



# Equal Employment Opportunity Report

2007-2008

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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 2007-2008 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.

This report details outcomes for the 2007-2008 reporting period.

## Major outcomes for this reporting period include:

### Women:

The number of women in executive positions increased to 45 (42, 2007) and their representation in the executive group increased to 19.9% (19.4% 2007).

The representation of women in management positions<sup>1</sup> increased to 31.1% (30.2%, 2007) with the number of women in management positions increasing to 706 (662 in 2007).

The overall representation rate of women increased to 40.3% from 39.8%.

Women were promoted at a significantly higher rate (36.1%) in permanent, full time positions than their representation rate (31.2%) in these positions.

### Indigenous Employment:

Australia Post remains committed to and is a long-term leader in Indigenous employment. There was an increase in the number 616 (559 in 2007) and representation 1.7% (1.6% in 2007) of Indigenous Australians employed at Australia Post in the reporting period.

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

The representation of NESB employees increased to 22.1% (7,809) from 21.1% (7,319 in 2007).

The number of NESB employees in management positions increased to 443 (433 in 2007) while their representation decreased to 19% (20%, 2007).

Australia Post's diverse workforce in all parts of the business continued to celebrate Harmony Day – the United Nations' International Day for the Elimination of Racial Discrimination.

### Disability Employment:

The representation of people with a disability remained stable at 8.5% while the number of people with a disability employed increased to 3,000 (2,935 in 2007).

Representation of employees in management positions who have indicated that they have a disability remained stable at 9%.

Australia Post NSW/ACT provided mainstream employment for 41 new employees with a disability under its Disability Employment Program. More than 50% of these employees have a hearing impairment, with 26% being profoundly deaf. Twenty-five percent identify as having a psychological or intellectual condition.

## Other achievements highlighted in this report include:

### Workplace Flexibility

In recognition of the ongoing low unemployment climate, NSW Mail and Networks Division Delivery restructured some delivery position profiles (including start times) to accommodate greater flexibility to attract potential employees. During the reporting period, flexible work options were offered to 26 new employees, including students and employees with parenting responsibilities.

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

### Employed Carers Project

Australia Post continued a two year pilot study in conjunction with Carers Victoria and the Commonwealth Department of Health and Ageing to examine the impact on retention of targeted respite and support services for employees who have caring responsibilities for frail, elderly relatives. During this reporting period, support offered through the study to eligible carers was extended to the Dandenong Letters Centre and facilities in the Cumberland/Prospect area of Sydney.

### Managing an Ageing Workforce

Australia Post's strategic approach to age management commenced in April 2008 and has the broad objective of maintaining workforce sustainability to meet the corporation's current and future needs.

During the 2007-2008 reporting period, Australia Post further addressed the impact of the ageing workforce with a major study of working flexibility, a focus on the development of a retirement transition framework to support older employees and the conduct of pilot retirement transition seminars.

### Health and Wellbeing Program

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

During the reporting period, 'Mental Health at Work' guidelines were developed to inform and assist managers and supervisors to manage any business, work environment and individual risk arising from the effects of untreated mental illness.

### Diversity @ Post Kit

In support of the corporation's ongoing commitment to productive diversity management, an update to the Diversity @ Post Kit was released during the reporting period. This update increased the number of Diversity Success Stories to 35. The Kit provides information, resources, tips and tools to maximise the diversity of Australia Post's workforce to provide Australia Post with a competitive advantage and meet future business challenges.

### 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 Racism (September 07), Disability – Mental Illness (March 2008) and Bullying (May 2008).

## 2. Context

### 2.1 Organisation profile 2007-2008 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 Corporate Infrastructure 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 2005-2008 recognises that realising the potential of a diverse workforce is critical to achieving a competitive edge. The strategy sits under the corporation's Human Resources Support Plan.

The Human Resources Support Plan 2007/08 to 2009/10, which operated during the reporting period, has 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 2005-2008.

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 three key objectives of the 2005-2008 Workforce Diversity Business Strategy are to:

- ensure 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
- continue to move diversity management beyond the legal compliance framework and to embed it into the corporation as part of normal business practice
- continue to employ diversity management strategies and initiatives that provide Australia Post with a competitive advantage and contribute to making Australia Post an employer of choice.

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

### Diversity Management Objectives

- Realise the potential of diversity in the delivery of innovative and creative management and business solutions.
- Develop and maintain a focus that puts the customer first (by drawing on the diverse cultural base of Australia Post's workforce to match customer needs).
- Reflect the diversity of the community in Australia Post's workforce at all levels, categories and business streams.
- Continue the recognised commitment to flexible employment conditions that support the work/life pressures of employees whilst directly contributing to increased business performance.
- Attract and retain talented employees.
- Remain a recognised employer of choice.

### EEO Management Objectives

- Ensure that all Australia Post employees and contractors are informed on the EEO policy and their individual rights and responsibilities under that policy.
- Ensure 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 practices.
- Ensure that policies and practices which relate to recruitment and career advancement of employees are consistent with EEO principles.
- Ensure 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.
- Provide 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
- Diversity/EEO/cross-cultural training participation rates.

### 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 Consultants and Indigenous Employment Co-ordinators 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 the 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 Survey form. Voluntary diversity data was held on 81% of the workforce as at 30 June 2008, (75% June 2007). The voluntary nature of the collection of diversity data means that current coverage of the data for the NESB and PWD groups stands at 81% of the workforce.

## 5.1 Workforce Composition

As at 30 June 2008, there were 35,256 employees in Australia Post,<sup>2</sup> an increase of 524 from the level reported at 30 June 2007. This increase is against the trend of recent years of small annual reductions on total employee numbers. During the reporting period, full-time employment increased by 15, part-time employment increased by 439 and casual employment increased by 70 (part time: 64, full time: 6).

