

# Equal Employment Opportunity Report

2008-2009



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# 1. Executive Summary

This is Australia Post's annual Equal Employment Opportunity Report to the Minister for Broadband, Communications and the Digital Economy for the 2008-2009 reporting period. The report complies with the requirements of the *Equal Employment Opportunity (Commonwealth Authorities) Act, 1987*.

The Equal Employment Opportunity program is a key result area of the corporate Workforce Diversity Business Strategy. A development framework containing broad corporate goals and key result areas is established at the national level. The framework allows flexibility for the development of annual implementation plans with strategies reflecting local priorities across all business streams.

As with all businesses, Australia Post has not been immune to the impact of the Global Financial Crisis (GFC). The combination of the GFC, decreasing mail volumes and a decline in turnover across the business has resulted in fewer employment opportunities, including those for Indigenous Australians and people with a disability.

This report details outcomes for the 2008-2009 reporting period.

## Major outcomes for this reporting period include:

### Women:

The number of women in executive positions increased to 47 (45, 2008) and their representation in the executive group increased to 20.5% (19.9%, 2008).

The representation of women in management positions<sup>1</sup> increased to 32.5% (31.1%, 2008) with the number of women in management positions increasing to 727 (706 in 2008).

The overall representation rate of women decreased slightly to 40.1% from 40.3% in 2008. While the number of women employed increased by 27, the decrease in representation rate is due to an overall increase in the workforce of 253.

Women were promoted at a higher rate, 34.4% (36.1%, 2008, 39.9%, 2007) in permanent, full time positions than their representation rate, 31.4%, in these positions.

### Indigenous Employment:

Australia Post remains committed to and is a long-term leader in the employment of Indigenous Australians. During the course of the past 20 years, Australia Post has provided employment opportunity to over 4,000 Indigenous Australians.

This commitment was recognised in November 2008, when Australia Post's Indigenous employment programme won the Diversity@Work Leadership and Excellence in Diversity Awards in the category of Employment and Inclusion – Indigenous Australians (Large Organisation).

The number of Indigenous Australians in management positions increased to 16 (12, 2008), an increase of 33%.

The representation of Indigenous Australians remained stable at 1.7% (1.7%, 2008) and includes 33 traineeship positions, including 20 school to work traineeships. The total number of Indigenous Australians with job opportunity at Australia Post was 605 (616, 2008).

### NESB Employment (people from non-English speaking background):

The representation of NESB employees increased to 22.6% (8,036) from 22.1% (7,809 in 2008).

The number of NESB employees in management positions decreased to 437 (443 in 2008). However, due to an overall decrease in the number of management positions, (2,238, 2009: 2,275, 2008) their representation increased to 20% (19%, 2008).

Australia Post's diverse workforce in all parts of the business continued to celebrate Harmony Day in March 2009. Federal government rebranding and fresh imagery for Harmony Day reinforced its new slogan, "Everyone Belongs" – shifting attention to inclusiveness and embracing difference.

### Disability Employment:

The representation of people with a disability decreased slightly to 8.4% (8.5%, 2008) while the number of people with a disability decreased to 2,983 (3,000 in 2008).

<sup>1</sup> Management positions: Executive, Administrative Officer 6-8, Facility Managers, Postal Managers 3-5, Delivery Managers 3-4.

Representation of employees in management positions who have indicated that they have a disability increased to 10% (215) from 9% (213, 2008).

## Other achievements highlighted in this report include:

### 2008-2011 Strategies Commenced

The 2008-2011 Workforce Diversity Business Strategy and the 2008-2011 Indigenous Employment and Business Strategy commenced on 1 July 2008, continuing Australia Post's long term commitment to workforce diversity and inclusion (first strategy in 1977) and employment opportunity to Indigenous Australians (first strategy 1988).

### Managing an Ageing Workforce

Australia Post's strategic approach to age management continued and has the broad objective of maintaining workforce sustainability to meet the corporation's current and future needs.

During the reporting period, the average age of Australia Post employees increased to 44.5 years (43.9, 2008) while the number of employees remaining at work past the previous compulsory retirement age of 65 also increased to 367 (308, 2008). While the economic downturn has slowed retirement, the challenges of the ageing workforce remain and during the 2008-2009 reporting period, Australia Post continued to address its impact through:

- A web based retirement planning centre, which provides an extensive range of on line tools, activities and information to support all employees' plan for retirement
- Transition to retirement seminars
- Working flexibility, including the development of a retirement transition framework
- Knowledge transfer – a detailed methodology to capture critical expertise prior to key personnel retiring commenced during the reporting period.

### Work/Life Balance

During the reporting period, Australia Post completed its examination of existing work/life initiatives. As part of this examination, additional opportunities for workplace flexibility were also explored. Australia Post's new Workplace Flexibility policy, which integrates current work/life initiatives with new opportunities for workplace flexibility, will be rolled out in 2009/10.

Workplace Flexibility is seen as a key strategy in achieving the needs of the business for a flexible workforce and maintaining employee engagement, as well as attracting, motivating and retaining the right people so Australia Post maintains its reputation as an employer of choice.

### Staff Attitude Survey

Results from the 2009 Staff Attitude Survey support the view that both employees and managers have an understanding of broad diversity principles. When compared to the 2007 survey, there were increases in the satisfaction ratings for work/life flexibility, employees being treated with respect, different opinions being openly discussed and an organisational culture that promotes collaboration.

### Health and Wellbeing Program

Australia Post's Employee Health and Wellbeing Program continued to deliver benefits for employees and the corporation.

During the reporting period, Australia Post undertook a number of health promotion activities, providing information on support available for employees and their families.

### Harassment Prevention and Management

Australia Post is committed to the elimination of workplace harassment, discrimination and bullying. Our co-ordinated information campaign on the prevention and management of harassment, discrimination and bullying in the workplace continued, with brochures and information sessions being provided to employees on Workplace Gossip (August, 2008), Rights and Responsibilities (October, 2008) and Working Together (April, 2008).

## 2. Context

### 2.1 Organisation profile 2008-2009 reporting period

Australia Post has specific strategies across three principal business portfolios: Letters and Associated Services, Retail Products and Agency Services and Parcels and Logistics. Human Resources and Information Technology support plans underpin the three business strategies. These strategies and support plans, in conjunction with Divisional plans, will guide the business to continue to provide innovative communication solutions and high levels of service nationally and in expanding global markets.

The Workforce Diversity Business Strategy 2008-2011 was implemented during the reporting period. This strategy recognises that realising the potential of a diverse workforce is critical to achieving a competitive edge. The Indigenous Employment and Business Strategy 2008-2011 was also implemented during the reporting period. This strategy continues Australia Post's long term commitment to providing employment opportunity to Indigenous Australians.

Both strategies sit under the corporation's Human Resources Support Plan.

The Human Resources Support Plan 2007/08 to 2009/10, which operated during the reporting period, had three components:

1. Build a workforce of **Great People** to ensure we have the internal capability to deliver our objectives.
2. Build an organisation acknowledged by our people, customers and community as a **Great Place** to work.
3. Motivate our people to deliver **Optimised Performance**.

The importance of and commitment to diversity, EEO and a workplace that is free from harassment, discrimination and bullying is clearly articulated in the corporation's Human Resources Support Plan.

*At Australia Post, Diversity means business.*

### 2.2 Managing Diversity/Equal Employment Opportunity (EEO)

#### Diversity Management

Australia Post embraces a diversity management approach to EEO as a business strategy that leverages the greatest advantage from its diverse workforce. This reflects Australia Post's philosophy of inclusiveness, where individual difference (including ideas, opinions and backgrounds) is valued and managed in a way that maximises organisational effectiveness. The risk of under-utilising the skills and abilities of our workforce diversity is the potential loss of our competitive edge.

Diversity management is also responsive to a commercially competitive environment; delivering positive outcomes for Australia Post's employees, customers and the business. The approach recognises values and manages human difference to enhance performance and productivity; it is business centred, outcome focused and integral to management best practice.

#### Equal Employment Opportunity (EEO)

The corporation's EEO program is a key result area under the national Workforce Diversity Business Strategy 2008-2011.

Programs are structured in compliance with the *EEO (Commonwealth Authorities) Act 1987* [the Act].

The requirement is for a program that

- promotes the employment of designated disadvantaged groups (Aborigines and Torres Strait Islanders, people with a disability, people from non-English speaking backgrounds and women)
- facilitates the elimination of all forms of unlawful discrimination and harassment in the workplace.

The Act also requires annual reporting on progress against program objectives.

# 3. Program Objectives and Performance Indicators

**Objectives and performance indicators are designed to meet the requirements of the Act and to realise the full potential and benefits of using productive diversity management as a key business tool.**

## 3.1 Objectives

The 2008-2011 Workforce Diversity Business Strategy is structured to meet three key objectives:

- Maintaining and promoting diversity management as part of normal business practice.
- Employing diversity management strategies and initiatives to provide Australia Post with a competitive advantage and contribute to making Post an employer of choice.
- Ensuring that Australia Post meets its obligations under the *EEO (Commonwealth Authorities) Act 1987* in relation to the development of strategies to assist the designated EEO groups and the elimination of discrimination and harassment.

Within this framework, the focus of the diversity program as a whole is to maximise broad diversity initiatives to achieve wide business benefit while meeting and extending commitment to the designated groups.

### Diversity Management Objectives

- Maximizing the potential of diversity in the delivery of innovative and creative management and business solutions.
- Providing for each Division to integrate the objectives, principles and targets of the Workforce Diversity Business Strategy into the appropriate Divisional plan.
- Developing and maintaining a focus that puts the customer first (by drawing upon the diverse cultural base of Australia Post's workforce to match customer needs).

- Reflecting the diversity of the community in Australia Post's workforce, at all levels and categories of employment and across all business streams.
- Contributing to diversity management principles being demonstrably integrated into the three key strategies of the Human Resources Support Plan.
- Ensuring compliance with Equal Employment Opportunity and anti-discrimination principles and legislation.

These key objectives of the diversity strategy will also greatly support the more general business objectives of:

- Enhancing commitment to flexible employment conditions that support work/life balance for all employees
- Attracting and retaining talented employees
- Remaining a recognised employer of choice.

### EEO Management Objectives

- Ensuring that all Australia Post employees and contractors are informed on the EEO policy and their individual rights and responsibilities under that policy
- Ensuring that a Diversity/EEO specialist/coordinator is available in each State and National Headquarters to provide advice and service to line management on implementing EEO policy and practice
- Ensuring that policies and practices which relate to recruitment and career advancement of employees are consistent with EEO principles
- Ensuring that all employees experience, both in principle and practice, equitable access to the same opportunities and conditions of service, including access to safe and productive work environments
- Providing all employees with training and development opportunities to meet individual and organisational needs.

## 3.2 Performance indicators

Diversity/EEO performance measures include:

### Quantitative:

- recruitment against established targets
- representation, promotion, retention and separation rates
- lateral and upward mobility
- representation across employment categories and classification levels
- participation in training programs and decision making forums
- complaint resolution data.

### Qualitative:

- training evaluation
- employee feedback
- exit interviews
- network meetings.

# 4. Diversity Management and EEO framework

**The Workforce Diversity Business Strategy (including EEO Key Result Areas) is linked to the business planning cycle and complies with the requirements of the Act.**

## 4.1 Planning

Diversity and EEO planning is undertaken through long term (triennial) and yearly management plans that are linked to the business planning cycle. This integrated approach ensures that diversity management strategies are incorporated into broader human resource management processes and major business change initiatives. It also ensures that diversity management processes and priorities are consistent with business demands across all operational areas.

## 4.2 Responsibility

Diversity and EEO management is established as a line management responsibility, consistent with the view that diversity management is a component of sound business management.

Overall responsibility for diversity and EEO is vested in the Managing Director, who reports to the Australia Post Board. General Managers of major business units, such as Mail and Networks Division, Commercial Division, Post IT, Shared Services Division, Corporate Infrastructure Services Division, Courier and Mailroom Services Division and Post Logistics, are responsible to the Managing Director for diversity and EEO performance in their areas of responsibility.

Diversity/EEO performance standards are also provided for in the Performance Management system that applies to Australia Post executives and middle level managers.

Diversity Management and Indigenous Employment Consultants are employed at the National level and in all States.

## 4.3 Informing Employees

Diversity and EEO management plans include strategies for ensuring employees are kept informed of the program and of their rights and responsibilities in the workplace.

Information is conveyed through:

- Articles in National, State and local Australia Post publications and journals.
- Dissemination of specific Diversity/EEO information brochures and display of policies and information posters at worksites.
- Electronic media, including intranet, e-mail and video conferencing.
- Specific Diversity/EEO related training programs and inclusion of Diversity/EEO topics in a wide range of general training programs.
- Employee meetings/briefings and information forums.
- Induction training.
- Diversity/EEO forums and network meetings of designated groups.
- Field visits by, and face-to-face meetings with, Diversity/Indigenous Employment Consultants.
- Distribution of Diversity/EEO management plans and Annual Report.

## 4.4 Consultation

Consultation occurs via the following:

- Consultation in relation to specific projects – where input may be sought via focus groups and joint working parties.
- State and local Diversity/EEO Steering Committees.
- Harassment and discrimination complaint handling bodies.
- Informally via many of the mechanisms described previously under section 4.3.

In addition, consultation occurs at regular National Diversity Conferences that bring together Australia Post Diversity and Indigenous Employment consultants from around Australia.

## 4.5 Monitoring and Evaluation

Monitoring and evaluation of Diversity/EEO performance is a regular part of the annual business planning and reporting cycle. Divisions are required to report progress against Diversity/EEO plans on a six monthly reporting cycle.

Outcomes from these forums are part of the diversity feedback/improvement cycle and inform the Diversity/EEO planning process.

## 4.6 Review of Policies and Practices

Australia Post's policies and practices are monitored at both national and state level to ensure that they are consistent with Diversity/EEO management objectives and legislation.

Diversity/EEO considerations are taken into account on major projects, the development of new or changed work practices and the creation/review of policy.

Analysis of complaint types and outcomes from the discrimination/harassment complaint process is an additional indicator used in assessing the impact of policy and employment practices.

# 5. Workforce Profile

This section of the report provides pertinent information relating to the size and composition of the Australia Post workforce as well as key diversity segments. The corporate payroll and personnel system (HRMS) provides comprehensive data on Australia Post's workforce, including a range of diversity information. Diversity data (held in HRMS) is collected on a voluntary basis, normally at the time of recruitment, via the Workforce Diversity Profile form. Voluntary diversity data was held on 82% of the workforce as at 30 June 2009, (81%, 2008: 75%, 2007). Due to the voluntary nature of the collection of diversity data, statistical information presented in this report for the NESB and PWD groups represents 82% of the workforce.

As at 30 June 2009, there were 35,509 employees in Australia Post<sup>2</sup>, an increase of 253 (0.7%) from the level reported at 30 June 2008. This increase is against the trend of recent years of small annual reductions on total employee numbers, although there was also a small increase in employee numbers in 2008. The increase in employees this year was mainly due to growth in mail delivery requirements (because of the expanding number of delivery points) and additional work in the IT Group (due to a major IT transition project). During the reporting period, full-time employment increased by 65, part-time employment increased by 260 but with casual employment decreasing by 72 (part-time: -63, full-time: -9) there was an overall net increase in employees of 253.

