continuing focus on enhancing the RBA's commitment to working parents, particularly women returning to work from parental leave. The RBA's joint venture with Lend Lease Corporation Ltd, the Billabond Children's Centre, caters for a total of 66 children aged between 0 and 5 years; 20 of those places are



Billabond Children's Centre

reserved for the children of RBA staff members. There are currently 13 members of staff whose children use the Centre; these include 7 men and 6 women. Eleven of these staff members occupy professional or management positions. Salary sacrifice arrangements are available to RBA staff.

Parent Room

To complement the childcare centre, a Parent Room was first made available for use by staff last year. The room provides a private facility for women returning to work who would like to maintain breastfeeding. Staff on parental leave visiting the RBA that need a private space to breastfeed or change a nappy may also use the room. The room is well equipped and has been accredited by the *Australian Breastfeeding Association*.

3.3 WORK/LIFE BALANCE

Personal Leave

Personal Leave for caring purposes can be taken either on a half or full day basis. In 2005/06, it was used by 394 staff (46 per cent), a rise of 2 per cent from 2005. Of the staff who took the leave, 53 per cent were men, the same as last year. During the year, 50 per cent of women at the RBA used Personal Leave for caring purposes compared to 42 per cent of men.

Part-Time Work

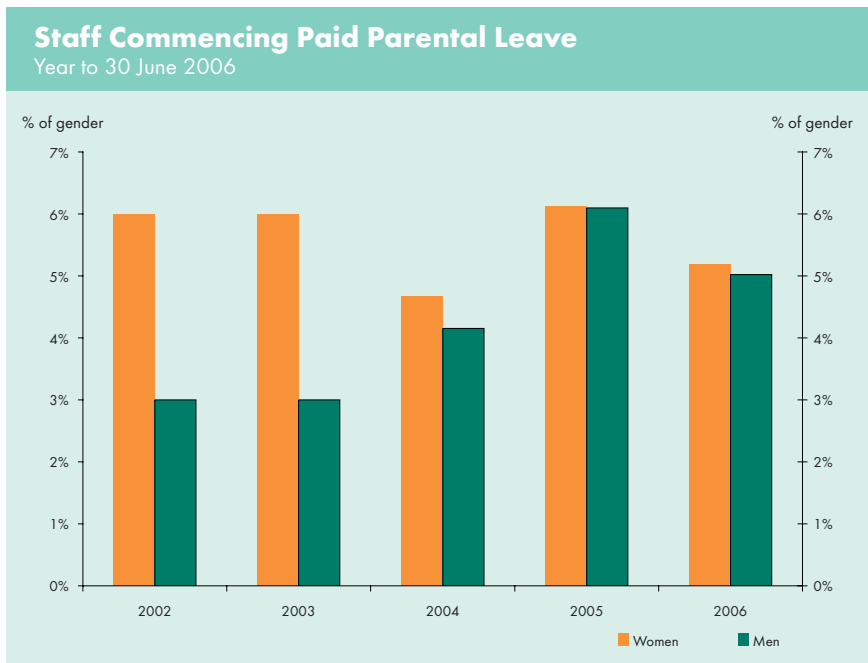
During the year, 61 staff worked part-time (55 women, 6 men) compared to 64 (59 women, 5 men) in 2005. The figures reflect mostly women who were on temporary part-time work arrangements.