The increase is largely attributable to:

- delivery points growth nationally
- increased use of dedicated delivery positions and alternate delivery methods

Table 1: Composition of the Workforce at 30 June 2008

	Numbers Employed		Females		Males		ATSI*		NESB*		PWD*	
	No.	Work Force Representation %	No.	%	No.	%	No.	%	No.	%	No.	%
Permanent												
Full-Time	24,540	69.6	7,667	54.0	16,873	80.1	343	57.8	5,695	72.9	2,252	75.1
Part-Time	9,012	25.6	5,647	39.8	3,365	16.0	195	32.9	1,877	24.0	666	22.2
<b>Total Permanent</b>	<b>33,552</b>	<b>95.2</b>	<b>13,314</b>	<b>93.8</b>	<b>20,238</b>	<b>96.1</b>	<b>538</b>	<b>90.7</b>	<b>7,572</b>	<b>97.0</b>	<b>2,918</b>	<b>97.3</b>
Fixed Term												
Full-Time	502	1.4	199	1.4	303	1.4	12	2.0	77	1.0	27	0.9
Part-Time	924	2.6	522	3.7	402	1.9	37	6.3	147	1.9	44	1.5
<b>Total Fixed Term</b>	<b>1,426</b>	<b>4.0</b>	<b>721</b>	<b>5.1</b>	<b>705</b>	<b>3.3</b>	<b>49</b>	<b>8.3</b>	<b>224</b>	<b>2.9</b>	<b>71</b>	<b>2.0</b>
Casual												
Full-Time	51	0.2	28	0.2	23	0.1	4	0.7	0	0	4	0.1
Part-Time	227	0.6	136	1.0	91	0.4	2	0.3	13	0.2	7	0.2
<b>Total Casual</b>	<b>278</b>	<b>0.8</b>	<b>164</b>	<b>1.2</b>	<b>114</b>	<b>0.5</b>	<b>6</b>	<b>1.0</b>	<b>13</b>	<b>0.1</b>	<b>11</b>	<b>0.4</b>
<b>Total Employment</b>	<b>35,256</b>		<b>14,199</b>	<b>40.3</b>	<b>21,057</b>	<b>59.7</b>	<b>593</b>	<b>1.7</b>	<b>7,809</b>	<b>22.1</b>	<b>3,000</b>	<b>8.5</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 i.e. 93.8% females are permanent employees

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

- replacement of some full-time staffing with more flexible part time resources to better align staffing to workload
- restructuring of transport hub operations in NSW and Victoria, increasing the number of part time driver positions
- permanent appointment of staff, particularly in WA and to a lesser extent in Victoria.

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

## Key Characteristics of the Workforce at 30 June 2008

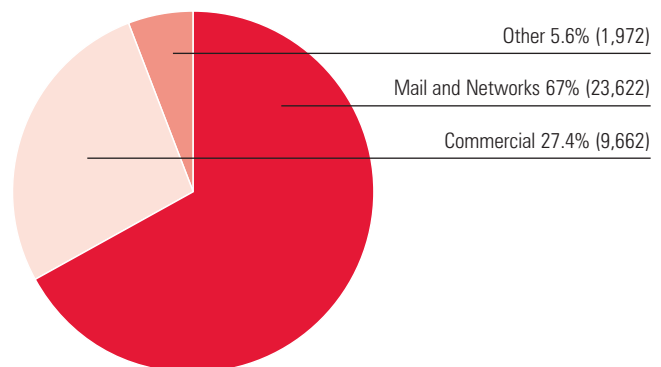
- Permanent employment representation remained stable, comprising 95.2% of the workforce (95.2% at 30 June 2007).
- Part-time employment representation increased to 28.8% (27.8% at 30 June 2007).
- Female representation increased to 40.3% (39.8% at 30 June 2007). This continues the trend for gradually increasing representation reported in recent years.
- Indigenous employment increased to 1.7% (1.6% at 30 June 2007).
- The representation of employees from non-English speaking backgrounds (NESB) increased to 22.1% of the workforce (21.1% at 30 June 2007).

- Representation of employees with a disability (PWD) remained stable at 8.5% of the workforce (8.5% at 30 June 2007).

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 (94.4%).

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 2008

Occupational Group	Numbers	Female %	Male %	ATSI %	NESB %	PWD %
Administration	3,846	46.5	53.5	0.9	27.4	9.1
Call Centre	555	64.5	35.5	1.4	18.0	9.4
Delivery	14,802	28.7	71.3	1.8	14.9	8.1
Engineer	13	0.0	100.0	0.0	23.1	7.7
Executive	226	19.9	80.1	0.0	9.3	7.5
Facility Manager	140	15.0	85.0	0.7	12.9	8.6
Mail Processing	6,001	44.6	55.4	1.9	40.2	8.6
Miscellaneous	81	40.7	59.3	1.2	13.6	9.9
Parcels	504	41.7	58.3	2.6	40.5	4.8
Post Logistics	185	71.9	28.1	0.0	0.0	0.0
Postal Manager	1,144	48.0	52.0	0.9	15.5	12.0
Retail	4,721	82.4	17.6	2.4	21.9	9.8
Support Services	55	40.0	60.0	7.3	36.4	5.5
Technical	482	2.9	97.1	0.0	24.9	8.9
Transport	2,485	8.4	91.6	1.4	17.3	6.8
<b>TOTAL</b>		<b>40.3</b>	<b>59.7</b>	<b>1.7</b>	<b>22.1</b>	<b>8.5</b>
<b>Total Numbers</b>	<b>35,256</b>	<b>14,199</b>	<b>21,057</b>	<b>593</b>	<b>7,809</b>	<b>3,000</b>

The number of women employed as at 30 June 2008 increased by 364 with the participation rate of women in the workforce increasing to 40.3% (39.8% June 2007).

Employee numbers in the other designated groups also varied from the last reporting period: NESB increased by 490 (22.1%, 21.1%:2007) while ATSI increased by 57, including 23 trainees

(1.7%, 1.6%:2007). PWD numbers increased by 65, however representation remained stable at 8.5% (8.5%, 2007) due to the increase in the overall number employed.

Changes in the employment levels of the EEO designated groups from June 2007 are shown in Table 3.