Details of workforce composition, including the representation of the four EEO-designated groups, are shown in Table 1.

## 5.1 Workforce Composition

Table 1: Composition of the Workforce at 30 June 2009

	Numbers Employed		Females		Males		ATSI*		NESB*		PWD*	
	No.	Work Force Representation %	No.	%	No.	%	No.	%	No.	%	No.	%
Permanent												
Full-Time	24,696	69.5	7,742	54.4	16,954	79.7	330	54.5	5,834	72.6	2,219	74.4
Part-Time	9,509	26.8	5,853	41.1	3,656	17.2	204	33.7	2,072	25.8	705	23.6
<b>Total Permanent</b>	<b>34,205</b>	<b>96.3</b>	<b>13,595</b>	<b>95.5</b>	<b>20,610</b>	<b>96.9</b>	<b>534</b>	<b>88.3</b>	<b>7,906</b>	<b>98.4</b>	<b>2,924</b>	<b>98.0</b>
Fixed-Term												
Full-Time	411	1.2	148	1.0	263	1.2	6	1.0	41	0.5	12	0.4
Part-Time	687	1.9	346	2.4	341	1.6	27	4.5	77	1.0	36	1.2
<b>Total Fixed Term</b>	<b>1,098</b>	<b>3.1</b>	<b>494</b>	<b>3.4</b>	<b>604</b>	<b>2.8</b>	<b>33</b>	<b>5.5</b>	<b>118</b>	<b>1.5</b>	<b>48</b>	<b>2.0</b>
Casual												
Full-Time	42	0.1	24	0.2	18	0.1	1	0.2	1	0.0	4	0.1
Part-Time	164	0.5	122	0.9	42	0.2	4	0.7	11	0.1	7	0.2
<b>Total Casual</b>	<b>206</b>	<b>0.6</b>	<b>146</b>	<b>1.1</b>	<b>60</b>	<b>0.3</b>	<b>5</b>	<b>1.0</b>	<b>12</b>	<b>0.1</b>	<b>11</b>	<b>0.4</b>
<b>Total Employment</b>	<b>35,509</b>	<b>100%</b>	<b>14,235</b>	<b>40.1</b>	<b>21,274</b>	<b>59.9</b>	<b>572</b>	<b>1.6</b>	<b>8,036</b>	<b>22.6</b>	<b>2,983</b>	<b>8.4</b>

\*ATSI = Aboriginal and Torres Strait Islander; NESB = non-English speaking background; PWD = persons with a disability  
NB Percentages in EEO groups show their representation by type of employment e.g. 95.5% females are permanent employees

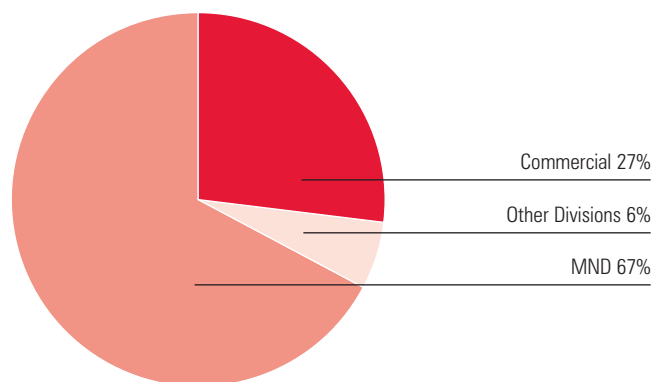
<sup>2</sup> Unless otherwise stated, employment numbers include casual employees.

## Key Characteristics of the workforce at 30 June 2009

- Permanent employment representation increased, comprising 96.3% of the workforce (95.2% at 30 June 2008).
- Part-time employment representation increased to 29.2% (28.8% at 30 June 2008).
- Female representation decreased to 40.1% (40.3% at 30 June 2008). This is against the long term trend of gradually increasing representation reported over the past nine years.
- Indigenous employment and traineeships remained stable at 1.7%
- The representation of employees from non-English speaking backgrounds (NESB) increased to 22.6% of the workforce (22.1% at 30 June 2008).
- Representation of employees with a disability (PWD) decreased to 8.4% of the workforce (8.5% at 30 June 2008).

Detailed statistical information relating to workforce composition, including recruitment and separations, is included in the Appendices. The distribution of employees in the major parts of the business is illustrated in Figure 1. The Mail and Networks Division and the Commercial Division continue to account for the majority of employment (94%).

Figure 1: Employment by Business Division



The Australia Post workforce is deployed in a number of occupational groups that cross Divisional boundaries. Table 2 shows employment by occupational groups in total and by the designated EEO groups.

Table 2: EEO Designated Groups at 30 June 2009

Occupational Group	Numbers	Female %	Male %	ATSI %	NESB %	PWD %
Administration	3,874	46.7	53.3	1.0	27.2	8.8
Call Centre	573	67.4	32.6	1.2	18.3	8.4
Delivery	15,114	28.5	71.5	1.6	15.8	8.2
Engineer	13	0.0	100.0	0.0	7.7	7.7
Executive	229	20.5	79.5	0.0	8.7	8.3
Facility Manager	142	16.2	83.8	0.7	16.2	8.5
Information Technology	149	16.8	83.2	0.0	23.5	3.4
Mail Processing	5,789	45.6	54.4	1.9	41.1	8.4
Miscellaneous	78	38.5	61.5	3.8	15.4	9.0
Parcel Post	21	42.9	57.1	0.0	9.5	14.3
Parcels	506	37.2	62.8	0.2	41.5	4.2
Postal Manager	1,143	50.1	49.9	0.8	16.1	11.5
Retail	4,615	82.1	17.9	2.3	22.4	9.9
Post Logistics	204	71.6	28.4	5.4	1.5	0.0
Support Services	53	37.7	62.3	7.5	35.8	3.8
Technical	484	2.5	97.5	0.0	25.4	8.3
Transport	2,522	8.9	91.1	1.3	17.8	6.8
<b>TOTAL %</b>		<b>40.1</b>	<b>59.9</b>	<b>1.6</b>	<b>22.6</b>	<b>8.4</b>
<b>Total Numbers</b>	<b>35,509</b>	<b>14,235</b>	<b>21,274</b>	<b>572</b>	<b>8,036</b>	<b>2,983</b>

The number of women employed as at 30 June 2009 increased by 27, however representation decreased to 40.1% (40.3%, June 2008) due to the increase in the overall workforce numbers. Numbers in the other designated groups also varied from the last reporting period: NESB increased by 227 (22.6%: 22.1%, 2008) while ATSI decreased by 21. However, the number of trainees at Australia Post during the reporting period increased by 10 (33: 23, 2008) bringing the

overall number of Indigenous Australians provided with job opportunity during the reporting period to 605 or 1.7% of workforce representation. PWD numbers decreased by 17 as did representation to 8.4% (8.5%, 2008).

Changes in the employment levels of the EEO designated groups from June 2008 are shown in Table 3.

Table 3: Change in Employee Numbers – Designated EEO Groups

	June 2008	June 2009	% Change - Numbers	Percentage Point Change in Representation
FEMALES	14,199	14,235	0.3%	-0.2
NESB	7,809	8,036	2.9%	0.5
INDIGENOUS	593	572	-3.5%	-0.1
PWD	3,000	2,983	-0.6%	-0.1

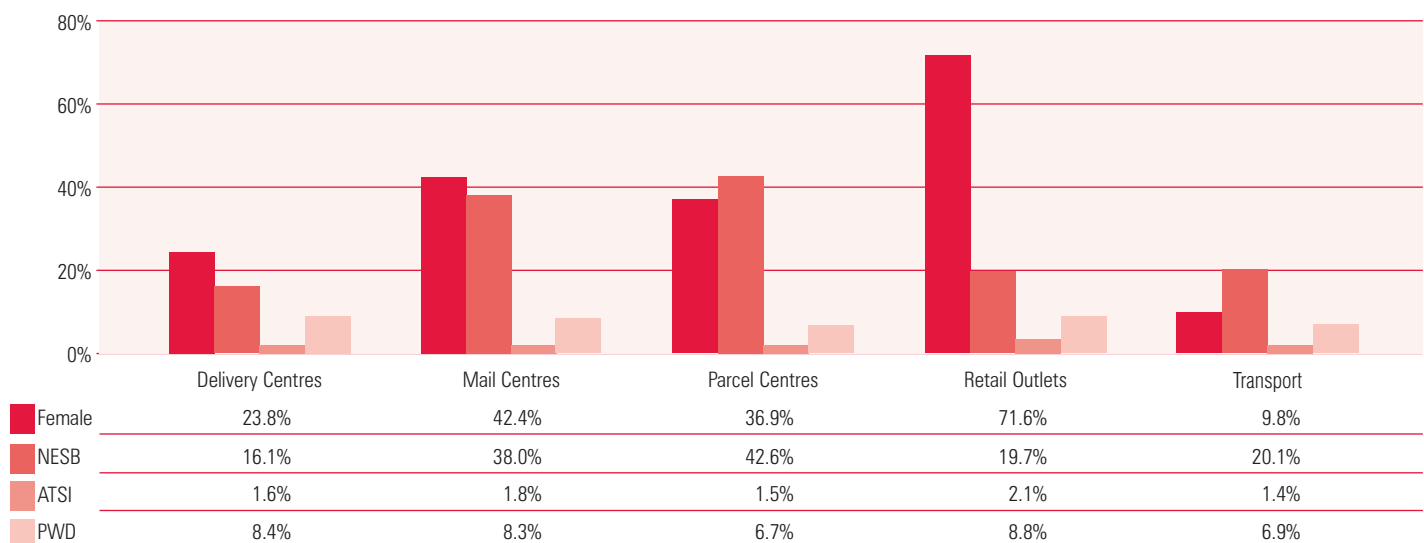
## Workforce Profile in Operational Areas

The workforce in operational areas not only varies in terms of size and occupational categories but also in representation of the EEO-designated groups. Women are most strongly represented within Retail at postal outlets (71.6%) and are also well represented in Mail (42.4%) and Parcels Centres (36.9%); as are NESB employees at 38% and 42.6% respectively.

People from non-English speaking backgrounds also comprise 19.7% of all retail employees. This representation of people from non-English speaking backgrounds is similar to the Australian community as a whole and provides Australia Post with competitive advantage, as our retail employees are representative of the community we serve.

Figure 2 illustrates the representation of the EEO-designated groups across the main operational areas.

Figure 2: Diversity Profile of Operational Areas



## 5.2 Workforce Trends

The total Australia Post workforce had been marginally decreasing over the last decade, with the average reduction over the period 2003-2007 being approximately 200 per annum. Contrary to this trend, for both this reporting period and in 2007-2008, the total number of employees in the workforce increased. In this reporting period the increase was 253, 0.7% (524: 1.5%, 2008). During the reporting period, full-time employment increased by 65, part-time

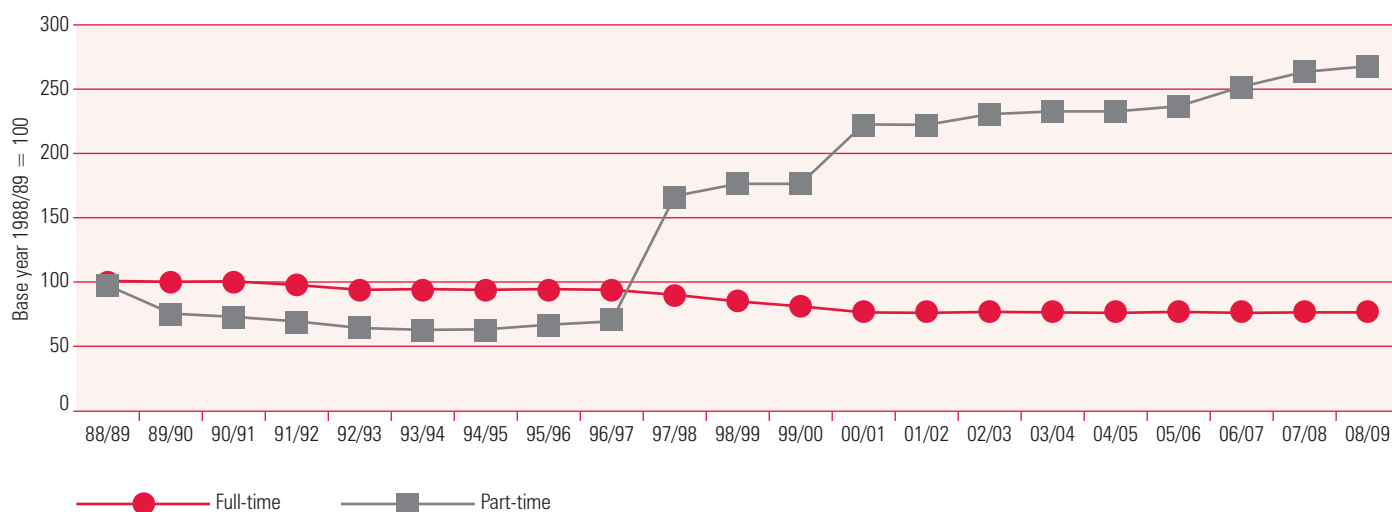
employment increased by 260 but with casual employment decreasing by 72 (part-time: -63, full-time: -9) the overall net increase in employees was 253.

The above changes also impacted upon part-time workforce representation levels which increased to 29.2% (28.8%, 2008).

Women continue to occupy the majority of part-time employment positions 61% (62%, 2008).

Long term trends are shown in Figure 3.

Figure 3: Index of Employment Trends



Distribution of part-time employment is not spread evenly across occupational groups with the greatest levels in operational areas. Part-time employment is strongest in Delivery (the largest occupational group in total), in Retail

and in Mail Processing. Women represent the majority of part-time staff in all occupational groups, excluding Parcels and Transport. Details are shown in Table 4.

Table 4: Part-time Employment

Occupational Group	Numbers at					FEMALE %				
	30 Jun 2005	30 Jun 2006	30 Jun 2007	30 Jun 2008	30 Jun 2009	2005	2006	2007	2008	2009
Administration	124	133	167	169	178	93	92	90	88	90
Call Centre	94	101	80	86	89	85	79	81	87	88
Delivery	4,310	4,461	4,682	4,971	5,236	54	53	53	52	51
Executive	3	3	5	4	4	100	100	100	100	100
Mail Processing	1,522	1,529	1,479	1,533	1,512	62	63	63	62	63
Parcels	84	96	107	124	108	48	51	49	56	45
Retail	2,424	2,497	2,547	2,617	2,549	89	89	91	89	89
Support Services	39	33	27	22	21	69	73	70	77	71
Transport	464	517	531	598	611	17	16	16	17	15
Other	67	38	32	39	52	74	68	73	71	75
<b>TOTAL</b>	<b>9,131</b>	<b>9,408</b>	<b>9,657</b>	<b>10,163</b>	<b>10,360</b>	<b>64</b>	<b>63</b>	<b>63</b>	<b>62</b>	<b>61</b>

The representation of women in part-time employment increased in Administration, Call Centres, Mail Processing and Other, remained stable in Retail and Executive and decreased in Delivery, Parcels, Support Services and Transport. There are no executive men in part-time employment positions.