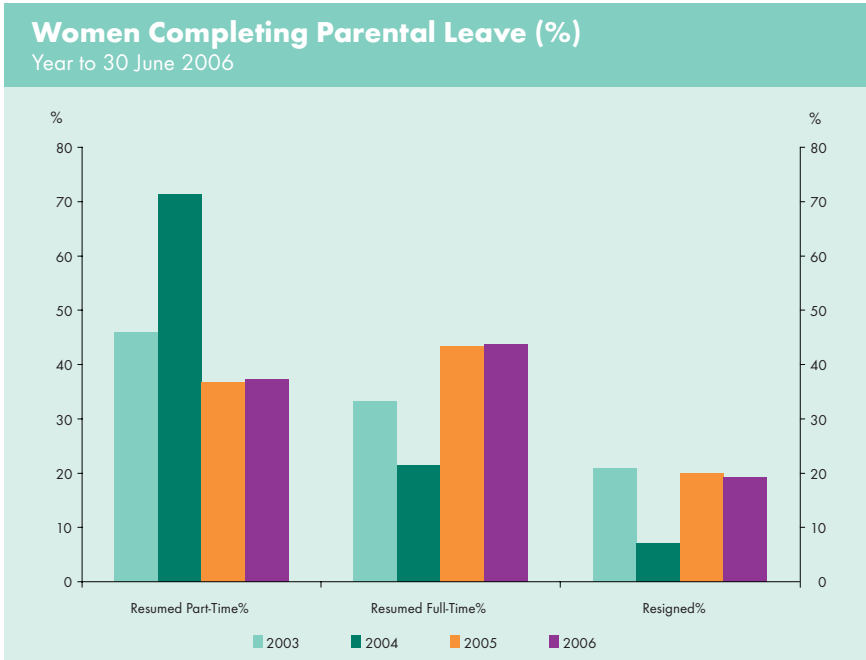
Parental Leave

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

During 2005/06, a total of 44 staff commenced paid parental leave (19 women and 25 men). There was a slight decrease of 1 per cent from 2005 but this was still higher than in 2004 when 36 staff commenced paid parental leave (16 women and 20 men).

For this reporting period, a total of 30 women returned from parental leave. Eleven of those returning resumed part-time while 13 resumed full-time work. This compares favorably with 14 women who returned in 2005 from parental leave of which 9 resumed part-time and two resumed full-time. An 80 per cent return rate was experienced in 2005/06 compared to 79 per cent for 2005. The percentage of women resigning prior to completing parental leave for this reporting period was 20 per cent, 1 per cent lower than for 2005.





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 600 staff members received this training during 2005. During the year, 94 staff members attended weekly pilates and yoga classes.



3.4 INDIGENOUS AUSTRALIANS

Staff who have identified as Indigenous Australians continue to account for a very small proportion of staff (0.6 per cent in 2006).

Business Administration Traineeship

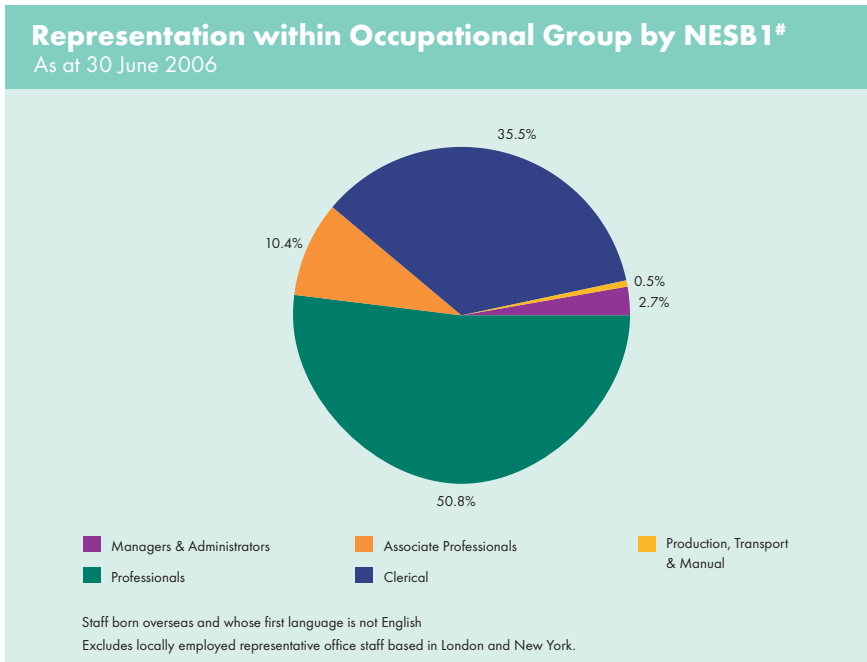
At least one Business Administration Traineeship continues to be designated for an Indigenous Australian to encourage a higher representation at the RBA. The feasibility of utilising the Australian Government's *National Indigenous Cadetship Project* continues to be explored as an additional way of targeting Indigenous Australians for employment opportunities within the RBA.

NAIDOC Week

As one way of recognising Indigenous culture and promoting to staff NAIDOC (National and Aboriginal Islander Day Observance Committee) week in July 2006, the RBA took the opportunity to highlight forthcoming events for NAIDOC by creating a banner on the intranet site to provide access to the NAIDOC website.

3.5 RACE-ETHNICITY

Representation at RBA



The percentage of staff who identified themselves as NESB1 (staff who were born overseas and whose first language is not English) remained at 21 per cent for this reporting period. The NESB1 group are represented in the professional occupational category. There was an increase in the Associate Professional category to 10.4 per cent and similar to 2005, 2.7 per cent are currently employed in management positions.