Table 3: Change in Employee Numbers – Designated EEO Groups

	June 2007	June 2008	% Change - Numbers	Percentage Point Change In Representation
Women	13,835	14,199	2.6%	0.5
NESB	7,319	7,809	6.7%	1.0
INDIGENOUS	559	593	6.1%	0.1
PWD	2,935	3,000	2.2%	0.0

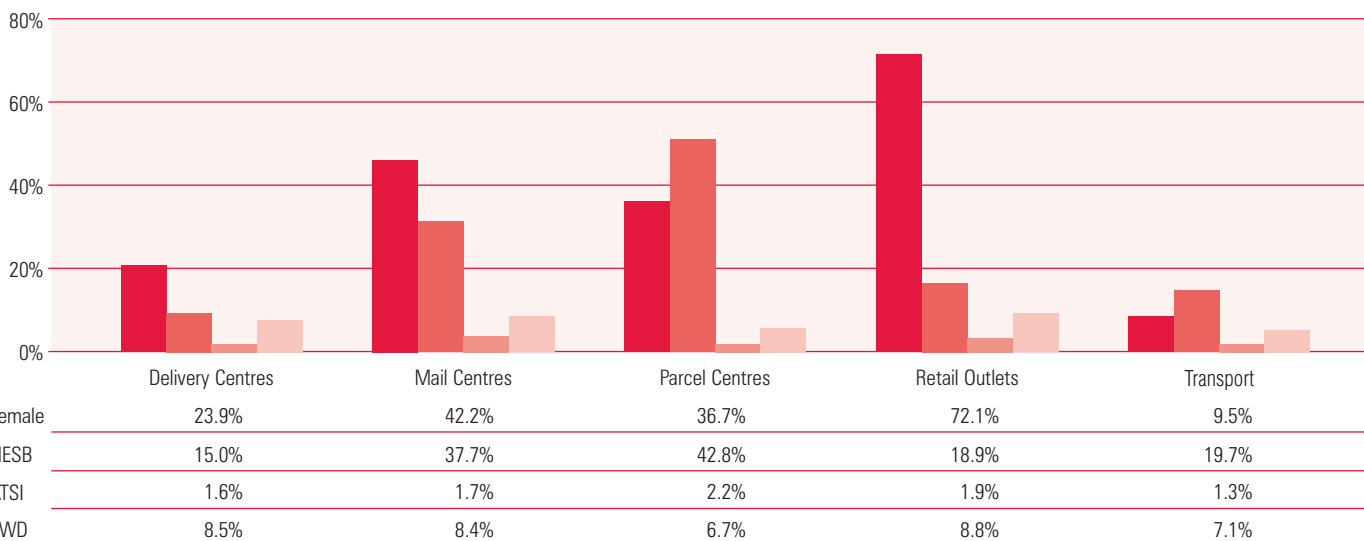
### Workforce Profile in Operational Areas

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 (72.1%) and are also well represented in Mail (42.2%) and Parcel (36.7%) Centres; as are NESB employees 37.7% and 42.8% respectively.

People from non-English speaking backgrounds also comprise 18.9% 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

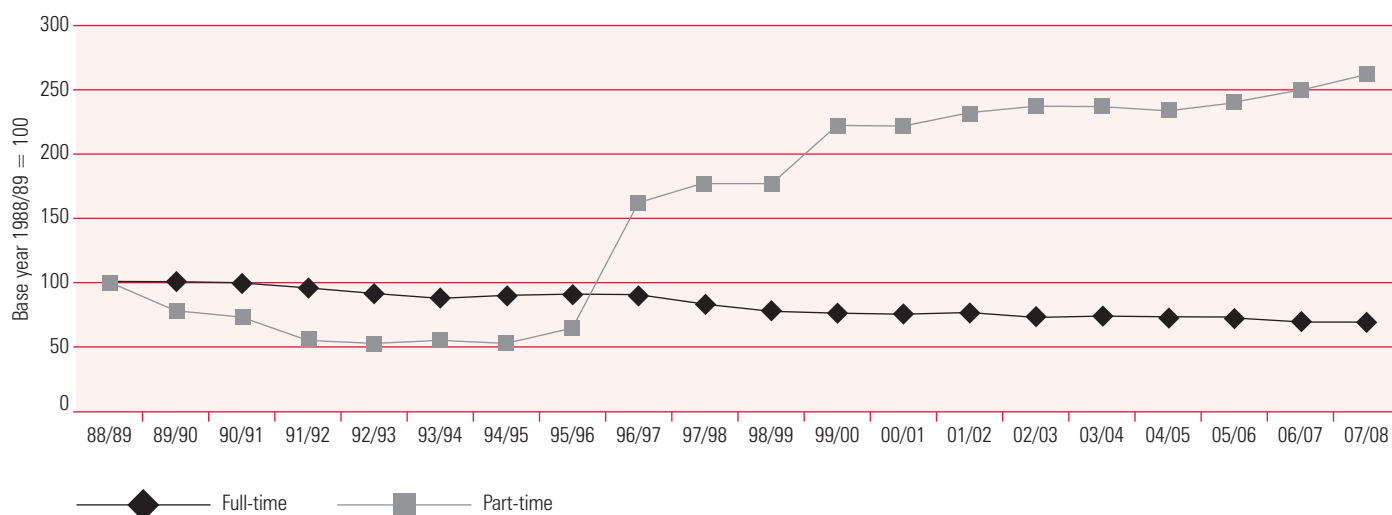
The total Australia Post workforce has been marginally decreasing over the last decade with the average reduction over the past five years being approximately 200 per annum. However, contrary to this trend, the total workforce increased by 524 (or 1.5%) in 2007/08. This increase included 503 part-time staff (96%) and 21 full-time staff (4%).

The above changes impacted part-time workforce representation levels, increasing from 27.8% in 2006/07 to 28.8% in 2007/08.

Women continue to occupy the majority of part-time employment positions 62% (63%:2007).

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 Transport. Details are shown in Table 4.