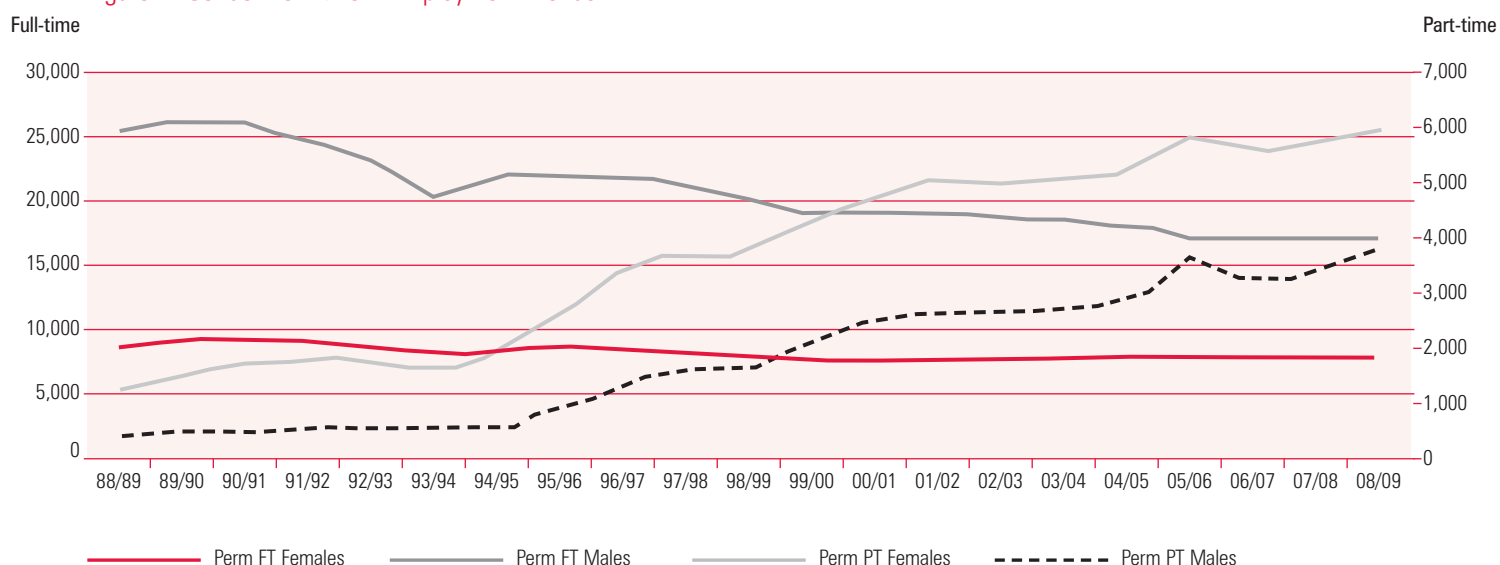
Long term trends in gender employment from 1989/90 show:

- There has been a substantial decline in the number of male employees in the permanent full-time segment of the workforce (35% over the period 1989/90 to 2008/09).
- The level of female employment in the permanent full-time segment has also declined over the same period but the reduction is less and in the order of 17%.

- The part-time workforce increased from 26.1% (2005) to 29.1% (2009). While the number of women in part-time roles has gradually increased over the past five years, the overall representation of women in part-time employment has decreased from 64% (2005) to 61% (2009). This is due to an overall increase in part-time employment accompanied by an increase in the number of men undertaking part-time roles. (Table 4 above also refers).

Figure 4 shows long term trends in permanent employment by gender and by full-time and part-time employment.

Figure 4: Gender Permanent Employment Trends



## Ageing of the Workforce

The average age of the Australia Post workforce has risen to 44.5 years (43.9 in June 2008). The average age of men, 45 years, is slightly higher than that for women, 43.6 years. A further illustration of the ageing of Australia Post’s workforce is the representation of workers aged 55 and over, 8% of the permanent segment of the workforce at June 2001, rising steadily year on year to reach 18% at June 2009.

A major reason for this trend is that Australia Post experiences a relatively low turnover in the largest segment of the workforce – permanent, full-time employees. This has resulted in ageing of the workforce profile and occurs in the case of both female and male employees. Similarly, the number of permanent employees remaining at work past the previously compulsory retirement age of 65 years has risen from 82 at June 2001 to 367 in June 2009 (308 at June 2008).

As a consequence, a large proportion of the workforce has lengthy careers in the organisation. The skills and knowledge gained by long term Australia Post employees is a valuable asset in the drive to maintain our competitive advantage. Our age profile is a further example of the diversity in Australia Post matching that of the wider Australian community that we serve.

However, with the current ageing trend of the workforce, Australia Post faces a significant challenge in the next 10 years when the current 45 to 49 year age bracket reaches the previously traditional retirement ages of 55 and 60 respectively. These challenges are being addressed through Australia Post’s Age Management strategy.

The ageing demographic trend by gender is reported at Figures 5 and 6.

Figure 5: Age Profile Trend – Females

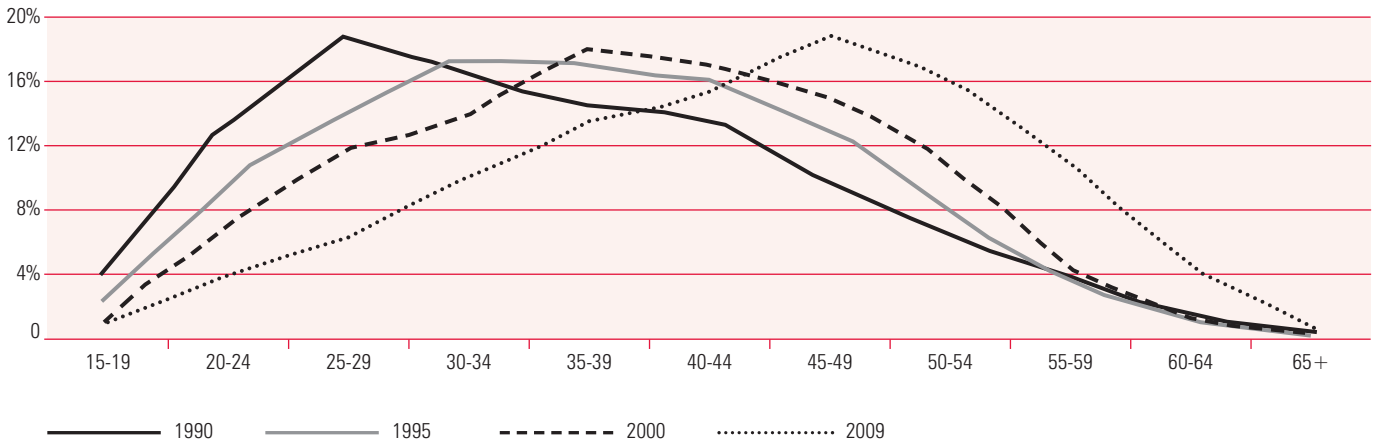
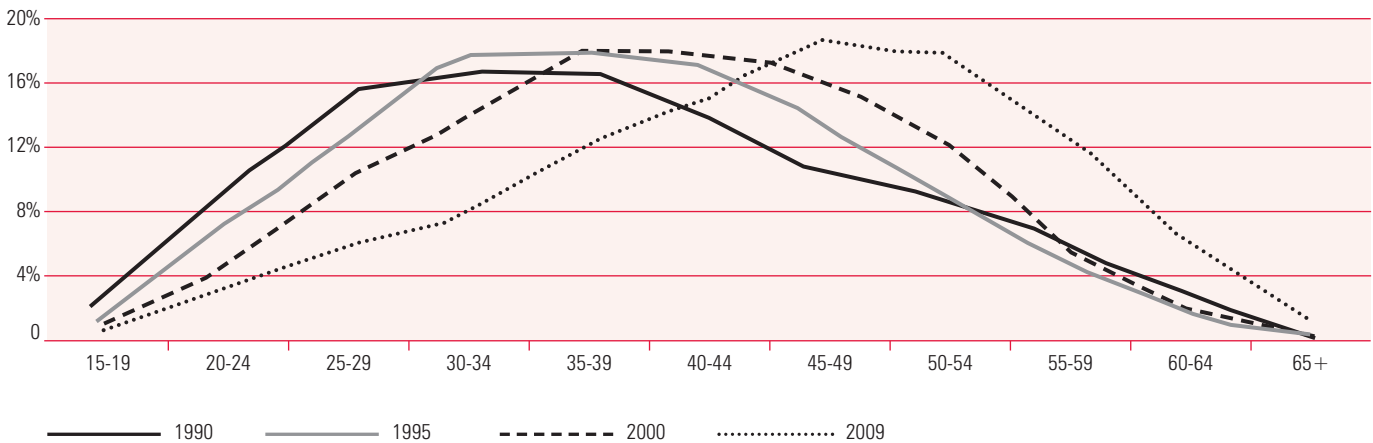


Figure 6: Age Profile Trend – Males



### 5.3 EEO Designated Groups

During the reporting period, the representation of people from a non-English speaking background increased to 22.6% (22.1%, June 2008), the representation of Indigenous Australians remained stable at 1.7% (1.7%, June 2008) whilst the representation of women decreased slightly to 40.1% (40.3%, June 2008) as did the representation of people with a disability to 8.4% (8.5%, June 2008). It should be noted that the number of Indigenous Australians in traineeships increased by 10 to 33 (23, 2008).

Absolute numbers for each of the designated groups also moved: employees from non-English speaking backgrounds increased by 227 and women 27. The overall increase in the workforce resulted in a decline in the representation of women. Absolute numbers for Indigenous Australians and people with a disability declined by 21 and 17 respectively over the previous reporting period. Full details are shown in Appendix 1.

### Women

In this section, trends in the employment of women are reported upon having regard to the following aspects:

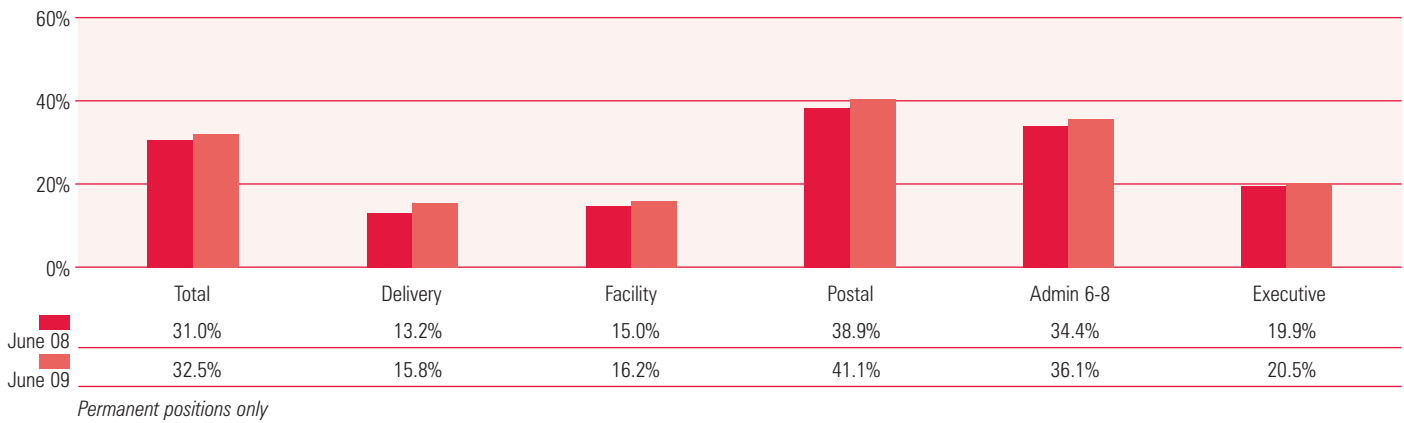
- Representation in management positions.
- Within management positions, representation in executive positions.
- Promotions in 2008/09.
- Representation in occupational streams.

#### Women in Management Positions

The number of women in management positions increased during the reporting period by 21 to 727 (706, 2008) with representation increasing to 32.5% (31.1%, 2008).

The representation of women in management positions is shown in Figure 7.

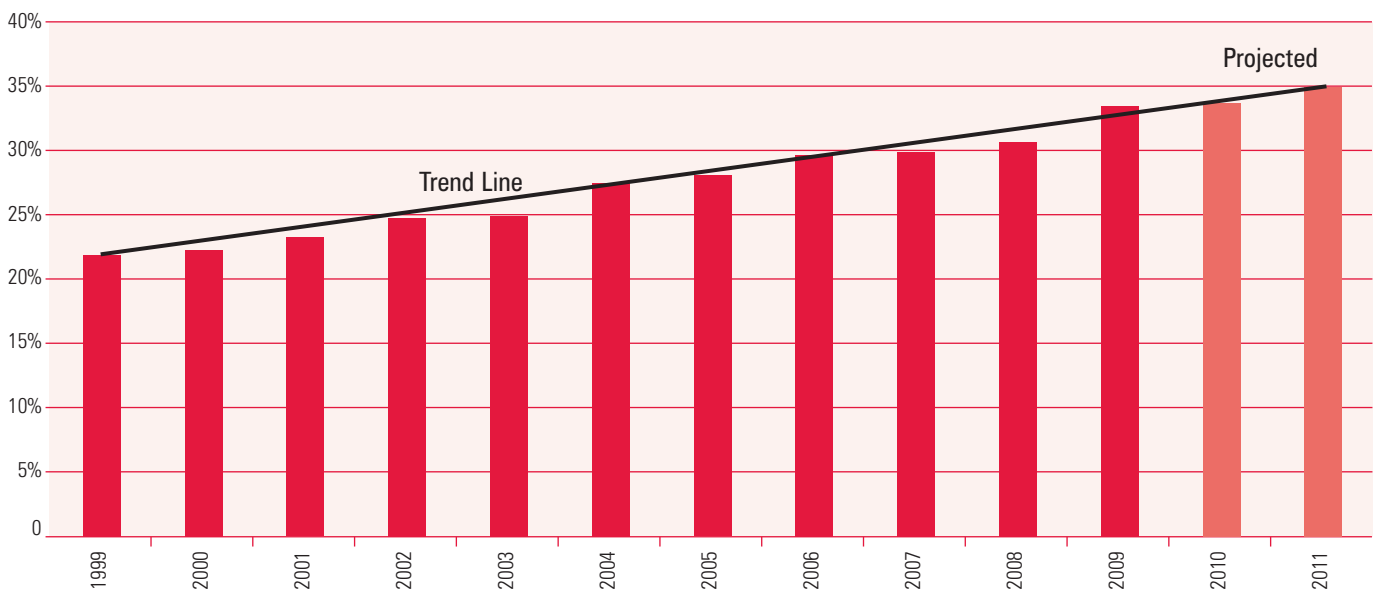
Figure 7: Women in Management Positions



In 1990, women in management positions represented 13.9% of the management team. The representation of women in management positions has increased over a long period of

time, as illustrated in Figure 8. Targets have been set to maintain this trend.