Business Writing Training

The RBA again offered training to staff in business writing to assist with career progression. A Technical Business Writing refresher course was offered this year which was aimed at building on last year's two-day Technical Business Writing skills program.

The Bank acknowledges the varying communication styles used by different cultures. Hence, a variety of business writing courses was offered to reflect the more technical nature and culture of the Bank. One such course was a Grammar Writing Skills Workshop, attended by 6 members of staff who had identified themselves as NESB1.

Harmony Day

For the week commencing 21 March 2006, 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.



Harmony Day

3.6 PEOPLE WITH DISABILITIES

Representation at RBA

The number of staff who have identified as having a disability remains at 8 per cent in 2006. The national figure for people with disability in the workplace is currently 17 per cent; 12 per cent of this national figure are employed by organisations who made special arrangements to accommodate people with disability in the workplace.

Disability Initiatives: Workplace Diversity Plan 2006-2008

The Bank's *Workplace Diversity Plan 2006-2008* differs from previous plans, in that it incorporates initiatives previously embodied in a separate Disability Action Plan. Nevertheless, the initiatives continue to draw on the principles that underpin the Commonwealth Disability Strategy.

A review of the *Commonwealth Disability Strategy* was commenced in 2005. This government initiative is part of a ten year plan under which Commonwealth agencies develop Disability Action Plans in alignment with the *Disability Discrimination Act 1992*. At this, time a new Commonwealth strategy has not been developed. However, the Bank intends to review the disability initiatives in its plan once the strategy is released.

People with disabilities is one of the key diversity areas around which the new Workplace Diversity Plan 2006-2008 is built. The other areas are gender, work/life balance, Indigenous Australians, race-ethnicity and mature workforce. Two groups – the Disability Action Plan Consultative Group (DAPCG) and the Systems Accessibility Technical Group (SATG) – meet quarterly to monitor the implementation of the Plan in respect of disability initiatives and assistive technology. The Plan and the related initiatives are listed in Appendix 4.

Membership of Employer Disability Group

The RBA continues to be a member of a not-for-profit employer disability group 'Employers Making a Difference' (EMAD). The membership provides the RBA with a strategic business partner to assist in the development of disability initiatives as well as an additional resource for staff.

Awareness

Training & Development

The RBA sources suitably experienced external providers to assist with its annual disability awareness program. The Bank is currently working with 'People with Disability' to develop awareness programs for frontline customer service and facilities

staff as a proposed area of focus in 2006/07. More information will be available in the next reporting period.

Mental Health Awareness workshops were also conducted with 25 staff attending a 1 hour awareness session and 35 managers/supervisors attending a 3 hour workshop. The Bank plans to extend the mental health awareness series to incorporate other health and wellbeing topics to be offered during lunchtime workshops during 2006/07.

Brochure: Supporting Staff with Disabilities

In 2006, the disability awareness brochure *Supporting Staff with Disabilities* was updated in keeping with the new Workplace Diversity Plan 2006-2008. The brochure was distributed to all staff and is available on the Bank's intranet site. All new starters will also receive the brochure as part of their induction.

International Day of People with a DisAbility

The RBA once again celebrated International Day of People with a DisAbility on 3 December. 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.

Access

Work is continuing on a new data centre in basement level 2. This project is compliant with the Building Code of Australia and Disability Discrimination Act requirements and includes access ramps to the data centre and it's 'flight deck'. During the next reporting period an investigation of the feasibility of improving access to the lift lobby will be explored.

Assistive Technologies

Assistive technology is a general term for specialised hardware and software designed for use by people with disabilities who are normally unable to use standard PCs either permanently or for a period of time. The Bank is currently establishing a facility or "test lab" to test systems for compatibility with assistive technology. The test lab will accommodate the more commonly used assistive technologies. This not only ensures compatibility of the Bank's systems with assistive technology but encourages RBA's own system developers to become familiar with assistive technology. To raise awareness of the test lab, staff have been surveyed about their knowledge of assistive technology and encouraged to identify whether they require the use of such technology.

The Bank has also introduced a new Computer Based Training course which offers a wide range of accessibility topics and again enables the Bank's own developers to expand their skills in catering for different levels of system accessibility.

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.