Table 4: Part-time Employment

Occupational Group	Numbers at					FEMALE %				
	30 Jun 2004	30 Jun 2005	30 Jun 2006	30 Jun 2007	30 Jun 2008	2004	2005	2006	2007	2008
Administration	106	124	133	167	169	93	93	92	90	88
Call Centre	95	94	101	80	86	82	85	79	81	87
Delivery	4,288	4,310	4,461	4,682	4,971	54	54	53	53	52
Executive	3	3	3	5	4	100	100	100	100	100
Mail Processing	1,671	1,522	1,529	1,479	1,533	61	62	63	63	62
Parcels	97	84	96	107	124	45	48	51	49	56
Retail	2,397	2,424	2,497	2,547	2,617	91	89	89	91	89
Support Services	49	39	33	27	22	73	69	73	70	77
Transport	472	464	517	531	598	16	17	16	16	17
Other	98	67	38	32	39	69	74	68	73	71
<b>TOTAL</b>	<b>9,277</b>	<b>9,131</b>	<b>9,408</b>	<b>9,657</b>	<b>10,163</b>	<b>64</b>	<b>64</b>	<b>63</b>	<b>63</b>	<b>62</b>

The representation of women in part-time employment increased in Call Centres, Parcels, Support Services and Transport (17%, 16%:2007) and decreased in Administration, Delivery, Mail Processing, Retail, and Other from the previous reporting period.

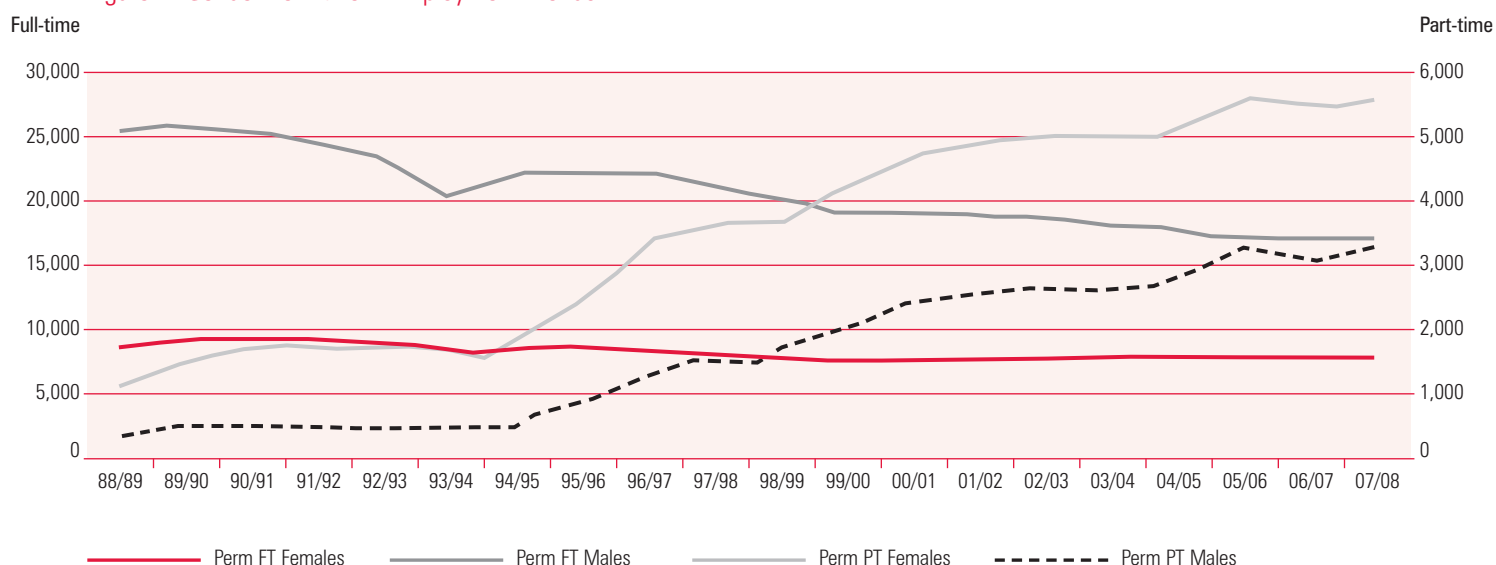
Long term trends in gender employment from 1989/90 show:

- 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 2007/08)
- the level of female employment in the permanent full-time segment has also declined over the same period but the reduction is in the order of 16%

- the number of women in part-time roles has increased in recent years, as has the overall part-time workforce. It is the larger increase in the overall part-time workforce (including an increase in the representation of men in part-time employment) that has resulted in the percentage of part-time females decreasing from 64% (2005) to 62% (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

In the 2005-2008 Workforce Diversity Business Strategy, Australia Post took account of the challenges posed by an ageing workforce. Australia Post’s strategic approach to age management commenced in April 2008 and has the broad objective of maintaining workforce sustainability to meet the corporation’s current and future needs.

The average age of the Australia Post workforce has risen to 43.9 years (43.7 in June 2007). The average age of men, 44.6 years, is slightly higher than that for women, 43 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 17% at June 2008.

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 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 which 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 in Figures 5 and 6.