Figure 8: Representation of Women in Management Positions – Trends

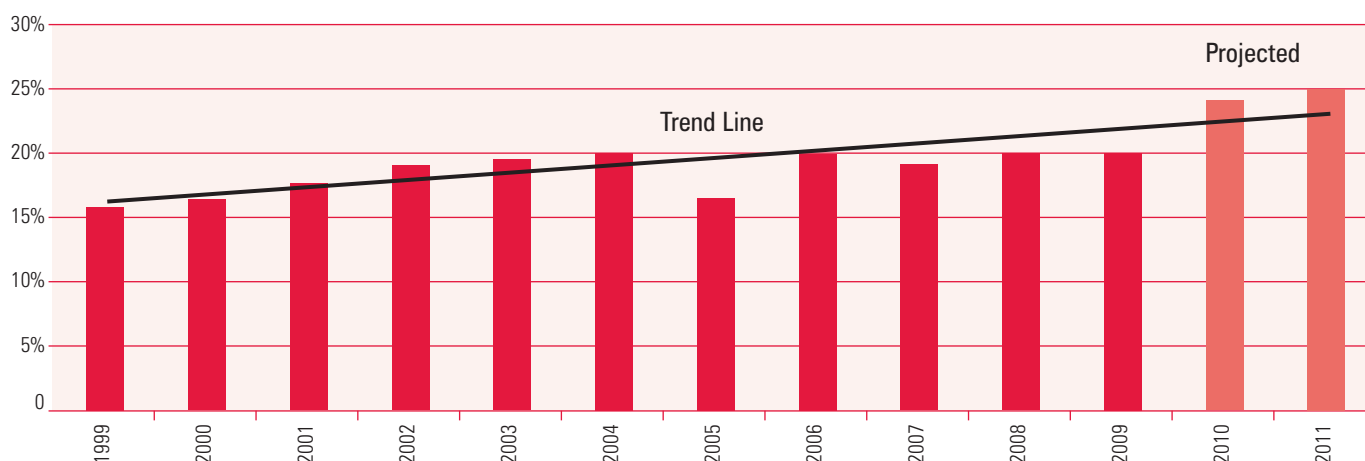


The continuing increase in the representation of women in management roles underscores the corporation's commitment to having women in decision-making positions.

**Women in Executive Positions**

The number of women in executive positions increased to 47 (45, 2008) and their representation in the executive group increased to 20.5% (19.9%, 2008). This increase continues the general long term trend of steadily increasing numbers and representation of women in executive positions since 1990. Trend data for the past 10 years for women in executive positions is detailed in Figure 9.

Figure 9: Representation of Women in Executive Positions



### Promotion of Women

During the reporting period, 638 women were promoted. Women accounted for 34.4% (36.1%, 2008: 39.9%, 2007) of permanent full-time employee promotions, compared with their representation of 31.4% in this workforce segment. See Table 5 for details.

Table 5: Promotion of women 2008/09\*

	Number	Female % of promotions	Female representation in occupational category
Administration	190	47.1%	44.1%
Call Centre	24	45.3%	62.6%
Delivery	130	19.7%	16.8%
Executive	0	0.0%	18.0%
Facility Manager	4	23.5%	16.5%
Information Technology	5	29.4%	16.0%
Mail Processing	141	40.5%	39.6%
Parcel Post	7	36.8%	33.3%
Parcels	10	23.3%	35.2%
Postal Manager	55	66.3%	44.8%
Retail	59	71.1%	73.3%
Post Logistics	1	100.0%	69.1%
Technical	1	2.0%	2.5%
Transport	11	16.7%	6.8%
<b>TOTAL</b>	<b>638</b>	<b>34.4%</b>	<b>31.4%</b>

\* Promotion to permanent full-time positions

## Women in Occupational Streams

In nine of the 14 occupational streams, women were promoted above their representation in that occupational category. In Call Centres, Parcels, Retail, Technical and Transport, women were promoted at a level below their representation.

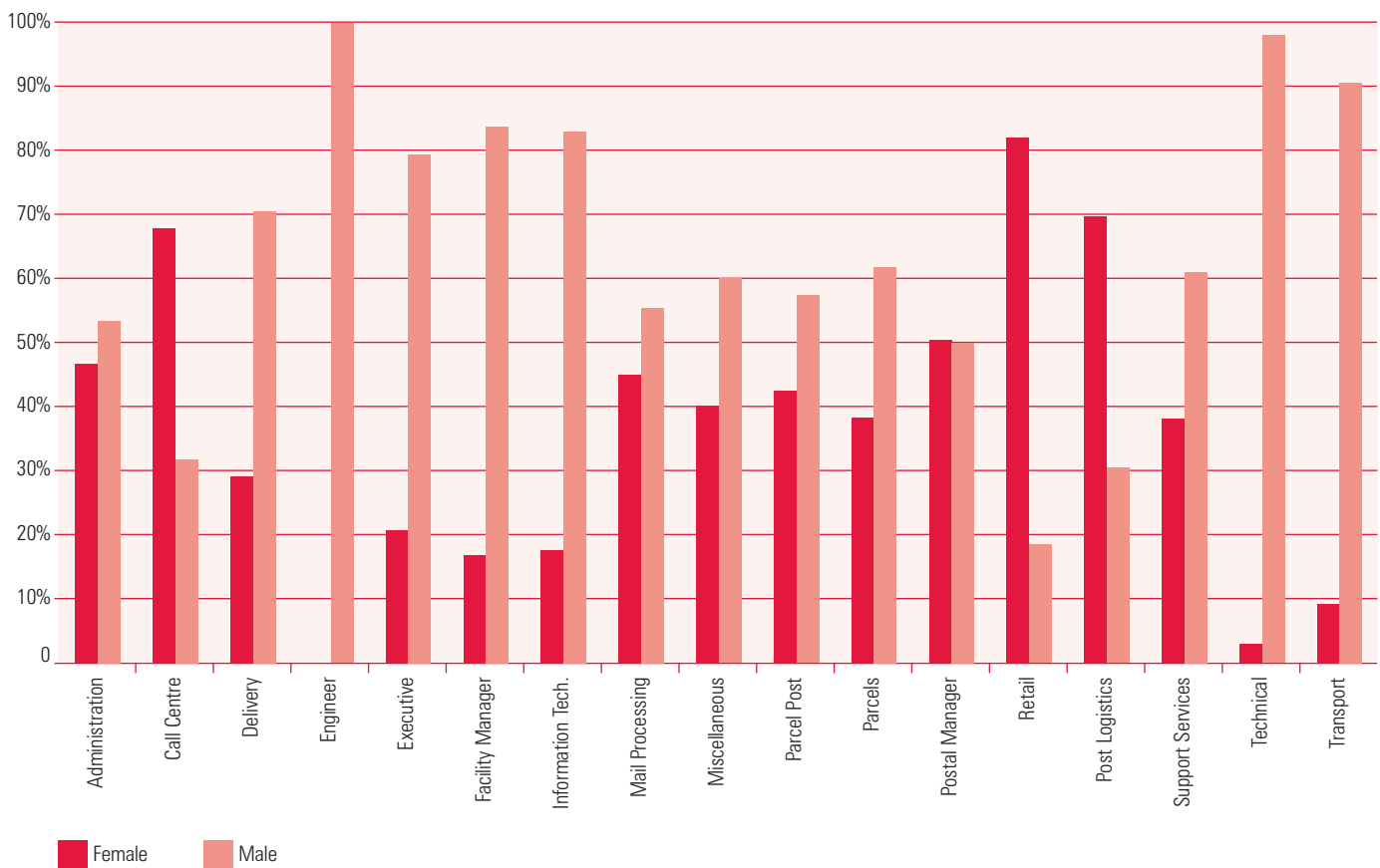
During the reporting period, nine men were promoted to executive positions internally, with four women and eight men being recruited externally.

There are four occupational groups where women comprise 50% or more of the group. These are:

- Retail – 82% (82%, 2008).
- Postal Manager – 50% (48%, 2008)
- Post Logistics Operators – 70% (68%, 2008)
- Call Centres – 67% (60%, 2008).

Details are shown in Figure 10.

Figure 10: Gender Representation in Occupational Streams



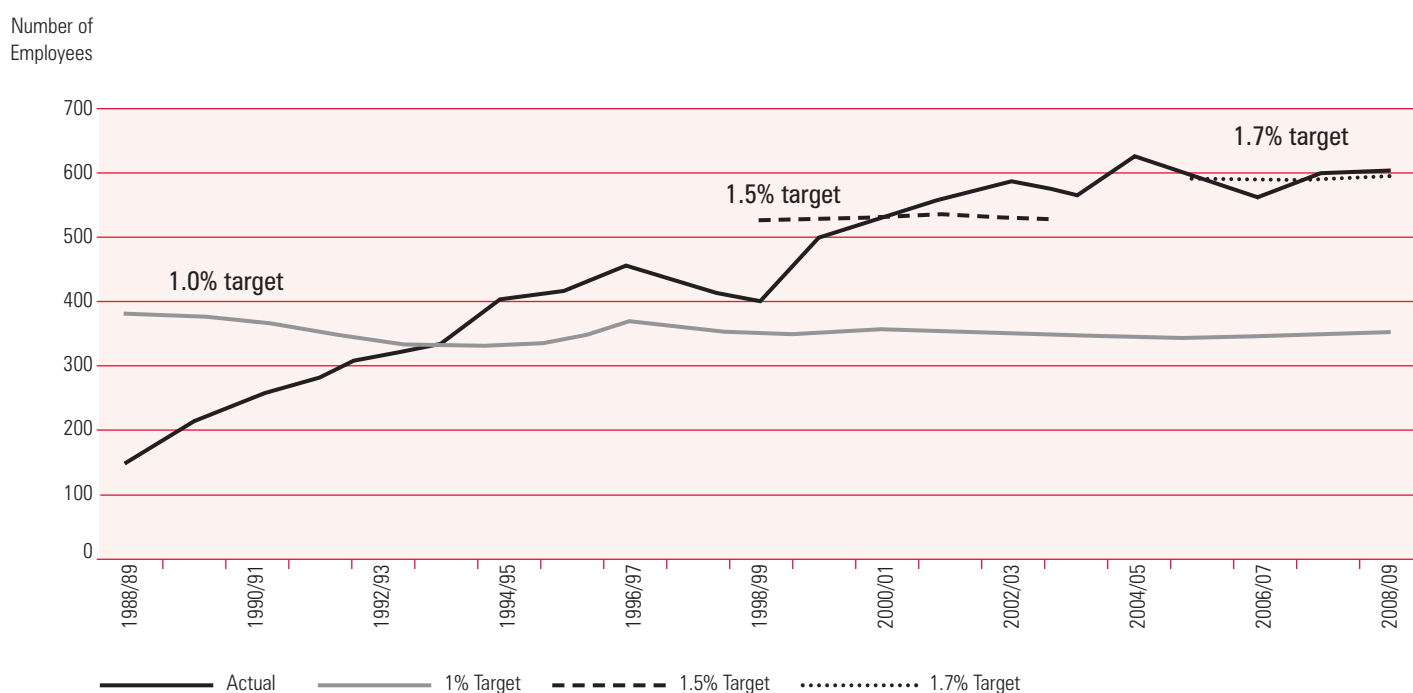
## Indigenous Employees

The employment of Indigenous Australians remains an important and long term priority for the corporation. During 2008-2009, there was a decrease in the number of Indigenous Australians employed to 572 (593, 2008). However, the number of Indigenous Australians in traineeships during the

reporting period rose from 23 to 33, bringing the total number of Indigenous Australians with job opportunity at Australia Post to 605, 1.7% representation (616, 1.7% in 2008).

Trends in Indigenous employment are shown in Figure 11 together with targets over the period.

Figure 11: Trends in Indigenous Employment



As at 30 June 2009, there were 16 Indigenous employees in management positions (12, 2008), an increase of 33% and 102 in managerial, supervisory or other above base grade level positions (97, 2008). Table 6 refers.

Table 6: Indigenous Employment in Manager/Supervisor Positions

Position	Number
Above base grade administrative positions	38
Call Centre Manager	1
Customer Care Consultant	6
Facility Manager	1
Mail processing supervisors	5
Retail supervisors	9
Delivery supervisors	42
<b>TOTAL</b>	<b>102</b>

## Employees from non-English Speaking Backgrounds

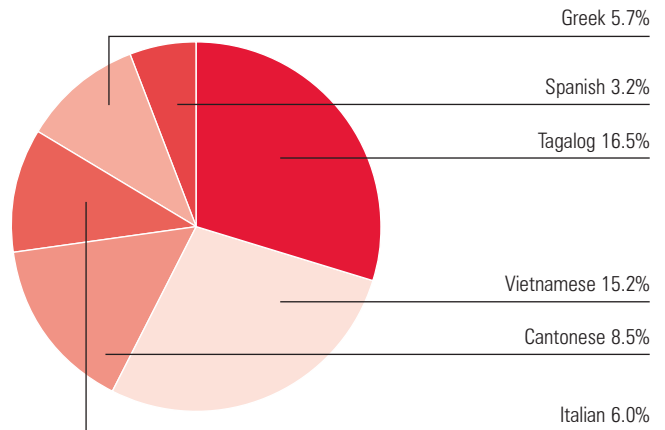
The representation of people from a non-English speaking background (NESB) has been showing a small increase for the past five years: 20.2%, 2004. This reporting period saw an increase in representation to 22.6% (8,036) from 22.1% (7,809, 2008). This group comes from diverse backgrounds representing over 70 languages other than English and having originated from over 135 countries.

The main language groups represented in the Australia Post workforce are:

- Tagalog (Philippines) – 16.5%
- Vietnamese – 15.2%
- Cantonese – 8.5%
- Italian – 6%
- Greek – 5.7%
- Spanish – 3.2%

Primary language groups are shown in Figure 12.

Figure 12: Primary Languages of Employees other than English



The representation of NESB employees in management positions is 20% (19%, 2008) with the highest proportion in the administrative area. While absolute numbers decreased by 6 (437: 443, 2008) the increase in representation is due to a decrease in the overall number of management positions (2,238, 2009: 2,275, 2008).

Details are provided in Table 7.

Table 7: NESB Representation in Management Positions

	Number	% of group
Delivery Manager Level 3	10	10%
Delivery Manager Level 4	8	14%
Postal Manager G3	57	21%
Facility Manager	23	16%
Admin A6	166	24%
Admin A7	94	23%
Admin A8	59	21%
Executive	20	9%
<b>TOTAL</b>	<b>437</b>	<b>20%</b>

## Employees with a Disability

As at June 2009, there were 2,983 employees (3,000, June 2008) who indicated that they have a disability or disabilities. The representation of employees with a disability is 8.4% of the workforce (8.5%, 2008).

The occupational groups with the highest representation of PWD at June 2009 were:

- Postal Manager – 14% (13.7%, 2008)
- Facility Manager – 9% (10%, 2008)
- Administration – 8.6% (8.3%, 2008)
- Executive – 8% (8%, 2008).

Employees identifying as having a disability represented 10% of management positions (9%, 2008) as indicated in Table 8. This is higher than their representation in the general Australia Post workforce (8.4%). This increase in representation is also due to the decrease in the overall number of management positions.

Table 8: PWD Representation in Management Positions

	Number	% of group
Delivery Manager Level 3	14	14%
Delivery Manager Level 4	3	5%
Postal Manager G3	39	14%
Postal Manager G4	4	31%
Postal Manager G5	5	10%
Facility Manager	14	10%
Admin A6	65	10%
Admin A7	34	8%
Admin A8	19	7%
Executive	18	8%
<b>TOTAL</b>	<b>215</b>	<b>10%</b>

<sup>3</sup> Having regard to the broad definition of disability in the Disability Discrimination Act, 1992.