The members nominated by the Union and the RBA may each have an alternate. The Manager, Staff Relations & Conditions Section, Personnel Department, participates

Equity & Diversity Policy Committee		
Chairperson	Bob Rankin	
Deputy Chairperson	Graham Rawstron	
RBA Representatives	Ric Deverell	Claire Warner
Union Representatives	Ersilia Celio	Rekha Pillay
Co-opted Member	John Anderson	
Manager, Staff Relations & Conditions	Rob Thompson	
Secretary	Suzanne Fawcus	

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 THE WORKPLACE DIVERSITY PLAN INITIATIVES 2006-2008

This section provides a summary of Plan initiatives:

Recruitment and Selection

- Monitor processes to identify and remove potential barriers to female applicants and appointments (or career progression).
- Consider initiatives to encourage female applicants for Graduate Program.
- Investigate options for recruiting more Indigenous Australians, e.g. at Head Office and the Business Recovery site.
- Identify and remove barriers to continuing employment/recruitment of mature age workers.
- Monitor initiatives in the Graduate Development Program designed to enhance the scope for advancement of female graduates into management positions over time.
- Advertise vacancies throughout the Bank and externally to increase the potential for a wider and more diverse pool of applicants.
- Provide access for applications both electronic and print media.
- Survey staff returning from parental leave re their access to information while on leave and remedy if appropriate.
- Monitor position descriptions to ensure they do not discriminate directly or indirectly e.g. qualification requirements.
- Review effectiveness of PD representatives on selection panels and conduct 'refresher' awareness sessions if necessary.
- Review and alter as necessary the existing panel training material to ensure adequate and accurate information is included in relation to discrimination and diversity.
- Ensure that panel members are aware of the 'reasonable adjustment' requirement in the *Disability Discrimination Act 1992 (DDA)*.
- Review recruitment and selection processes and where necessary make changes to ensure compliance.
- Develop policies on employing mature-age workers and staff in transition to retirement.
- Review induction arrangements as they will apply to new staff recruited or transferred to the BRS and implement new arrangements as required.
- Monitor induction arrangements and ensure that reasonable adjustments are made where necessary and advise that the appropriate information is forwarded to management.
- Review current induction program to ensure it satisfies a variety of learning styles.
- Implement programs that support diverse cultures in the workplace and promote a positive environment.

Training and Development

- Consult with managers, supervisors and staff about training needs and review programs for suitability and relevance.
- Develop and implement suitable strategy for including staff at BRS in mainstream training and encourage participation.
- Continue to assess Training & Development strategies against those of benchmark employers.
- Review appraisal results to assess whether training needs have been raised and/or addressed.
- Consider amending development plans to encourage staff to report on skills enhanced/developed during the year.
- Make information on training policy and programs readily available to all staff
- Analyse training data by designated group and location to identify any areas of possible disadvantage and address accordingly.
- Conduct training annually for Grievance Contact Officers and Diversity Contact Managers.
- In developing programs ensure that the diverse needs of staff are considered whether they are cultural, religious, family responsibilities or disability.
- Conduct training programs at the BRS for Head Office staff and BRS staff where practicable.
- Extend disability awareness training to staff in customer service and facilities management roles to improve services.

Positive Work Environment

- Assist staff to better balance work and their responsibilities by introducing practical flexible work arrangements.
- Promote the Billabond Children's Centre to support staff with young families in the workplace.
- Assist staff with disabilities to maximise productivity and where appropriate provide support.
- Manage adjustments in the workplace and tailor flexible work options to meet staff needs and the Bank's requirements.
- Ensure awareness of the Bank's Parent Room facility in Head Office.
- Continue to implement the Building Access Plan as opportunities arise.
- Raise staff awareness in the importance of both physical and emotional wellbeing
- Implement Employee Assistance Program (EAP).
- Monitor policies on discrimination and harassment to ensure that they are working effectively.
- Monitor changes to legislation and review for impact on Bank policies and relevant training.
- Provide ongoing education to all staff about Bank and individual responsibility under workplace legislation.

- Maintain effective consultation processes e.g. with staff through various consultative committees, information sessions and the Occupational Health Nurse.
- Review current grievance procedures in the light of the standard under the Work Choices legislation.
- Assess accessibility of grievance procedures to all staff and improve where necessary.