Figure 5: Age Profile Trend – Females

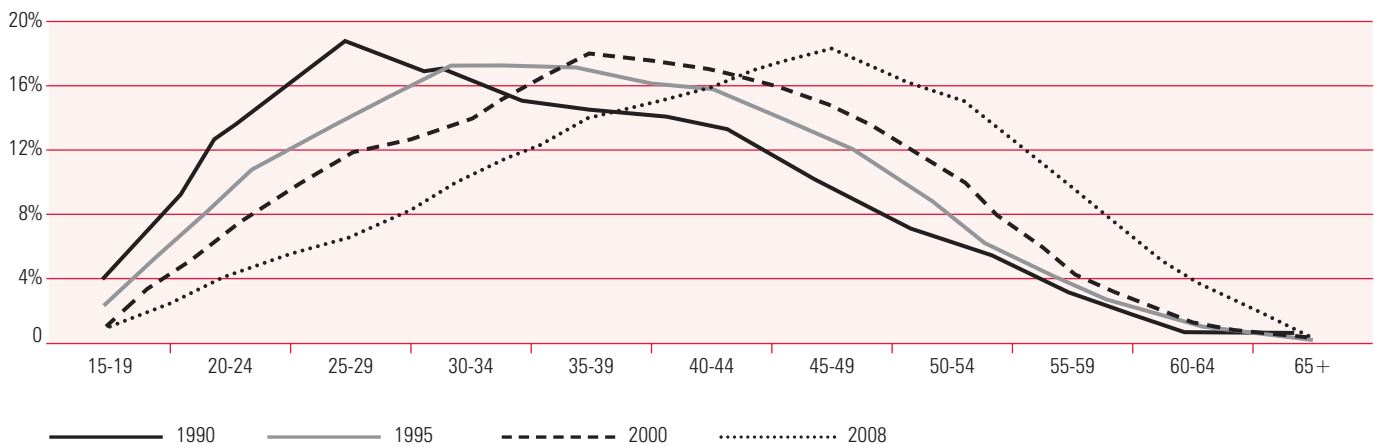
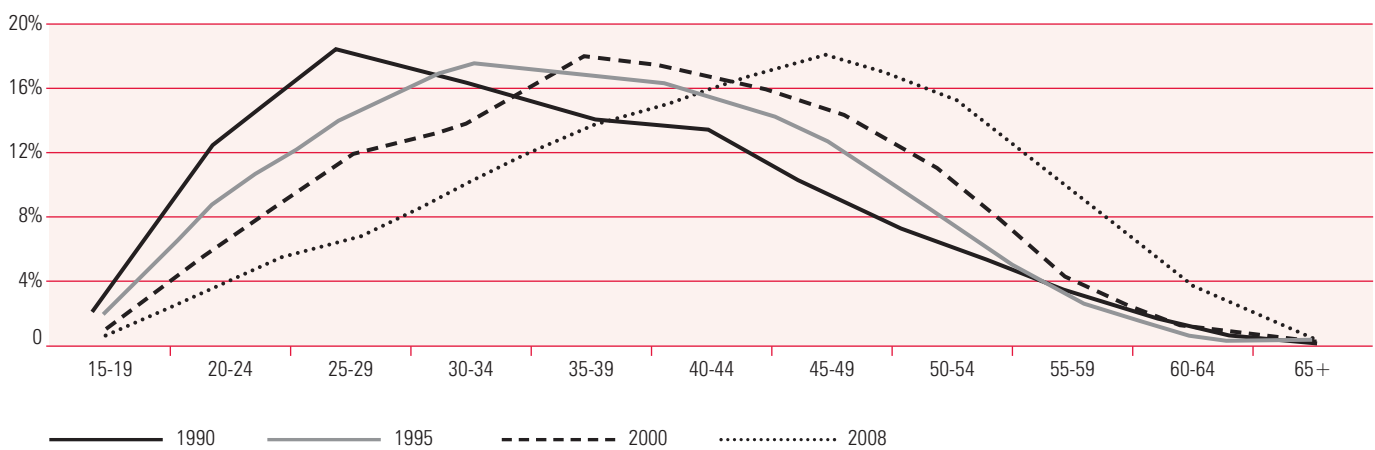


Figure 6: Age Profile Trend – Males



### 5.3 EEO Designated Groups

During the reporting period, the representation of the designated groups either increased or remained stable. The representation of women rose to 40.3% (39.8% in June 2007); the representation of Indigenous Australians rose to 1.7% (1.6%, 2007) and the representation of employees from non-English speaking backgrounds also increased to 22.1% (21.1%, 2007). The representation of people with disabilities remained stable at 8.5% (8.5%, 2007). There was overall increase in absolute numbers for each of the designated groups: women (364), Indigenous Australians (57), employees from non-English speaking backgrounds (490) and people with a disability (65) over the previous reporting period. These increases are due, in part, to the increased completion rate of the voluntary diversity survey to 81% of the workforce (75%, 2007). 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:

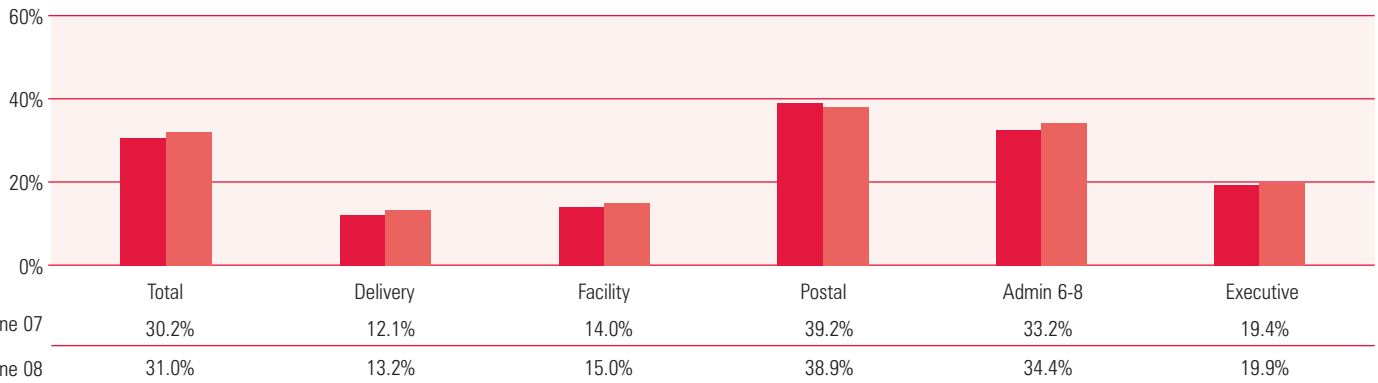
- representation in management positions
- within management positions, representation in executive positions
- promotions in 2007/8
- representation in occupational streams.

#### Women in Management Positions

The number of women in management positions increased during the reporting period by 44 to 706 (662, 2007) with representation increasing to 31.1% (30.2%, 2007).