# 6. Program Outcomes

## 6.1 Productive Diversity

Broad diversity initiatives are outlined in this report. These initiatives encompass Australia Post's philosophy of inclusiveness, where individual difference (including ideas, opinions and backgrounds) is valued and managed in a way that maximises organisational effectiveness. The risk of under-utilising the skills and abilities of our workforce diversity is the potential loss of our competitive edge.

### 2009 Staff Attitude Survey diversity results

In February 2009, Australia Post employees' views were sought on a number of broad diversity parameters.

Survey results revealed that the management of Australia Post supports diversity in the workplace and that supervisors work effectively with people from different background. There was also a significant improvement in employees' responses to survey questions on work/life flexibility in Australia Post (4% increase), employees being treated with respect (4% increase), different opinions being openly discussed (3% increase) and an organisation culture promoting collaboration when compared to the 2007 Staff Attitude Survey results.

Overall, 70% of employees responded favourably to the engagement questions. This shows that employees believe in and are aligned with the goals and values of Australia Post. They are proud of the organisation, are willing to put in extra effort and intend to stay.

These results support the view that diversity principles are understood and integrated into the culture at Australia Post both at employee and at manager and supervisor level.

### Broader Diversity Initiatives

Broad diversity initiatives during this reporting period include:

#### Managing an Ageing Workforce

Australia Post's approach to age management forms part of a broader objective to sustain a skilled, engaged and productive workforce that meets the corporation's current and future needs.

Australia Post's workforce age profile is older than that of the wider Australian workforce community. Our average age is

44.5, seven years older than the Australian workforce average of 37 and we face a significant challenge in the next 10 years as a growing proportion of our workforce reaches the traditional retirement age. The predicted decline in supply of new entrants to the Australian workforce adds to this challenge. The corporation's ability to retain the valuable skills and knowledge of older employees is an important part of maintaining our competitive advantage. This includes initiatives that will support transition to and deferral of retirement, continued engagement and effective knowledge transfer.

The recent economic downturn has not eliminated these challenges, but rather temporarily delayed their impact.

During the 2008-2009 reporting period, Australia Post continued to address the impact of the ageing workforce through initiatives included in those outlined below.

- **Retirement planning centre**

A web-based retirement planning centre provides an extensive range of online tools, activities and information to support all employees to plan for retirement. Over the 2008/09 period:

- Content has been extended to include a customised finance section.
- Awareness of the centre has been enhanced by additional communication and promotion, reflected in a significant increase in site traffic in 2009.

- **Retirement seminars**

The Transition to Retirement seminars provided an opportunity for employees over 50 to explore their level of preparedness for the future in relation to career, health, finances, image, relationships and life goals. Following from earlier seminars held in Victoria, a pilot run in NSW was very well received by participating employees. Roll-out of the seminars is scheduled to resume in 2010.

- **Work flexibility**

Australia Post's new Workplace Flexibility policy, which was developed during the reporting period, integrates current work/life initiatives with additional opportunities for workplace flexibility requests. This includes those relevant to older employees, such as the possibility of part-time work as part of a progressive transitioning to retirement.

- **Knowledge Transfer**

Targeted, effective knowledge capture and transfer mitigates the loss of critical expertise as employees move into retirement. During 2008/09, Australia Post has identified a methodology and framework for knowledge transfer between workforce generations and has commenced knowledge capture.

### Work/Life Balance

During the reporting period, a cross-divisional working party completed its examination of existing work/life initiatives, as well as an exploration of additional opportunities for workplace flexibility. The outcome is an integration of the current work/life initiatives with new opportunities for workplace flexibility requests into a new Workplace Flexibility policy. In 2009/10, a communication package will be rolled out to managers and employees reminding them of the existing initiatives and outlining details of how the new opportunities for flexibility requests will operate. Workplace Flexibility is seen as a key strategy in achieving the needs of the business for a flexible workforce and maintaining employee engagement, as well as attracting, motivating and retaining the right people so Australia Post maintains its reputation as an employer of choice.

### Current Work/Life initiatives

In 2008/09, Australia Post continued its commitment to the application of work/life initiatives throughout all workplaces, aiming at balancing the needs of the business for a flexible, responsive organisation and improving employee engagement, while taking into consideration altering workforce demographics.

During the reporting period, there was an increase in the uptake of some work/life initiatives.

- **Employment break**

188 employees were on an employment break, an increase of 13.8% from the previous reporting period (162, 2008).

- **Carer's leave**

Employees accessing carer's leave to look after a sick family member increased to 9,624 (9,263, 2008) an increase of 3.8% from the previous reporting period.

- **Job sharing**

Managers continue to explore opportunities for applicants at both base grade and supervisory levels to job share, with 285 employees participating in the job sharing initiatives during this reporting period (252, 2008). This represents an increase of 11.6% in access to this initiative.

- **Conversion from full-time to part-time employment**

374 employees converted from full-time to part-time employment (385, 2008), a decrease of 2.9% from the previous reporting period.

- **48/52 or Purchased leave**

During this reporting period, 1,813 employees availed of purchased leave, a decrease of 0.7% from the previous reporting period (1,825, 2008).

- **Return from maternity leave**

The retention rate for return from maternity leave over the two year period 2007/08 – 2008/09 was 92.3%, a decrease of 0.9% over the previous reporting period.

The Human Resources Support Plan 2007/8 – 2009/10 reiterates Australia Post's commitment to providing flexible and favourable work conditions.

### Talent Management

Australia Post recognises the importance of supporting people to be successful in their job performance and career pursuits such that optimum business outcomes are also achieved.

Talent Management practices have been widely adopted to ensure that development of our people is fair, supports individual performance outcomes and takes into account personal and organisational strengths as well as personal and organisational development needs.

Key Talent Management initiatives of the year have included:

- Executive Development Conversation Program – understanding our executive population's aspirations, strengths, potential for career growth and development needs (45% executives have participated to date, remainder will participate in 2009).
- Career transition program – supporting our people to deliver high performance in a new role or redefined role (110 participants to date).
- Critical role success profiling – helping employees understand what they need to develop and deliver successful performance in a given role now or in the future (31 roles profiled, including 10 Enterprise Critical Roles, covering 5,000 organisational positions in total).
- Behavioural competency framework – defining the behaviours required at every level for Australia Post to win in the marketplace (320 managers consulted during development, from EC to front line).
- Talent reviews – identifying pipeline talent in job families and divisional teams (60 participants in 2009 increasing to 500+ participants in 2010).

- Graduate development – delivering the experiences, knowledge and foundational elements of career success in each graduate career stream (43 graduates participated; 100% retention rate to date).
- Succession planning – identifying succession and capability risks to the delivery of enterprise strategic direction (succession risks and plans identified for 11 Enterprise Critical Roles and 3 job families).
- Line Manager as Coach Program – providing all 7,000 people managers at Australia Post with the skills and tools to have effective conversations with their team members relating to performance, career and development. (42% of line managers have completed the program, with the remaining scheduled for completion by mid 2010.)

An Enterprise Talent Council has been established to support a data-based, cross-business and cross-functional delivery of Talent Management outcomes. The Talent Council has responsibility for:

- Overseeing the Talent activities for succession and development across Australia Post.
- Identifying, reviewing and monitoring high potential individuals.
- Facilitating development opportunities across the enterprise.
- Providing input and advice to the MD regarding succession and development as required.

Membership of the Talent Council includes four members of the Executive Committee and an external representative to bring an additional element of diverse thinking to the group.

### Health and Wellbeing Program

Australia Post's Employee Health and Wellbeing Program continued to deliver benefits for employees and the corporation through specifically focused health promotion activities.

Health promotions focused specifically and separately on men's health and wellbeing matters, and addressed general health, weight and fitness. The promotion activities were supported by information to all individual employees with an invitation to seek further information through the Health Resources Centre.

During the reporting period, the Health Resources Centre – which provides referrals, support and advice for all employees – experienced an increase in contacts as a direct response to health promotion activities.

Australia Post, through its partnership with Mensline Australia, continued to provide a dedicated phone line for male employees.

### Diversity@Post Kit

The Diversity@Post Kit contains diversity facts, information and resources to assist managers to implement practical diversity management initiatives at the local level.

The cornerstone of the Diversity@Post Kit is its Diversity Success Stories. Managers from all parts of the organisation provide detail of diversity initiatives implemented in their workplace, thus sharing productive diversity initiatives across business and geographical boundaries.

There was one update to the Diversity@Post Kit during the reporting period: the provision of the 2008-2011 Workforce Diversity Business Strategy and the 2008-2011 Indigenous Employment and Business Strategy. A further 12 new Diversity Success Stories were published in July 2009, bringing the total number to 47.

### Employed Carers Project

The two year pilot study involving Australia Post, Carers Victoria and the Commonwealth Department of Health and Ageing (DOHA) formally expired in late 2008. Australia Post worked very closely with Carers Victoria in order to seek further government funding for the continuation of the program so that services could be extended to other facilities in Victoria.

DOHA subsequently advised Carers Victoria in December 2008 that the pilot study would not be continued. The original pilot study involved staff from Dandenong Letters Centre, Melbourne Parcel Facility, Melbourne Gateway Facility and Newport Delivery Centre. Through Carers Victoria, arrangements have been made for those Australia Post staff who obtained carer support through the pilot study to continue to have access to mainstream carer services via the Carers@Work Program funded by DOHA.

### NRL (Toyota Cup under 20s)/Australia Post Recruitment Program – NSW

During the reporting period, Australia Post provided employment opportunity to 24 young NRL players while they pursued their football careers. Of those who remain employed (17), 29% are Indigenous Australians. In May 2009, a five minute segment was screened on a cable network channel profiling two young Indigenous rugby league players working as postal delivery officers at the Waterloo Delivery Facility in NSW.

### Support to the University of South Australia

The Manager Diversity for South Australia was invited to join the Human Resource Advisory Board of the University of South Australia. The primary purpose of this Board is to provide guidance for human resources management teaching and research activities at the university.

### Sponsorship

Australia Post continued its commitment to wider community diversity initiatives through sponsorship, as a corporate partner, of the Diversity@Work 2008 National Leadership in Diversity and Excellence Awards. The National Manager Diversity was a judge for these Awards in the disability category.

## International Men's Day

Employees in the Metro Delivery Network in NSW acknowledged the contributions of all men by celebrating International Men's Day on 1 November 2008.

## 6.2 Designated Groups

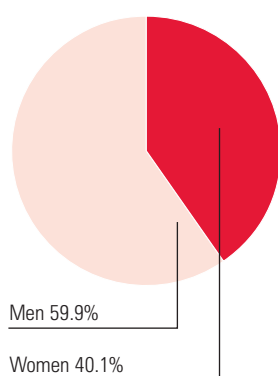
This section provides focus on each of the designated groups, including statistical data and commentary on key achievements during the reporting period.

As with all businesses, Australia Post has not been immune to the impact of the Global Financial Crisis (GFC). The combination of the GFC, decreasing mail volumes and a decline in turnover across the business has resulted in fewer employment opportunities, including those for Indigenous Australians and people with a disability.

The current reporting period saw an increase in the number of the overall workforce. This increase is against the trend of recent years of small annual reductions of total employee numbers. During the reporting period, there was an increase in the representation of people from a non-English speaking background, representation of Indigenous Australians remained stable and there were small decreases in the representation of women and people with a disability. However, there was an increase in representation in management positions for each of the designated groups. The number of Indigenous Australians undertaking a traineeship also increased.

## 6.3 Women

### Participation Rate:



### Workforce data:

- ↑ **Total number** of women employed increased by 27
- ↓ **Participation rate** decreased to 40.1% from 40.3% (-0.2%)
- ↓ **Recruitment representation** decreased to 38.1% from 43.7% (-5.6%)
- ↓ **Separation representation** decreased to 40.8% from 41.2% (-0.4%)

### Achievements:

- **Representation rate of women employed**

While the representation of women in the workforce decreased slightly to 40.1% (40.3%, 2008) the number of women employed increased by 27. The decrease in

representation rate is due to an overall increase in the workforce of 253.

- **Women in executive positions**

The number and representation of women in executive positions increased to 47 (45, 2008), 20.5% (19.9%, 2008).

- **Women in Management Positions**

The number of women in management positions increased by 21 to 727 (708, 2008) and representation increased to 32.5% (31.1%, 2008).

- **Promotion rate of women exceeded representation rate**

The promotion rate of women during the reporting period was higher than their representation rate: 34.4 % of all permanent, full-time promotions were achieved by women compared to 31.4% representation.

- **Employee Development Programs**

*Step Ahead:* The *Step Ahead* program continued to provide development opportunities for women at base grade to lower level administrative and operational classifications in NSW. In this reporting period, 45 women participated in the program, with one program being run for women employees from Newcastle.

A review of the *Step Ahead* program in NSW revealed that over the 10 year commitment to the program, 540 base grade to A03 women have participated. Of these, almost 50% have been promoted and a further 20% have had the opportunity to act in higher positions. Nine graduates have achieved promotions into management positions.

As part of the program, participants are required to develop a change initiative. Several of the 2008 initiatives have already been adopted in the workplace, including a sick leave notification process form for deaf employees.

*Emberin trial:* To assist with development opportunity for women who are on night shift or are in regional/remote areas, Mail and Networks Division in NSW commenced a trial of a CD self-paced learning package for 20 employees. The package encompasses 10 modules and is aimed at assisting the participant to take responsibility for their own career development. Each participant has been assigned a mentor from their workplace. The trial is due for completion in September 2009, when it will be evaluated.

*Women in Transport:* In Victoria/Tasmania, a program designed to provide women with an opportunity to work in transport continued, with two courses being run during the reporting period. Women are supported in gaining a heavy rigid (truck) licence and are provided with the opportunity for six months' experience working as a postal transport officer. In program one, six participants commenced the program, with two completing it. Learning from program one, the second program identified improvements to the selection and on-the-

job training aspects of the program. In program two, a “buddy” system was introduced for participants along with fortnightly Women in Transport support meetings and a more flexible training program. Nine women participated in the second program, with all completing the training phase and eight continuing with work experience. Following completion of the program, graduates will be able to apply on merit for permanent placement as a postal transport officer.

*Women in Delivery:* In Western Australia, there was 1.7% (7) increase in the number of women postal delivery officers due to the introduction of the Learner to Licence program and greater flexibility in rostering.

- **Management Development Programs**

### Talent Management

As previously mentioned, Australia Post recognises the importance of supporting people to be successful in their job performance and career pursuits such that optimum business outcomes are also achieved.

Talent Management practices have been widely adopted to ensure that development of our people is fair, supports individual performance outcomes and takes into account personal and organisational strengths as well as personal and organisational development needs. Women are well represented in all Talent Management initiatives.

*Professional Step*, a personal career planning and self development program, was delivered to ten Mail and Networks Division women in NSW who are engaged in managing teams or managing key business relationships. The program has individual elements (career coaching and mentoring sessions) and group sessions covering leadership and management styles. The program is designed to enhance current performance and improve future career opportunities for the participants. Following completion of the course, managers of participants noted key changes in their behaviour, including improved confidence, better decision making, positive relationship building and a stronger focus on career development. As a result of career planning activities, several participants have been promoted following completion of the program, with others acting in more senior roles.