Work Organisation

- Monitor proposals for restructuring to ensure staff affected are treated equitably.
- Collect data on number of staff working flexible hours and survey them re access to promotion and training opportunities.
- Review policy to allow staff appointed to permanent part-time roles to be able to transfer to full-time roles at level without need for merit selection.
- In reviewing proposals for redesigned/new jobs, raise awareness of managers of the benefits of organising position responsibilities in a manner that enables staff to balance work and personal/family responsibilities.
- Provide information to managers/supervisors to assist them in managing flexible work requests.
- Identify key positions sensitive to loss of incumbent through retirement or resignation and suitable replacements.
- Use opportunities such as higher duty, new work e.g. BRS or projects to train suitable replacement(s).

This section provides a summary of Diversity initiatives:

* Green text denotes areas of focus for 2006/07

Gender

- Investigate options for promoting the Bank as an employer of choice for women at Universities e.g. female social clubs.
- Monitor annually recruitment and selection processes for possible barriers to female applicants for employment and promotion.
- Investigate/implement coaching programs for female graduates and senior managers where it could enhance their prospects for advancement to management/senior management positions.
- Review effectiveness of Springboard and Xplore programs as career development support programs by surveying staff who have participated in these programs as to their effectiveness.
- Implement as part of the Executive Development Program, suitable programs that enhance the skills of female managers to progress to more senior management roles.

- Provide opportunities for female staff to be exposed to role models from external organisations.
- Review the degree of access female staff on parental leave have to information on job vacancies and improve where practicable.
- Continue to investigate flexible work options that assist female staff to return to work or balance current job responsibilities with family/carer's responsibilities. Take into account any special circumstances e.g. working at BRS.
- To preserve privacy, improve arrangements for interested staff to request a maternity Leave Pack via the PD Intranet.
- Investigate and review the possibility of conducting a seminar – 'Preparing for and Returning from Parental Leave'.
- Improve reporting mechanisms especially for women on parental leave and extended other leave to assist further development of policy on flexible work options.
- Review PD Intranet for ease of locating HR policies and information. Consider scope to provide external access to PD site for staff on extended leave.

Indigenous Australians

- Maintain designated traineeship position with mentoring support. Consider scope for traineeship at BRS and offer second traineeship if demand warrants.
- Investigate scope to offer work experience to indigenous students as a way to establish familiarity with the RBA as an employer and to provide a potential candidate for the traineeship position.
- Monitor the use of the Commonwealth Indigenous Cadetship Program by other organisations in terms of its effectiveness in attracting recruits. Monitor potential opportunities across the Bank for a suitable position.
- Investigate data on indigenous students enrolled in RBA-relevant undergraduate or post graduate programs.

Mature Workforce

- Investigate current obstacles to staff wishing to continue working with the Bank but in transition to retirement and propose options to overcome them.
- Develop a policy to cover 'transition to retirement' for current employees.
- Ensure policy implementation includes an awareness program.
- Review current recruitment/selection and flexible work policies to identify possible obstacles to the recruitment of mature-age workers.
- Review the role of the Bank's medical guidelines and ensure that they do not discriminate against mature-age applicants.
- Review training data to identify where existing mature-age workers might benefit from training opportunities.
- Benchmark recruitment, flexible work and training policies in competitor organisations for ways to improve emerging Bank policy in this area.
- Investigate whether some types of jobs are better suited to mature-age employees needs e.g. jobs with no travel, jobs with fixed hours and work requirements.

People with Disabilities

- Occupational Health Nurse to conduct regular review of workplace issues with staff with disabilities for input to policy development and workplace adjustments.
- Make information on training programs more accessible by implementing new systems for alerting staff to new programs (I-alert).
- Purchase suitable training package to improve accessibility for the Bank's in-house software developers.
- Review induction information to ensure it is being provided to staff in accessible formats.
- Develop and implement in conjunction with external service providers a training module covering disability.
- In consultation with staff, investigate developing profiles of common disabilities relevant to the Bank as part of an effort to raise awareness of disability issues.
- Re-issue the information booklet on disabilities to staff as part of releasing the new Diversity Plan.
- Conduct disability awareness sessions for staff, including customer service and facilities management roles.
- Ensure information on the Bank's grievance procedures is available on PD's Intranet and is accessible by all staff.
- Investigate opportunities for work experience for high school and TAFE students with a disability.
- Inform departments annually of computer-related equipment that is available to address staff with a disability.
- Continue consultation with staff with a disability on initiatives such as the Diversity Plan to assist with their effective implementation.
- Establish a 'test lab' environment for assessing the suitability of computer related accessibility devices.
- Survey staff regarding disabilities to raise awareness and improve disability access features of 'test lab'.
- Monitor changes to the World Wide Web consortium (W3C) guidelines and update the Bank's systems accessibility protocol as necessary.
- Continue to improve the accessibility features of the Bank's internal and external web sites.
- Continue to consult with Systems Accessibility Technical Group (SATG) and Disability Action Plan Consultative Group (DAPCG) on technology and disability aspects of the Diversity Plan.
- Extend facilities to more conference/meeting rooms to accommodate people with hearing impairment.
- Monitor the EEO information form for new employees to ensure that it continues to capture details on disability.