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

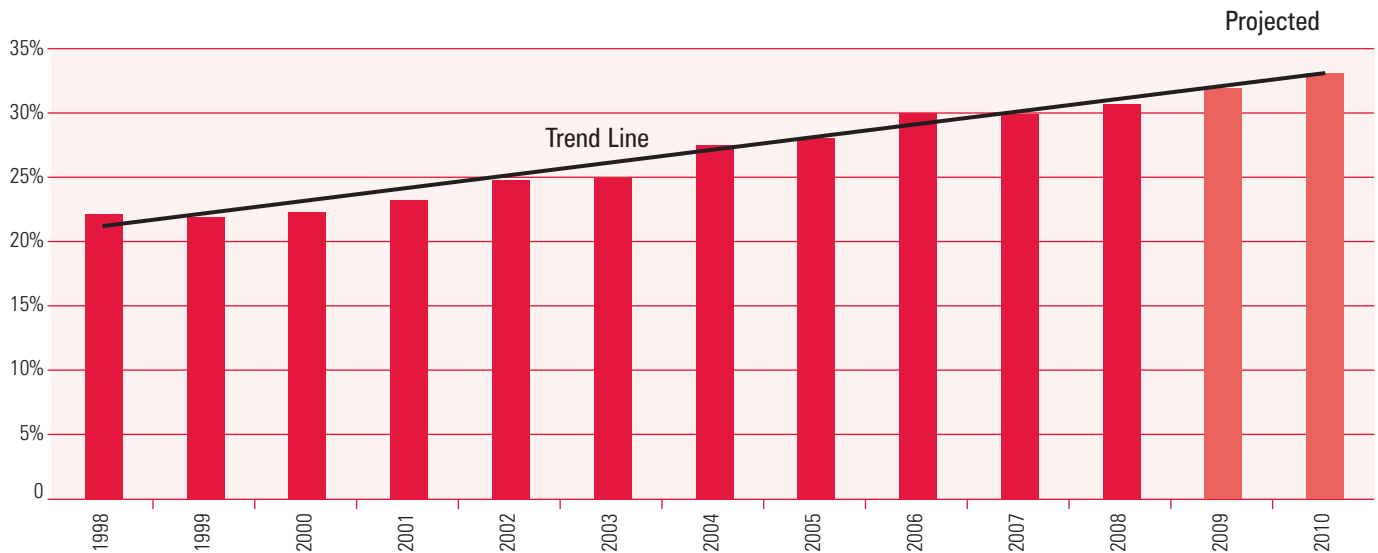
Figure 7: Women in Management Positions



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

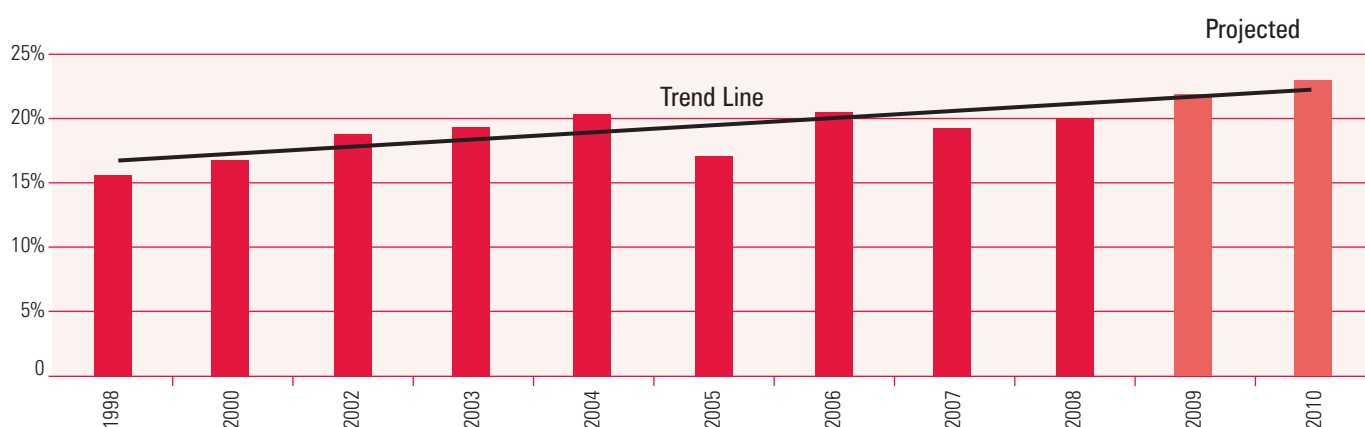


The continuing increase in the representation of women in management roles underscores the corporation’s commitment to having women in decision-making positions.

**Women in Executive Positions**

The number 45 (42, 2007) and representation 19.9% (19.4%, 2007) of women executives increased during the reporting period. 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, 584 women were promoted. Women accounted for 36.1% (39.9%, 2007) of permanent full-time employee promotions, compared with their representation of 31.2% of this workforce segment.

The proportion of female promotions exceeded their occupational category representation in all but the Mail Processing and Parcels categories.

See Table 5 for details.

Table 5: Promotion of women 2007/08\*

Occupational Category	Number	Female % of promotions	Female representation in occupational category
Administration	221	51.4%	43.5%
Call Centre	60	62.5%	60.1%
Delivery	129	18.9%	17.0%
Executive	5	45.5%	19.3%
Facility Manager	4	16.7%	14.5%
Mail Processing	52	38.0%	39.0%
Parcels	1	12.5%	37.1%
Postal Manager	44	50.0%	43.5%
Retail	65	74.7%	72.8%
Transport	3	6.8%	6.3%
<b>TOTAL</b>	<b>584</b>	<b>36.1%</b>	<b>31.2%</b>