*Aspire development program, Commercial NSW*, offers training and development opportunities to prospective leaders currently working in the Commercial Division. During the reporting period, a total of 65 women (69% of participants) completed a part of the program. The program is an important component of succession management in the Commercial Division.

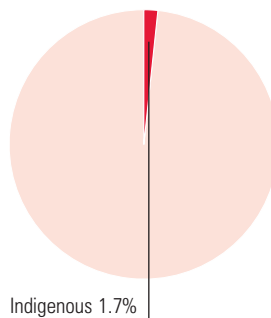
Corporate Infrastructure Services, Shared Services and Post IT Divisions continued to offer a wide and varied range of training and development programs for employees. Women are well represented in all these programs, in most cases above their representation in each division.

- **International Women’s Day**

International Women’s Day continues to be celebrated across the business, with managers providing briefings to employees.

## 6.4 Indigenous Employment

### Participation Rate:



### Workforce data:

- ↓ **Total number employees** decreased by 21
- ↑ **Total number trainees** increased by 10
- **Participation rate employees plus trainees** is 1.7%
- ↓ **Recruitment representation** decreased to 3.1% from 4.2% (-1.1%)
- ↑ **Separation representation** increased to 3.7% from 3.6% (0.1%)

Australia Post continued its long term commitment to, and remains a leader in, Indigenous employment.

Australia Post’s 2008-2011 Indigenous Employment and Business Strategy, which commenced operation on 1 July 2008, continues the corporation’s commitment to providing employment opportunity to Indigenous Australians through proven strategies of the previous 20 years, plus a new focus on traineeships and school-to-work programs. The Strategy also seeks to strengthen relationships with Indigenous communities and individuals in the area of business opportunities.

### Achievements:

- **Celebration 20 years Indigenous Employment strategies**

The 2008-2011 Indigenous Employment and Business Strategy was officially launched by the Hon Jenny Macklin MP, Minister for Families, Housing, Community Services and Indigenous Australians, at a public function in September 2008 and received wide media coverage. During the 20 years of Australia Post’s commitment to providing employment opportunity to Indigenous Australians, over 4,000 Indigenous Australians have been employed with Australia Post.

A five minute DVD, which featured a number of our Indigenous employees talking about their experiences of working at Australia Post, was shown at the launch.

Each Indigenous Australian employed at the time of the launch received a commemorative stamp sheet to mark 20 years of Indigenous employment strategies.

- **Recognition of long term commitment to Indigenous employment strategies**

Australia Post's commitment to providing employment to Indigenous Australians was recognised in November 2008 when Australia Post's Indigenous employment program won the Diversity@Work Leadership and Excellence in Diversity Awards in the category of Employment and Inclusion – Indigenous Australians (Large Organisation).

- **STEP funding**

Australia Post entered into a Structured Training and Employment Projects (STEP) funding agreement with the Department of Education Employment and Workplace Relations (DEEWR) in May 2008. The focus of the program is to provide mainstream employment opportunity for Indigenous Australians, with funding from achieving such outcomes being channelled into providing opportunities for Indigenous youth to undertake school-to-work traineeships with Australia Post. The STEP agreement also provided Australia Post with funding for full-time Indigenous Employment Consultants (IEC) in Queensland and the Commercial Division.

- **Increase in the number of trainees gaining experience at Australia Post**

As at 30 June 2009, there were 33 Indigenous Australians undertaking a traineeship with the corporation. This is an increase of 10 over the previous reporting period and includes 20 school-to-work trainees. Australia Post will continue to focus effort on traineeships, including school-to-work, in the coming year.

- **Representation of Indigenous Australians in management positions**

The number of Indigenous Australians in management positions in Australia Post was 16 (12, 2008), an increase of 33%, while 102 (97, 2008) Indigenous Australians are in above base grade positions.

- **Recruitment and promotional activities**

Australia Post has undertaken a wide range of activities during the reporting period to promote employment opportunities for Indigenous Australians at Australia Post. These activities included: attendance at employment exhibitions throughout the country; further enhancing well established relationships with Indigenous communities, and school career days.

*Indigenous employment application kits:* Over five hundred Indigenous employment application kits, tailored specifically to potential Indigenous employees, were distributed through job networks and Indigenous community organisations in NSW.

300 applications from Indigenous Australians have been received and are being processed. The Indigenous Employment Consultant in NSW is working closely with the

central recruitment unit and will personally manage the processing of all Indigenous applicants to the job ready stage. The IEC also consults regularly with the central recruitment unit in relation to emerging employment opportunities.

*FOGs:* Australia Post, Queensland continued its partnership with FOGs (Former Origin Greats) to improve retention of Indigenous employees through mentoring and to promote Australia Post as an employer of choice for Indigenous Australians. During the reporting period, Australia Post, Queensland presented at two FOGs Indigenous employment expos in regional Queensland (Townsville, Rockhampton) and received wide media coverage for its Townsville Indigenous employment session, delivered to employment providers in Townsville, and a game of touch football between a mixed gender team of Australia Post employees and Former Origin Greats.

Australia Post Queensland also participated in over 15 Indigenous community and career expos during the reporting period.

*Promotional DVD:* An extended version of the short promotional DVD that was screened at the Indigenous Employment and Business Strategy launch in September 2008 was developed and filmed during the reporting period. In this half hour production, Indigenous employees from across the country share their experiences of working, their family and community involvement and how employment with Australia Post has influenced their personal life. The DVD is in post production and will be launched later in 2009.

*Indigenous Art:* Indigenous employees in Queensland, Victoria and NSW have designed artwork to promote several aspects of Australia Post's Indigenous employment programs.

*Employment, football and Indigenous youth:* In Western Australia, a relationship is being developed between Australia Post and Swan Districts Football Club to promote employment opportunities for young Indigenous players moving from the country to play football. One Indigenous player was placed during the reporting period. Discussions are under way for Australia Post to provide school-based traineeships in the Pilbara region and employment opportunity in metropolitan areas in 2010.

- **Training and development opportunities**

#### **New South Wales**

Australia Post provided work experience opportunities for Indigenous participants in two independent pre employment courses, one for those interested in a career in Transport and one in Delivery.

## South Australia

During the reporting period, 63 employees in the Commercial Division completed a Certificate II in Retail. Eight per cent of these employees were Indigenous Australians, which compares favourably with the total representation of Indigenous employees in Commercial SA/NT (2.7%).

## Northern Territory

Of the seven corporate Post Shops in the Northern Territory, three have Indigenous employees either appointed to or acting as postal managers. During the reporting period, three out of the four corporate outlets in Darwin were being managed by Indigenous women.

## Western Australia

Western Australia provided work experience training for five Indigenous Australians during the reporting period. Training was offered in Retail, Logistics and at the Perth Parcels Centre.

### • Retention and mentoring

During the reporting period the Indigenous Employment Strategy Recruitment and Retention Toolkit was developed. The Toolkit contains detailed information for IECs and recruitment specialists to assist in improving the recruitment and retention of Indigenous Australians. The finalised Toolkit will be released in August.

## NSW/ACT

The Indigenous Buddy Network forms an important part of the NSW/ACT Indigenous retention strategy. In September 2008, a training day was conducted for six Indigenous employees selected to act as Buddies. The program was run in partnership by the Aboriginal Counselling Service (our Employee Assistance Provider associate) and TAFE NSW. Participants were briefed on the nature and importance of their role, how they were going to support one another as well as members within their facility and new Indigenous employees in their region/network. A further course is planned for later in 2009.

### • Traineeships

## NSW/ACT

*Mail and Networks Division* conducted two Indigenous Training programs in the reporting period, with traineeships being offered to 16 Indigenous Australians. Participants were employed in Delivery and progressed towards acquiring a Certificate II in Transport and Logistics (Storage and Warehousing). Each participant is supported by the NSW IEC.

## Commercial Division

Work commenced during the period to put in place an Indigenous Retail Traineeship. Seven trainees were successful in their application and the 12 month Certificate II in Retail traineeship commenced in July 2009.

## Victoria/Tasmania

School-to-work traineeships were established in both the Mail and Networks Division – Delivery (1) and the Commercial Division – Consumer Operations (1) for Indigenous youth during the reporting period. Unfortunately, the student in the Commercial Division was unable to continue with the traineeship due to personal issues.

The Commercial Division also provided a traineeship for Postal Services Officers. One trainee completed the program, including her Certificate II in Retail Operations, and gained employment with Australia Post at the conclusion of her traineeship.

School-to-work and workplace traineeships will continue to be a focus for the Indigenous Employment Strategy in Victoria/Tasmania for the coming year.

## Queensland

Our diversity team in Queensland is a leader in the provision of both school-to-work and work experience traineeships, with 85% of all Indigenous traineeships located in that state. As at the end of the reporting period, Queensland had 28 trainees across both divisions. Twenty of the trainees are undertaking school-to-work traineeships. This significant achievement will be used as a national model in the coming year, with the Queensland diversity team continuing to provide information, advice and support to other states on the establishment of traineeships for Indigenous Australians.

## South Australia

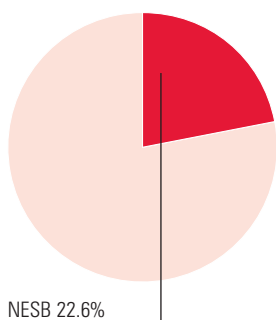
The Diversity Manager in South Australia has commenced dialogue with the South Australian Education Department in relation to school-to-work traineeships. Two tours of Australia Post workplaces, (Adelaide Mail Centre and a delivery centre) were organised for prospective school-to-work candidates during the reporting period. An agreement has been reached with a training provider to co-ordinate with the Education Department and assist with screening prospective participants for the six sites selected to host Indigenous school-to-work trainees. The program will commence operation in the 2009/10 financial year.

### • Indigenous business project

Examining opportunity for Indigenous communities and individuals to provide business services to Australia Post is one of the objectives of the 2008-2011 Indigenous Employment and Business Strategy. During the reporting period, a program was commenced in conjunction with Indigenous Business Australia to establish a pilot program to provide a targeted training course for Indigenous Australians on how to run a successful business. It is anticipated that the program will be run in late 2009 and assessed in 2010.

## 6.5 People from Non-English Speaking Backgrounds

Participation Rate:



Workforce data:

- ↑ **Total number** increased 227
- ↑ **Participation Rate** increased to 22.6% from 22.1% (0.5%)
- ↓ **Recruitment representation** decreased to 16.4% from 17.7% (-1.3%)
- ↑ **Separation representation** increased to 17% from 15% (2%)

### Achievements:

- **Increase in the representation of NESB employed**

The number 8,036 (7,809, 2008) and representation 22.6% (22.1%, 2008) of people from non-English speaking backgrounds increased during the reporting period. This representation is similar to the representation of people from a non-English speaking background in the general community.

- **Increase in the representation of NESB in management positions**

The representation of people from a non-English speaking background in management positions increased to 20% (19%, 2008).

- **Harmony Day**

The Federal Government relaunched Harmony Day in March 2009 after a 12 month hiatus to review its structure and purpose. Whilst retaining the name, Harmony Day, rebranding and fresh imagery reinforced the new slogan, "Everyone Belongs" – shifting attention to inclusiveness and embracing difference. Worksites throughout Australia Post celebrated Harmony Day embracing inclusiveness and recognising diversity, not only in our workforce but within the community we serve. Harmony Day badges, magnets and posters adorned Australia Post facilities, employees from a diverse range of cultures wore traditional dress, shared food from their respective cultures with their work colleagues or took a Harmony Day Quiz. There are practical examples of Harmony Day celebrations in the Diversity@Post Kit.

- **Sydney West Letters Facility**

#### Annual Apprentice Program

The purpose of the program is to identify suitable employees and to develop their skills as front line supervisors. During this

reporting period, the emphasis of this program was on part time employees and, in particular, those from a non-English speaking background (NESB). Of the 31 employees who attended the assessment centre, 3 (10%) have been appointed to Process Leader positions; all come from a non-English speaking background. A further 14 participants have been selected for further development positions and of these 13 (42%) are from a non-English speaking background.

#### So You Think You Can Supervise

This program involves the formulation of a succession planning process for Mail Officers to identify the next generation of front line supervisors. Of particular focus is to have representation of employees from a non-English speaking background and women in such positions in numbers equivalent to their representation in the workforce. A detailed assessment tool to assess not only performance but motivation and behavioural characteristics has been developed. The initiative is aimed at identifying employees with potential and inviting them to participate in targeted development activities for employees who may have been previously overlooked or not had the confidence to nominate themselves for development programs. During the reporting period, eight employees were assessed. Seven were from non-English speaking background and three were women.

- **Outreach – non-English Speaking Background, Queensland**

The relationship with Access Service and Australia Post, Queensland, continued to attract people from a non-English speaking background to employment opportunity with Australia Post. A customised pre-employment education program provides potential employees with familiarisation at an Australia Post facility, the employment process and required documentation. Currently, 30% of participants who undertake the program are placed at Australia Post, increasing the representation of people from a non-English speaking background in Queensland by 4.4%.

Australia Post, Queensland is a member of the Ethnic Council of Queensland. Membership provides a forum for Australia Post to promote employment opportunities for people from a non-English speaking background. Australia Post is regularly promoted at Ethnic Council of Queensland meetings as an employer of choice for people from a non-English speaking background.

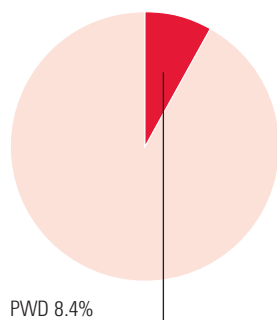
- **Business writing programs**

The Shared Services Division held two business writing programs during the reporting period. The Business Writing course was designed to assist employees to prepare effective and professional written documents. Four sessions were conducted and of the 60 participants, 23 were from a non-

English speaking background. The Job Application course was designed to equip participants with information to enhance their skills in resume and application letter writing. The aim of this course was also to educate participants on Australia Post's preferred selection methodology. Seven sessions were conducted and of the 68 participants, 29 were from a non-English speaking background.

## 6.6 Disability Employment

### Participation Rate:



### Workforce data:

- ↓ **Total number** employed decreased by 17
- ↓ **Participation rate** decreased to 8.4% from 8.5% (-0.1%)
- ↓ **Recruitment representation** decreased to 3.1% from 4.2% (-1.1%)
- ↑ **Separation representation** increased to 7.1% from 6.6% (0.5%)

### Achievements:

- **Representation of managers with a disability**

The representation of managers who identify as having a disability increased to 10% (9%, 2008). This representation is higher than the representation of PWD employees for the business as a whole (8.4%).

- **Employment of people with disability – NSW**

Our Diversity team in NSW is a leader in the provision of programs for people with disabilities. Australia Post in NSW/ACT has established an ongoing relationship with Disability Works Australia, who provide a central resource for the placement of people with disabilities in mainstream employment. Under the NSW/ACT Disability Employment Program, 29 new employees with a disability were placed during the reporting period. Close to 60% of these employees have a hearing impairment, confirming that Australia Post is an employer of choice for the Deaf community. Twenty-one percent of the 29 new employees identify as having a psychological or behavioural condition. The retention rate for these new employees at the end of the reporting period was 88.5%.