Race-ethnicity

- Review staff training programs and communication re training programs to ensure they do not include direct or indirect barriers to staff participants.

- Monitor induction and probation arrangements to identify behaviours that have the potential to create a hostile environment for some groups.
- Review content of appraisal information for supervisors to ensure that importance of making allowance for different cultures is included.
- Promote technical writing programs to improve English Language writing skills and also investigate suitable verbal communication programs.
- Include segment on cross-cultural awareness in the Bank's mainstream training programs.
- Provide training/information session options to areas requesting assistance with cultural awareness issues.
- Review information on grievance procedures to ensure that it is provided in appropriate languages.
- Monitor the EEO information form for new employees to ensure that it continues to capture details on race/ethnicity.
- Provide English language skills training where necessary to improve career prospects of staff.

Work/Life Balance

- Investigate and implement where suitable options for annual leave at half pay or a 48/52 purchased leave scheme that provides scope for staff to better balance work and family responsibilities.
- Investigate scope to adopt provisions of *parental leave test case* that provide for part-time work until child reaches school age.
- Monitor quality and use of parent room and maintain accreditation, review return to work kits for relevance of information.
- Investigate further options to promote use of the Billabond Children's Centre to Bank staff and options for assisting with childcare at the Business Recovery Site.
- Review effectiveness of PD Intranet site on Work and Family by measuring how often it is accessed and for what purpose.
- Monitor work from home arrangements to ensure they continue to meet the Bank's operational requirements and the needs of staff.
- Pilot a working parents' forum to provide networking opportunities for these staff and encourage attendance by staff on LWOP by providing access to childcare at no cost to the parent.
- Review operation of personal leave arrangements in light of introduction of Work Choices legislation and consider whether to change where necessary.
- Investigate possibility of Bank providing a day's paid leave per year for staff to work for a charity or community – based organisation.
- Investigate feasibility of providing a link to the PD Intranet that is accessible to staff from outside the Bank so that staff have access to information while away from the Bank.

APPENDIX 4.3 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 (4.3.1)
- Representation within Classification Levels (4.3.2)
- Representation within Occupational Groups (4.3.3)
- Recruitment (4.3.4)
- Promotions (4.3.5)
- Resignations (4.3.6)
- Retirements (4.3.7)
- 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, these will be reviewed in the next reporting period.

Occupational Group
Managers
Professionals
Associate Professionals
Tradespersons
Advanced Clerical
Intermediate Clerical
Elementary Clerical
Production, Transport & Manual

APPENDIX 4.3.1

REPRESENTATION WITHIN SALARY RANGES

30 June 2006
Number (% of Total Staff Within Salary Range)

Salary	NESB1	NESB2	IA	PWD	Women	Men	Total Staff
Below \$20,000	3	1		1	11	9	20
	(15)	(5)		(5)	(55)	(45)	
\$20,000 - \$29,999	3	5			22	18	40
	(8)	(13)			(55)	(45)	
\$30,000 - \$39,999	20	9	1	4	41	20	61
	(33)	(15)	(2)	(7)	(67)	(33)	
\$40,000 - \$49,999	27	13	1	9	53	34	87
	(31)	(15)	(1)	(10)	(61)	(39)	
\$50,000 - \$59,999	27	18	1	10	71	81	152
	(18)	(12)	(1)	(7)	(47)	(53)	
\$60,000 - \$69,999	25	24	1	15	61	73	134
	(19)	(18)	(1)	(11)	(46)	(55)	
\$70,000 - \$79,999	27	12		11	41	58	99
	(27)	(12)		(11)	(41)	(59)	
\$80,000 - \$89,999	20	5		6	15	36	51
	(39)	(10)		(12)	(29)	(71)	
\$90,000 - \$99,999	18	4		2	16	34	50
	(36)	(8)		(4)	(32)	(68)	
\$100,000 & over	13	21	1	12	36	135	171
	(8)	(12)	(1)	(7)	(21)	(79)	
TOTAL	183	112	5	70	367	498	865
	(21)	(13)	(1)	(8)	(42)	(58)	