\* Promotion to permanent full-time positions

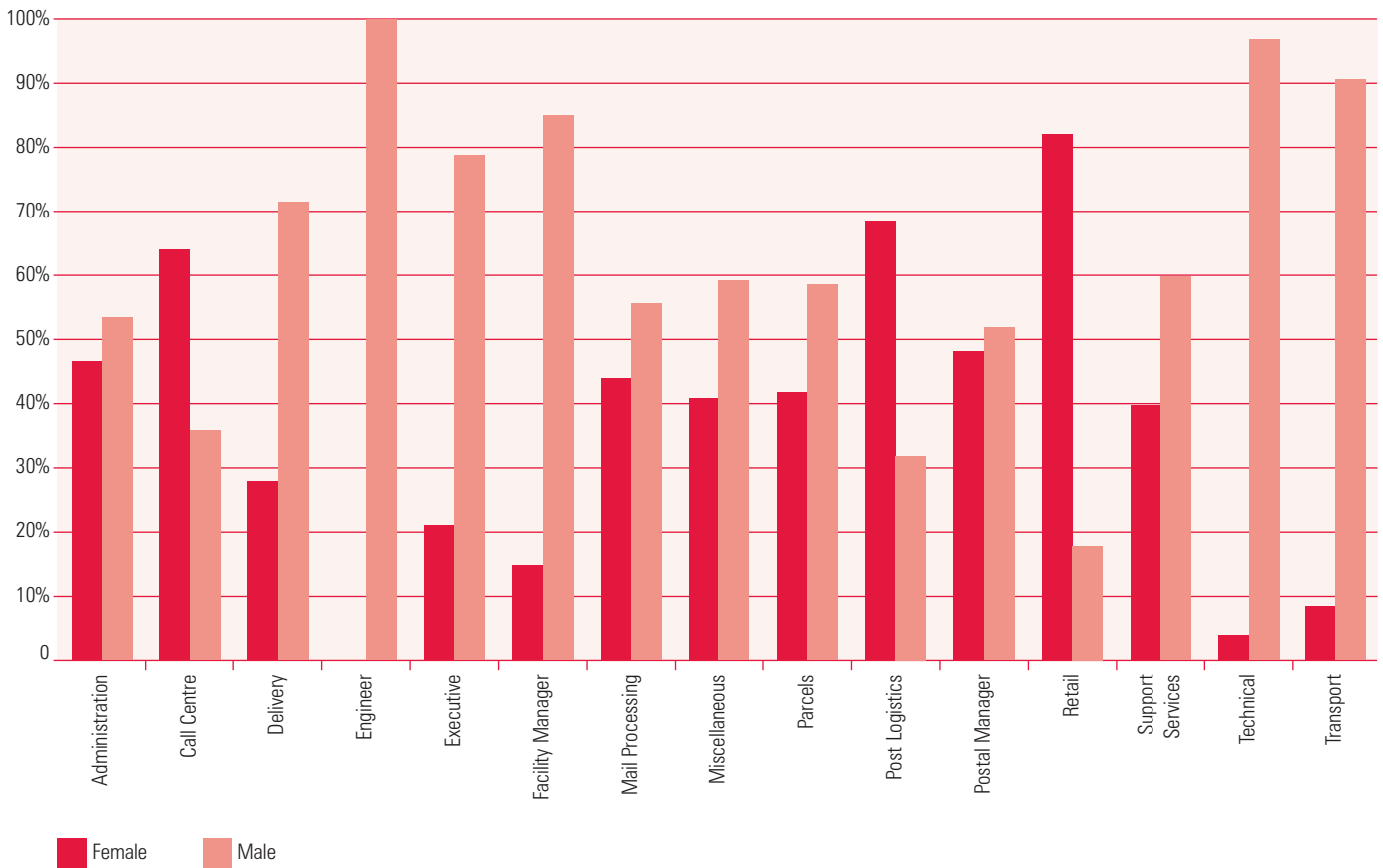
### Women in Occupational Streams

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

- Retail – 72.8% (82%, 2007).
- Post Logistics Operators – 68% (69%, 2007)
- Call Centres – 60% (64%, 2007).

Details are shown in Figure 10.

Figure 10: Gender Representation in Occupational Streams



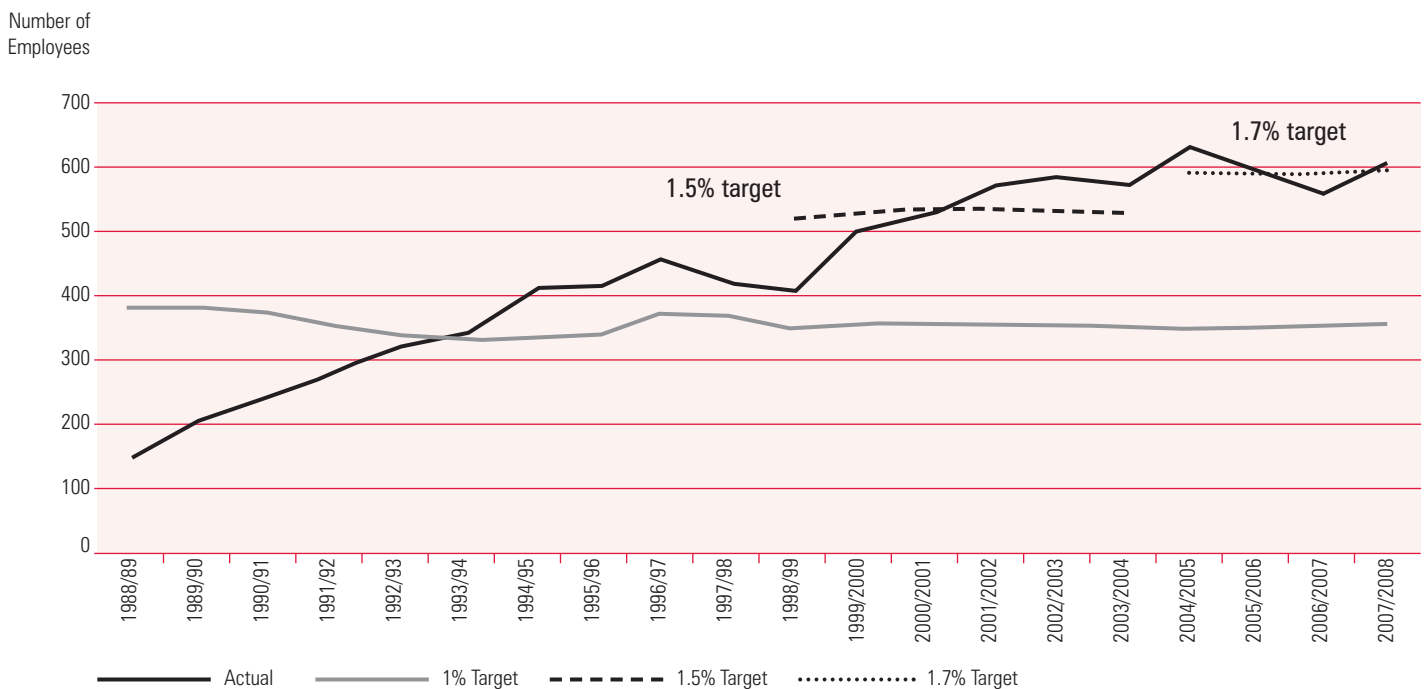
### Indigenous Employees

The employment of Indigenous Australians remains an important and long term priority for the corporation. During 2007-2008, there was an increase in the employment of