### Auslan (Australian Sign Language)

A seven week, out of work hours Auslan Sign Language 1 Program run by Deaf Education Networks was offered to employees in the Newcastle area in April 2009 in response

to requests from employees and supervisors who work along side colleagues who are deaf. Fourteen Australia Post employees participated in the course, with participants indicating an eagerness to continue learning following its conclusion. Following success of this program, consideration is being given to offering the program to employees in metropolitan Sydney.

A database of freelance Auslan interpreters has been developed to assist with signing for deaf employees when extended training or information sessions are provided. This has benefited both employees and managers, with costs being largely offset by government funding for the provision of such services.

### Western Suburbs Video Coding Facility, NSW – training disk for people with a disability

The NSW Western Suburbs Video Coding Facility (WSVCF) currently has six employees that were aligned with a supporting disability employment agency when recruited. Their disabilities range across both physical and intellectual spectrums. Four of these employees are currently positioned amongst the 'Top Ten' performers in the WSVCF.

WSVCF management saw an opportunity to both support people with a disability in their quest to gain valuable job skills as well as satisfy operational needs. A training disk was developed, which enabled interested job applicants to practice the unique skills required for video coding work. By creating a self-paced learning tool, potential employees are able see first hand what is involved in the work, decide on suitability of the position and practice in their own time without time constraints. This in turn builds confidence, eases pressure and enables candidates to develop transferable skills. Since release and use of this disk, job candidates were successful in obtaining employment over the Christmas period. WSVCF will continue to work with disability agencies to provide employment opportunities for people with disabilities.

### Disability awareness training

The theme of the NSW/ACT senior managers' diversity conference for 2008 was "Disability and Opportunity: Opening the Window". The keynote speaker was Graeme Innes AM, Human Rights and Disability Discrimination, who presented on learning outcomes for line managers from cases relating to disability discrimination in employment. Other presentations included reasonable adjustment and a performance by the Australian Theatre of the Deaf that provided insight into the deaf world.

Managers and peers of new employees with a disability were provided with disability awareness training, in most cases prior to the commencement of the new employee. Our employees stated that this training assisted them to be more prepared

and confident with supporting their new colleague on their arrival in the workplace.

The success of programs for people with disabilities in NSW will be considered for national application in the coming year.

- **Awareness programs**

*Mental Health Week:* Employees in NSW participated in Mental Health Week, with managers providing team briefings to their employees and providing fact sheets, displaying posters, postcards, magnets, wristbands and balloons at work sites.

*'Movember':* This program, where men grow a moustache for the month of November to highlight issues surrounding men's health issues and raise funds for the Prostate Cancer Foundation of Australia and Beyond Blue, was celebrated in a number of locations across Australia Post.

- **Mental Health Workshop – Victoria**

Workshops designed to provide managers and supervisors with information on how to more effectively manage employees with mental health issues were conducted in the Mail and Networks Division, Victoria in conjunction with Australia Post's Employee Assistance provider, Davidson Trehaire. Participant feedback indicates that managers and supervisors were more aware of issues surrounding mental health and felt better equipped to appropriately manage such issues should they arise. This program has been approved for national roll out.

- **Work experience programs for people with disabilities**

Australia Post has continued its program of providing work experience placements to people with disabilities. Often, such work experience opportunities result in employment.

## 6.7 Other Activities

- **Prevention and management of harassment, discrimination and bullying in the workplace**

Australia Post is committed to the elimination of workplace harassment, discrimination and bullying. Our co-ordinated information campaign on the prevention and management of harassment, discrimination and bullying in the workplace continued. The campaign involves regular facility-based briefing sessions, supported by the distribution of brochures, specifically targeted at particular areas of inappropriate behaviour, to each employee. Brochures released in this reporting period related to Workplace Gossip (August, 2008), Rights and Responsibilities (October, 2008) and Working Together (April, 2009). To contain costs and reduce environmental impact, the April 2009 brochure was not

released directly to all employees. This change in methodology will be assessed during the coming year.

When harassment, discrimination or bullying complaints are received, Australia Post has best practice processes to manage these complaints in an appropriate, confidential and timely manner.

- **National diversity conference**

The annual national diversity conference was not held during the year. Technological advances (cyber conferencing) will be used in the coming year to provide an increased level of interaction between executives, senior managers, workforce diversity managers and Indigenous employment consultants from across Australia to discuss diversity initiatives, issues and current state and national projects without the need to meet in person, thus saving costs.

- **National Indigenous consultants conferences**

During the last reporting period, two conferences were held to address the Indigenous employment function and its relationship with the business. The September 2008 conference, attended by executives, senior managers and Indigenous consultants from around the country, coincided with the official launch of the Indigenous Employment and Business Strategy 2008-2011 by the Hon Jenny Macklin, MP. Work undertaken at this conference included presentation of recruitment and retention strategies from each state, a summary of business program opportunities and the launch of the Indigenous Recruitment/Retention Forecasting tool.

A conference held in April 2009 focused on details of managing the new STEP funding, methodologies to increase traineeships (both school-to-work and work experience) and on setting targets for each state for the 2009/10 financial year. Cyber conferencing will also be used to increase opportunity for national discussion on Indigenous recruitment and retention strategies during the coming year.

While the number of Indigenous Australians with job opportunities at Australia Post did not increase during the reporting period, efforts of the Indigenous Employment Consultants to maintain the focus of the program, having regard to the economic downturn and the significant increase in Indigenous employment programs by other large corporations, are to be commended.

# 7. Conclusion

Productive diversity remains an important focus for Australia Post. The broad diversity of our workforce means that we look and sound like the community we serve.

The commencement of the corporation's Workforce Diversity Business and Indigenous Employment and Business strategies (2008-2011) continued Australia Post's commitment to diversity and inclusion and to providing employment and business opportunity for Indigenous Australians.

Broad productive diversity initiatives, such as Australia Post's strategic approach to age management and workplace flexibility, continue to demonstrate our commitment to our people and the wider community.

The Diversity@Post Kit continues to showcase the benefits of diversity as a business tool.

Commitment to equality of opportunity in employment continued. Whilst there was a varied result in the representation of the designated groups, the representation of all the designated groups in management positions increased, including a 33% increase for Indigenous Australians.

Our people remain the key part of our business success. Our commitment to providing a workplace that is inclusive and respects and values individual difference and one that is free from harassment, discrimination and bullying will continue to contribute to Australia Post's competitive edge and to the corporation remaining an employer of choice.

# 8. Statistical Appendices

## Appendix 1

Workforce Profile – All Employees

## Appendix 2

Permanent Full-time Employees

## Appendix 3

Permanent Part-time Employees

## Appendix 4

Separations – All Employees

## Appendix 5

Separations – Permanent Full-time Employees

## Appendix 6

Separations – Permanent Part-time Employees

## Appendix 7

Recruitment – All Employees

## Appendix 8

Recruitment – Permanent Full-time Employees

## Appendix 9

Recruitment – Permanent Part-time Employees

## Appendix 1 Workforce Profile - All Employees

Occupational Groups	Head Count		Female %		Male %		ATSI %		NESB %		PWD %	
	at 30	at 30	at 30	at 30	at 30	at 30	at 30	at 30	at 30	at 30	at 30	at 30
	June	June	June	June	June	June	June	June	June	June	June	June
	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009
Administration	3,846	3,874	46.5	46.7	53.5	53.3	0.9	1.0	27.4	27.2	9.1	8.8
Call Centre	555	573	64.5	67.4	35.5	32.6	1.4	1.2	18.0	18.3	9.4	8.4
Delivery	14,802	15,114	28.7	28.5	71.3	71.5	1.8	1.6	14.9	15.8	8.1	8.2
Engineer	13	13	0.0	0.0	100.0	100.0	0.0	0.0	23.1	7.7	7.7	7.7
Executive	226	229	19.9	20.5	80.1	79.5	0.0	0.0	9.3	8.7	7.5	8.3
Facility Manager	140	142	15.0	16.2	85.0	83.8	0.7	0.7	12.9	16.2	8.6	8.5
Information Technology	0	149	0.0	16.8	0.0	83.2	0.0	0.0	0.0	23.5	0.0	3.4
Mail Processing	6,001	5,789	44.6	45.6	55.4	54.4	1.9	1.9	40.2	41.1	8.6	8.4
Miscellaneous	81	78	40.7	38.5	59.3	61.5	1.2	3.8	13.6	15.4	9.9	9.0
Parcel Post	0	21	0.0	42.9	0.0	57.1	0.0	0.0	0.0	9.5	0.0	14.3
Parcels	504	506	41.7	37.2	58.3	62.8	2.6	0.2	40.5	41.5	4.8	4.2
Postal Manager	1,144	1,143	48.0	50.1	52.0	49.9	0.9	0.8	15.5	16.1	12.0	11.5
Retail	4,721	4,615	82.4	82.1	17.6	17.9	2.4	2.3	21.9	22.4	9.8	9.9
Post Logistics	201	204	70.6	71.6	29.4	28.4	0.0	5.4	0.0	1.5	0.0	0.0
Support Services	55	53	40.0	37.7	60.0	62.3	0.7	7.5	36.0	35.8	0.5	3.8
Technical	482	484	2.9	2.5	97.1	97.5	0.0	0.0	24.9	25.4	8.9	8.3
Transport	2,485	2,522	8.4	8.9	91.6	91.1	1.4	1.3	17.3	17.8	6.8	6.8
<b>TOTAL %</b>			<b>40.3</b>	<b>40.1</b>	<b>59.7</b>	<b>59.9</b>	<b>1.7</b>	<b>1.6</b>	<b>22.1</b>	<b>22.6</b>	<b>8.5</b>	<b>8.4</b>
<b>TOTAL NUMBERS</b>	<b>35,256</b>	<b>35,509</b>	<b>14,208</b>	<b>14,235</b>	<b>21,064</b>	<b>21,274</b>	<b>593</b>	<b>572</b>	<b>7,809</b>	<b>8,036</b>	<b>3,000</b>	<b>2,983</b>

## Appendix 2 Permanent Full-time Employees

Occupational Groups	Head Count		Female %		Male %		ATSI %		NESB %		PWD %	
	at 30	at 30	at 30	at 30	at 30	at 30	at 30	at 30	at 30	at 30	at 30	at 30
	June	June	June	June	June	June	June	June	June	June	June	June
	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009
Administration	3,636	3,643	44.4	44.6	55.6	55.4	0.9	1.0	27.8	27.7	9.3	9.0
Call Centre	321	378	60.1	63.2	39.9	36.8	0.9	1.3	16.2	20.4	10.0	9.5
Delivery	9,582	9,670	16.9	16.8	83.1	83.2	1.6	1.6	13.7	14.5	8.8	8.9
Engineer	13	13	0.0	0.0	100.0	100.0	0.0	0.0	23.1	7.7	7.7	7.7
Executive	222	222	18.5	18.0	81.5	82.0	0.0	0.0	9.0	8.6	7.2	8.1
Facility Manager	140	142	15.0	16.2	85.0	83.8	0.7	0.7	12.9	16.2	8.6	8.5
Information Technology	0	145	0.0	16.6	0.0	83.4	0.0	0.0	0.0	24.1	0.0	3.4
Mail Processing	4,433	4,256	38.7	39.4	61.3	60.6	1.4	1.3	44.3	44.7	9.6	9.1
Miscellaneous	60	58	33.3	31.0	66.7	69.0	1.7	1.7	10.0	12.1	11.7	10.3
Parcel Post	0	18	0.0	33.3	0.0	66.7	0.0	5.6	0.0	5.6	0.0	11.1
Parcels	379	398	36.9	34.9	63.1	65.1	1.1	1.5	45.1	46.2	4.2	4.0
Postal Manager	1,135	1,126	47.6	49.5	52.4	50.5	0.9	0.8	15.6	16.3	12.1	11.6
Retail	2,049	2,037	73.2	73.1	26.8	26.9	2.1	2.0	24.4	24.8	11.6	11.2
Post Logistics	192	195	69.8	70.8	30.2	29.2	0.0	0.0	2.1	1.5	0.0	0.0
Support Services	33	33	15.2	15.2	84.8	84.8	6.1	6.1	45.5	42.4	6.1	6.1
Technical	476	474	2.5	2.3	97.5	97.7	0.0	0.0	25.2	25.5	8.8	8.2
Transport	1,869	1,888	5.8	6.9	94.2	93.1	1.2	1.1	17.4	18.2	7.3	7.8
<b>TOTAL %</b>			<b>31.2</b>	<b>31.3</b>	<b>68.8</b>	<b>68.7</b>	<b>1.3</b>	<b>1.3</b>	<b>23.2</b>	<b>23.6</b>	<b>9.2</b>	<b>9.0</b>
<b>TOTAL NUMBERS</b>	<b>24,540</b>	<b>24,696</b>	<b>7,667</b>	<b>7,742</b>	<b>16,873</b>	<b>16,954</b>	<b>330</b>	<b>328</b>	<b>5,695</b>	<b>5,834</b>	<b>2,252</b>	<b>2,219</b>

## Appendix 3 Permanent Part-time Employees

Occupational Groups	Head Count		Female %		Male %		ATSI %		NESB %		PWD %	
	at 30	at 30	at 30	at 30	at 30	at 30	at 30	at 30	at 30	at 30	at 30	at 30
	June	June	June	June	June	June	June	June	June	June	June	June
	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009
Administration	160	167	88.8	91.6	11.3	8.4	1.3	1.8	23.1	24.6	8.3	7.2
Call Centre	42	73	95.2	87.7	4.8	12.3	3.8	2.7	11.9	26.0	11.3	9.6
Delivery	4,389	4,717	52.3	51.1	47.7	48.9	1.6	1.6	18.1	19.0	6.9	7.3
Engineer	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Executive	4	5	100.0	100.0	0.0	0.0	0.0	0.0	25.0	20.0	20.0	20.0
Facility Manager	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Information Technology	0	4	0.0	25.0	0.0	75.0	0.0	0.0	0.0	0.0	0.0	0.0
Mail Processing	1,427	1,457	63.1	63.5	36.9	36.5	0.0	3.4	29.9	32.1	5.6	6.4
Miscellaneous	6	7	66.7	71.4	33.3	28.6	0.0	0.0	33.3	14.3	16.7	14.3
Parcel Post	0	3	0.0	100.0	0.0	0.0	0.0	0.0	0.0	33.3	0.0	33.3
Parcels	97	101	54.6	47.5	45.4	52.5	0.0	5.0	26.8	25.7	5.2	5.0
Postal Manager	8	16	100.0	93.8	0.0	6.3	0.0	0.0	0.0	6.3	0.0	0.0
Retail	2,318	2,373	90.3	89.3	9.7	10.7	0.0	2.4	20.8	21.7	8.5	9.1
Post Logistics	9	9	88.9	88.9	11.1	11.1	0.0	0.0	0.0	0.0	0.0	0.0
Support Services	16	16	68.8	68.8	31.3	31.3	0.0	6.3	31.3	31.3	0.0	0.0
Technical	2	3	0.0	0.0	100.0	100.0	0.0	0.0	0.0	0.0	0.0	33.3
Transport	534	558	16.5	15.2	83.5	84.8	0.0	1.8	18.2	17.9	5.2	3.9
<b>TOTAL %</b>			<b>62.7</b>	<b>61.6</b>	<b>37.3</b>	<b>38.4</b>	<b>2.1</b>	<b>2.1</b>	<b>20.8</b>	<b>21.8</b>	<b>7.4</b>	<b>7.4</b>
<b>TOTAL NUMBERS</b>	<b>9,012</b>	<b>9,509</b>	<b>5,647</b>	<b>5,853</b>	<b>3,365</b>	<b>3,656</b>	<b>176</b>	<b>204</b>	<b>1,877</b>	<b>2,072</b>	<b>598</b>	<b>705</b>