Total Staff excludes 7 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 4.3.2

REPRESENTATION WITHIN CLASSIFICATION LEVELS

As at 30 June 2005 and 30 June 2006
Number (% of Total Staff Within Classification Level)

Levels	NESB1		NESB2		IA		PWD		Women		Men		Total Staff		
	05	06	05	06	05	06	05	06	05	06	05	06	05	06	
L1	17 (36)	16 (34)	6 (13)	4 (9)	2 (4)	1 (2)	5 (11)	4 (9)	31 (66)	31 (66)	16 (34)	16 (34)	47	47	
L2	31 (36)	28 (32)	12 (14)	13 (15)		1 (1)	8 (9)	9 (10)	58 (67)	59 (67)	29 (33)	29 (33)	87	88	
GR	7 (11)	7 (10)	11 (17)	9 (12)				9 (14)	6 (8)	21 (32)	27 (37)	45 (68)	47 (64)	66	74
L3	38 (26)	42 (28)	25 (17)	25 (17)	2 (1)	2 (1)	9 (6)	11 (7)	92 (63)	91 (62)	53 (37)	57 (39)	145	148	
L3/4	9 (12)	9 (12)	12 (16)	12 (16)				1 (1)	4 (5)	20 (26)	19 (26)	56 (74)	55 (74)	76	74
L4	53 (29)	56 (31)	25 (14)	25 (14)				19 (11)	19 (10)	73 (40)	78 (43)	108 (60)	105 (57)	181	183
L5	11 (10)	12 (10)	17 (15)	17 (14)				8 (7)	7 (6)	27 (24)	31 (25)	84 (76)	91 (75)	111	122
L6	4 (9)	4 (9)	5 (11)	6 (13)				2 (4)	3 (7)	15 (32)	14 (30)	32 (68)	32 (70)	47	46
L7			1 (4)		1 (4)	1 (5)	3 (13)	3 (14)	6 (25)	4 (19)	18 (75)	17 (81)	24	21	
L8+	1 (6)	1 (6)	1 (6)	1 (6)				3 (19)	3 (19)			16 (100)	16 (100)	16	16
L1-8+	171 (21)	175 (21)	115 (14)	112 (14)	5 (1)	5 (1)	67 (8)	69 (8)	343 (43)	354 (43)	457 (57)	465 (57)	800	819	
OTHER STAFF	6 (12)	8 (17)	4 (8)				4 (8)	1 (2)	16 (31)	13 (28)	35 (69)	33 (72)	51	46	
TOTAL	177 (21)	183 (21)	119 (14)	112 (13)	5 (1)	5 (1)	71 (8)	70 (8)	359 (42)	367 (42)	492 (58)	498 (58)	851	865	

Total Staff excludes 7 locally-employed representative office staff based in London and New York.

KEY

- GR Graduates hired under the Graduate Development Program.
- Level 3/4 Broadbanded graduate positions in the policy areas of Economic, Financial Markets & Financial System.
The broadbanding 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 4.3.3

REPRESENTATION WITHIN OCCUPATIONAL GROUPS

As at 30 June 2005 and 30 June 2006
Number (% of Total Staff Within Occupational Group)

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	05	06	05	06	05	06	05	06	05	06	05	06	05	06
Managers	5 (6)	5 (6)	7 (8)	7 (8)	1 (1)	1 (1)	8 (9)	9 (11)	21 (24)	19 (23)	66 (76)	65 (77)	87	84
Professionals	93 (21)	95 (22)	64 (15)	64 (14)			35 (8)	33 (7)	143 (33)	155 (33)	291 (67)	311 (67)	434	466
Associate Professionals	15 (14)	17 (16)	18 (17)	13 (14)			9 (9)	11 (12)	49 (47)	47 (52)	55 (53)	44 (48)	104	91
Advanced Clerical	7 (21)	5 (15)	4 (12)	4 (13)	1 (3)	1 (3)	1 (3)	2 (7)	30 (88)	28 (93)	4 (12)	2 (7)	34	30
Intermediate Clerical	46 (34)	48 (35)	24 (18)	21 (15)	3 (2)	3 (2)	14 (10)	12 (9)	90 (66)	92 (65)	47 (34)	50 (35)	137	142
Elementary Clerical	10 (24)	12 (31)		1 (3)			2 (5)	1 (3)	25 (60)	25 (64)	17 (41)	14 (36)	42	39
Tradespersons			2 (25)	1 (14)			1 (13)	1 (14)	1 (13)	1 (14)	7 (88)	6 (86)	8	7
Production, Transport & Manual	1 (20)	1 (17)		1 (17)			1 (20)	1 (17)			5 (100)	6 (100)	5	6
TOTAL	177 (21)	183 (21)	119 (14)	112 (13)	5 (1)	5 (1)	71 (8)	70 (8)	359 (42)	367 (42)	492 (58)	498 (58)	851	865

Total Staff excludes 7 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 4.3.4

RECRUITMENT

Year to 30 June 2005 and 30 June 2006
Number

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	05	06	05	06	05	06	05	06	05	06	05	06	05	06
Managers	2	1									3	1	3	1
Professionals	27	53	10	2			6	1	38	27	60	58	98	85
Associate Professionals	4	5							4	2	5	5	9	7
Advanced Clerical	1	2							2	3			2	3
Intermediate Clerical	2	4		2					2	9	3	2	5	11
Elementary Clerical	8	8					1		8	8	7	8	15	16
Tradespersons		1								1				1
Production Transport & Manual														
TOTAL	44	74	10	4			7	1	54	50	78	74	132	124
(% of Total Recruitment)	(33)	(60)	(8)	(3)			(5)	(1)	(41)	(40)	(59)	(60)		

Figures are based on total staff recruitment. Includes trainees and cadets. Excludes renewal of contract.

Total Staff excludes 7 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 4.3.5

PROMOTIONS

Year to 30 June 2005 and 30 June 2006
Number

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	05	06	05	06	05	06	05	06	05	06	05	06	05	06
Managers	1		1	1				1	4		9	4	13	4
Professionals	4	5	9	9				6	11	12	36	38	47	50
Associate Professionals	1	4	2	3				1	1	5	3	6	4	11
Advanced Clerical				1				1	1	1	1	1	2	2
Intermediate Clerical	3	4	1	2	1	1	2	3	5	11	3	10	8	21
Elementary Clerical										1	2		2	1
Tradespersons				1								1		1
Production Transport & Manual														
TOTAL	9	13	13	17	1	1	2	12	22	30	54	60	76	90
(% of Total Promotions)	(12)	(14)	(17)	(19)	(1)	(1)	(3)	(13)	(29)	(33)	(71)	(67)		

Total Staff excludes 7 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 4.3.6

RESIGNATIONS

Year to 30 June 2005 and 30 June 2006
Number (Percentage of Total)

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	05	06	05	06	05	06	05	06	05	06	05	06	05	06
Managers				1 (20)					1 (50)	3 (60)	1 (50)	2 (40)	2	5
Professionals	4 (9)	9 (19)	5 (12)	6 (13)			1 (2)	2 (4)	12 (28)	15 (31)	31 (72)	33 (69)	43	48
Associate Professionals	2 (50)			1 (20)			1 (25)		1 (25)	2 (40)	3 (75)	3 (60)	4	5
Advanced Clerical		1 (33)							2 (100)	3 (100)			2	3
Intermediate Clerical	2 (33)			2 (33)	1 (17)				3 (50)	4 (67)	3 (50)	2 (33)	6	6
Elementary Clerical			1 (13)				1 (13)		2 (25)	3 (50)	6 (75)	3 (50)	8	6
Tradespersons										1 (100)				1
Production Transport & Manual														
TOTAL	8	10	6	10	1		3	2	21	31	44	43	65	74
(% of Total Departures)	(12)	(14)	(9)	(14)	(2)		(5)	(3)	(32)	(42)	(68)	(58)		

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 7 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 4.3.7

RETIREMENTS

Year to 30 June 2005 and 30 June 2006
Number

Occupational Group	NESB1		NESB2		IA		PWD		Women		Men		Total Staff	
	05	06	05	06	05	06	05	06	05	06	05	06	05	06
Managers									1		3	3	4	3
Professionals							2				6	1	6	1
Associate Professionals	1								1			2	1	2
Advanced Clerical		1								2				2
Intermediate Clerical														
Elementary Clerical									1	1			1	1
Tradespersons														
Production Transport & Manual														
TOTAL	1	1					2		2	3	10	6	12	9
(% of Total Retirements)	(8)	(11)					(17)		(17)	(33)	(83)	(67)		

Figures are based on total staff retirements, redundancies above retirement age & early retirements.

Total Staff excludes 7 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