## Appendix 4 Separations - All Employees\*

Occupational Groups	Total Separations		Female %		Male %		ATSI %		NESB %		PWD %	
	at 30	at 30	at 30	at 30	at 30	at 30	at 30	at 30	at 30	at 30	at 30	at 30
	June	June	June	June	June	June	June	June	June	June	June	June
	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009
Administration	247	193	41.3	56.0	58.7	44.0	1.6	1.0	16.6	20.7	9.3	10.4
Call Centre	199	138	63.3	60.9	36.7	39.1	3.0	0.7	16.6	10.9	6.0	7.2
Delivery	3,017	2,339	30.6	30.8	69.4	69.2	2.4	3.0	13.0	15.6	5.8	6.4
Engineer	3	1	0.0	0.0	100.0	100.0	0.0	0.0	33.3	100.0	0.0	0.0
Executive	12	17	25.0	29.4	75.0	70.6	0.0	0.0	8.3	0.0	0.0	0.0
Facility Manager	9	5	33.3	20.0	66.7	80.0	0.0	0.0	22.2	0.0	22.2	40.0
Information Technology	0	5	0.0	20.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Mail Processing	674	496	49.0	43.1	51.0	0.8	9.3	7.9	20.9	25.2	8.5	7.5
Miscellaneous	38	20	42.1	35.0	57.9	65.0	5.3	5.0	5.3	10.0	7.9	0.0
Parcel Post	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Parcels	104	66	49.0	40.9	51.0	19.7	13.5	13.6	6.7	19.7	1.9	3.0
Postal Manager	60	45	38.3	44.4	61.7	86.7	1.7	2.2	11.7	2.2	13.3	15.6
Retail	846	593	78.5	81.5	21.5	4.2	3.5	3.9	18.4	21.6	7.3	7.9
Post Logistics	41	13	63.4	0.0	36.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Support Services	6	6	66.7	33.3	33.3	66.7	0.0	0.0	50.0	33.3	0.0	16.7
Technical	28	22	10.7	9.1	89.3	36.4	0.0	0.0	14.3	0.0	3.6	0.0
Transport	313	218	9.9	10.6	90.1	1.8	3.5	0.0	15.0	1.4	6.7	1.4
<b>TOTAL %</b>			<b>41.2</b>	<b>40.8</b>	<b>58.8</b>	<b>59.2</b>	<b>3.6</b>	<b>3.7</b>	<b>15.0</b>	<b>17.0</b>	<b>6.6</b>	<b>7.1</b>
<b>TOTAL NUMBERS</b>	<b>5,597</b>	<b>4,164</b>	<b>2,305</b>	<b>1,698</b>	<b>3,292</b>	<b>2,466</b>	<b>202</b>	<b>154</b>	<b>837</b>	<b>709</b>	<b>367</b>	<b>296</b>

\*Excluding Casuals

## Appendix 5 Separations - Permanent Full-time Employees

Occupational Groups	Total Separations		Female %		Male %		ATSI %		NESB %		PWD %	
	2007/8	2008/9	2007/8	2008/9	2007/8	2008/9	2007/8	2008/9	2007/8	2008/9	2007/8	2008/9
Administration	203	148	36.9	54.1	63.1	45.9	2.0	1.4	16.3	20.9	11.3	11.5
Call Centre	43	41	62.8	63.4	37.2	36.6	4.7	2.4	2.3	9.8	16.3	7.3
Delivery	1,103	744	16.7	20.4	83.3	79.6	2.4	3.0	8.3	11.4	6.3	7.4
Engineer	3	1	0.0	0.0	100.0	100.0	0.0	0.0	33.3	100.0	0.0	0.0
Executive	11	14	27.3	21.4	72.7	78.6	0.0	0.0	9.1	0.0	0.0	0.0
Facility Manager	9	5	33.3	20.0	66.7	80.0	0.0	0.0	22.2	0.0	22.2	40.0
Information Technology	0	5	0.0	20.0	0.0	80.0	0.0	0.0	0.0	0.0	0.0	0.0
Mail Processing	301	238	37.2	34.9	62.8	65.1	3.3	2.5	32.2	34.0	14.0	13.0
Miscellaneous	13	1	38.5	0.0	61.5	100.0	7.7	0.0	7.7	0.0	7.7	0.0
Parcel Post	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Parcels	18	14	16.7	28.6	83.3	71.4	0.0	0.0	11.1	50.0	0.0	7.1
Postal Manager	58	43	36.2	41.9	63.8	58.1	1.7	2.3	12.1	2.3	13.8	16.3
Retail	203	125	66.0	73.6	34.0	26.4	3.4	4.8	19.7	17.6	10.8	14.4
Post Logistics	41	13	63.4	38.5	36.6	61.5	0.0	0.0	0.0	0.0	0.0	0.0
Support Services	3	4	66.7	0.0	33.3	100.0	0.0	0.0	100.0	50.0	0.0	0.0
Technical	24	19	4.2	0.0	95.8	100.0	0.0	0.0	16.7	15.8	4.2	15.8
Transport	169	101	5.9	5.9	94.1	94.1	3.6	3.0	16.6	9.9	7.1	8.9
<b>TOTAL %</b>			<b>27.5</b>	<b>31.0</b>	<b>72.5</b>	<b>69.0</b>	<b>2.6</b>	<b>2.7</b>	<b>14.1</b>	<b>16.4</b>	<b>8.5</b>	<b>9.7</b>
<b>TOTAL NUMBERS</b>	<b>2,202</b>	<b>1,503</b>	<b>606</b>	<b>466</b>	<b>1,579</b>	<b>1,037</b>	<b>58</b>	<b>41</b>	<b>311</b>	<b>247</b>	<b>188</b>	<b>146</b>

## Appendix 6 Separations - Permanent Part-time Employees

Occupational Groups	Total Separations		Female %		Male %		ATSI %		NESB %		PWD %	
	2007/8	2008/9	2007/8	2008/9	2007/8	2008/9	2007/8	2008/9	2007/8	2008/9	2007/8	2008/9
Administration	12	11	83.3	63.6	16.7	36.4	0.0	0.0	16.7	18.2	33.3	9.1
Call Centre	20	9	85.0	66.7	15.0	33.3	5.0	0.0	15.0	11.1	5.0	0.0
Delivery	1,151	1,029	43.2	41.5	56.8	58.5	2.4	2.6	17.4	18.0	11.0	7.2
Engineer	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Executive	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Facility Manager	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Information Technology	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Mail Processing	229	156	64.2	56.4	35.8	43.6	4.4	7.7	13.1	21.2	9.6	1.9
Miscellaneous	3	1	33.3	0.0	66.7	100.0	0.0	0.0	0.0	100.0	0.0	0.0
Parcel Post	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Parcels	41	29	53.7	55.2	46.3	44.8	2.4	13.8	7.3	10.3	9.8	0.0
Postal Manager	1	2	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Retail	436	401	85.3	85.3	14.7	14.7	4.4	3.0	15.1	21.9	9.6	7.2
Post Logistics	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Support Services	1	1	0.0	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Technical	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Transport	86	76	16.3	13.2	83.7	86.8	2.3	3.9	11.6	5.3	11.6	5.3
<b>TOTAL %</b>			<b>54.6</b>	<b>52.4</b>	<b>45.4</b>	<b>47.6</b>	<b>3.1</b>	<b>3.4</b>	<b>15.9</b>	<b>18.5</b>	<b>6.1</b>	<b>6.5</b>
<b>TOTAL NUMBERS</b>	<b>1,980</b>	<b>1,715</b>	<b>1,081</b>	<b>899</b>	<b>899</b>	<b>816</b>	<b>61</b>	<b>58</b>	<b>314</b>	<b>317</b>	<b>121</b>	<b>111</b>

## Appendix 7 Recruitment - All Employees\*

Occupational Groups	Total Recruitment		Female %		Male %		ATSI %		NESB %		PWD %	
	2007/8	2008/9	2007/8	2008/9	2007/8	2008/9	2007/8	2008/9	2007/8	2008/9	2007/8	2008/9
Administration	183	211	54.6	45.5	45.4	54.5	0.5	0.0	8.2	13.7	2.2	0.0
Call Centre	312	186	61.5	67.7	38.5	32.3	1.9	0.0	22.1	11.3	6.4	0.0
Delivery	2,972	2,400	31.7	28.3	68.3	71.7	2.0	2.5	17.8	18.3	4.3	2.5
Engineer	2	1	0.0	0.0	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0
Executive	14	15	28.6	26.7	71.4	73.3	0.0	0.0	0.0	0.0	0.0	0.0
Facility Manager	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Information Technology	0	57	0.0	17.5	0.0	82.5	0.0	0.0	0.0	19.3	0.0	0.0
Mail Processing	572	372	49.3	52.7	50.7	47.3	10.8	11.0	15.2	15.1	3.8	11.0
Miscellaneous	14	22	50.0	45.5	50.0	54.5	0.0	9.1	7.1	9.1	0.0	9.1
Parcel Post	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Parcels	117	61	59.0	26.2	41.0	73.8	17.9	8.2	14.5	8.2	3.4	8.2
Postal Manager	1	3	100.0	33.3	0.0	66.7	0.0	0.0	0.0	0.0	0.0	0.0
Retail	892	504	80.3	78.2	19.7	21.8	2.4	3.4	22.9	19.8	4.7	3.4
Post Logistics	12	18	50.0	61.1	50.0	38.9	0.0	0.0	0.0	0.0	0.0	0.0
Support Services	1	8	0.0	25.0	100.0	75.0	0.0	0.0	100.0	12.5	0.0	0.0
Technical	26	33	15.4	6.1	84.6	93.9	0.0	0.0	7.7	3.0	0.0	0.0
Transport	290	219	13.4	8.2	86.6	91.8	2.1	1.8	10.7	4.1	3.4	1.8
<b>TOTAL %</b>			<b>43.7</b>	<b>38.1</b>	<b>56.3</b>	<b>61.9</b>	<b>3.3</b>	<b>3.1</b>	<b>17.7</b>	<b>16.4</b>	<b>4.2</b>	<b>3.1</b>
<b>TOTAL NUMBERS</b>	<b>5,408</b>	<b>4,110</b>	<b>2,363</b>	<b>1,565</b>	<b>3,045</b>	<b>2,545</b>	<b>177</b>	<b>128</b>	<b>955</b>	<b>674</b>	<b>229</b>	<b>128</b>

\*Excluding Casuals

## Appendix 8 Recruitment - Permanent Full-time Employees

Occupational Groups	Total Recruitment		Female %		Male %		ATSI %		NESB %		PWD %	
	2007/8	2008/9	2007/8	2008/9	2007/8	2008/9	2007/8	2008/9	2007/8	2008/9	2007/8	2008/9
Administration	115	135	47.8	40.7	52.2	59.3	0.9	0.0	7.8	16.3	2.6	3.0
Call Centre	8	22	50.0	68.2	50.0	31.8	0.0	0.0	0.0	13.6	0.0	13.6
Delivery	362	255	18.5	16.5	81.5	83.5	1.9	1.6	14.4	21.6	4.1	5.1
Engineer	2	1	0.0	0.0	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0
Executive	12	10	16.7	30.0	83.3	70.0	0.0	0.0	0.0	0.0	0.0	10.0
Facility Manager	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Information Technology	0	55	0.0	16.4	0.0	83.6	0.0	0.0	0.0	20.0	0.0	0.0
Mail Processing	60	35	46.7	62.9	53.3	37.1	0.0	0.0	8.3	31.4	3.3	0.0
Miscellaneous	5	1	80.0	100.0	20.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Parcel Post	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Parcels	4	3	100.0	33.3	0.0	66.7	0.0	0.0	0.0	0.0	0.0	0.0
Postal Manager	1	3	100.0	33.3	0.0	66.7	0.0	0.0	0.0	0.0	0.0	0.0
Retail	287	138	87.1	81.9	12.9	18.1	2.8	5.1	15.7	11.6	5.9	5.1
Post Logistics	9	18	66.7	61.1	33.3	38.9	0.0	0.0	0.0	5.6	0.0	0.0
Support Services	1	3	0.0	0.0	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0
Technical	16	28	6.3	3.6	93.8	96.4	0.0	0.0	6.3	0.0	0.0	0.0
Transport	4	6	0.0	0.0	100.0	100.0	50.0	0.0	0.0	0.0	0.0	0.0
<b>TOTAL %</b>			<b>47.6</b>	<b>38.2</b>	<b>52.4</b>	<b>61.8</b>	<b>2.0</b>	<b>1.6</b>	<b>12.8</b>	<b>17.0</b>	<b>4.2</b>	<b>4.0</b>
<b>TOTAL NUMBERS</b>	<b>882</b>	<b>699</b>	<b>420</b>	<b>267</b>	<b>462</b>	<b>432</b>	<b>18</b>	<b>11</b>	<b>113</b>	<b>119</b>	<b>37</b>	<b>28</b>

## Appendix 9 Recruitment - Permanent Part-time Employees

Occupational Groups	Total Recruitment		Female %		Male %		ATSI %		NESB %		PWD %	
	2007/8	2008/9	2007/8	2008/9	2007/8	2008/9	2007/8	2008/9	2007/8	2008/9	2007/8	2008/9
Administration	4	2	75.0	50.0	25.0	50.0	0.0	0.0	0.0	50.0	0.0	0.0
Call Centre	0	8	0.0	100.0	0.0	0.0	0.0	0.0	0.0	25.0	0.0	0.0
Delivery	918	944	36.6	32.2	63.4	67.8	1.7	2.8	22.8	20.8	4.8	4.6
Engineer	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Executive	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Facility Manager	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Information Technology	0	2	0.0	50.0	0.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0
Mail Processing	127	161	58.3	57.1	41.7	42.9	2.4	3.1	25.2	11.8	3.1	3.1
Miscellaneous	3	1	0.0	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Parcel Post	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Parcels	12	24	66.7	29.2	33.3	70.8	0.0	4.2	33.3	4.2	0.0	4.2
Postal Manager	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Retail	85	225	72.9	74.7	27.1	25.3	1.2	1.8	25.9	30.2	11.8	5.3
Post Logistics	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Support Services	0	1	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Technical	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Transport	103	69	11.7	4.3	88.3	95.7	1.0	0.0	8.7	5.8	2.9	0.0
<b>TOTAL %</b>			<b>39.5</b>	<b>40.8</b>	<b>60.5</b>	<b>59.2</b>	<b>1.7</b>	<b>2.5</b>	<b>22.0</b>	<b>20.3</b>	<b>4.9</b>	<b>4.2</b>
<b>TOTAL NUMBERS</b>	<b>1,252</b>	<b>1,437</b>	<b>495</b>	<b>586</b>	<b>757</b>	<b>851</b>	<b>21</b>	<b>36</b>	<b>276</b>	<b>291</b>	<b>61</b>	<b>61</b>



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Western Australia