Indigenous Australians to 616 (1.7%) from 559 (1.6% in 2007). The figure of 616 includes 23 traineeships.

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 2008, there were 12 Indigenous employees in management positions (13, 2007) and 97 in managerial, supervisory or other above base grade level positions (93, 2007). Table 6 refers.

Table 6: Indigenous Employment in Manager/Supervisor Positions

Position	Number
Above base grade administrative positions	32
Operational facility managers	14
Mail processing supervisors	7
Retail supervisors	5
Delivery supervisors	39
<b>TOTAL</b>	<b>97</b>

### Employees from non-English Speaking Backgrounds

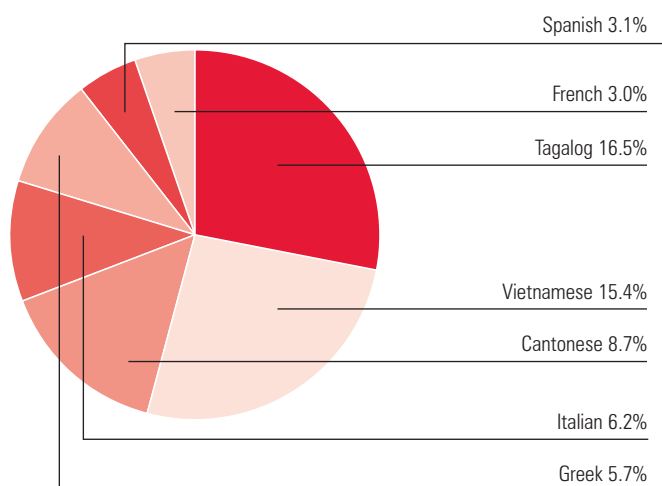
The representation of people from a non-English speaking background (NESB) has been showing a small increase for the past five years: 20.2%, 2003. This reporting period saw an increase in representation to 22.1% (7,809) from 21.1% (7,319:2007). This group comes from diverse backgrounds representing over 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 – 15.4%
- Cantonese – 8.7%
- Italian – 6.2%
- Greek – 5.7%

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 19% (20%, 2007) with the highest proportion in the administrative area. While absolute numbers increased (443, 2008: 433, 2007) representation decreased due to the

overall increase in managerial positions (2,275, 2008:2,195, 2007).

Details are provided in Table 7.

**Table 7: NESB Representation in Management Positions**

	Number	% of group
Executive	21	9
Facility Manager	18	13
Admin A6	162	25
Admin A7	103	24
Admin A8	74	21
Delivery Manager Level 3	14	13
Delivery Manager Level 4	5	11
Postal Manager Grade 3-5	46	17
<b>TOTAL</b>	<b>443</b>	<b>19</b>

## Employees with a Disability

As at June 2008, there were 3,000 employees (2,935, June 2007) who indicated that they have a disability or disabilities.<sup>3</sup> The representation of employees with a disability is 8.5% of the workforce (8.5%, 2007).

The occupational groups with the highest representation of PWD at June 2008 were:

- Postal Manager – 13.7%
- Facility Manager – 9%
- Administration – 8.3%
- Executive – 8%.

Employees identifying as having a disability represented 9% of management positions (9%, 2007) as indicated in Table 8. This is higher than their representation in the general Australia Post workforce (8.5%).

**Table 8: PWD Representation in Management Positions**

	Number	% of group
Executive	17	8
Facility Manager	12	9
Admin A6	65	10
Admin A7	34	8
Admin A8	19	5
Delivery Manager Level 3	16	15
Delivery Manager Level 4	2	4
Postal Manager Grade 3	39	14
Postal Manager Grade 4	4	31
Postal Manager Grade 5	4	8
<b>TOTAL</b>	<b>212</b>	<b>9</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

The Workforce Diversity Business Strategy 2005–2008 concluded at the end of this reporting period. This strategy has seen diversity awareness in the corporation move from a compliance-based EEO understanding to a broader understanding of the business value of productive diversity. The strategy also maintained our strong commitment to equal employment opportunity and anti-discrimination and harassment principles. Strategies to maintain and enhance these three broad streams will continue under the 2008 – 2011 Workforce Diversity Business Strategy which commenced on 1 July 2008.

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.

Broad diversity initiatives during this reporting period include:

### Diversity@Post Kit

The Diversity@Post Kit was launched in September 2005. The 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 the 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 has been an update to the Diversity@Post Kit during the reporting period (November 2007). Ten new Diversity Success Stories were published, bringing the number to 35.

### Managing an Ageing Workforce

Australia Post's strategic approach to age management commenced in April 2008.

During the 2007-2008 reporting period, a major study of working flexibility was completed, the objectives of which were:

- to develop an understanding of the current landscape in relation to the existing suite of flexibilities and its adequacy to support age management initiatives
- to develop an understanding of the issues that inhibit the uptake and appropriate management of working flexibilities at Australia Post.

The results of this study have been fed into a broad review of flexible work options, which will ultimately assist in facilitating greater access to working flexibility for all employees.

In addition, there has been a focus on the development of a retirement transition framework to support older employees in effectively planning for retirement as well as considering flexible retirement transition options aimed at encouraging them to defer or delay retirement and stay with Australia Post longer. The initial target group is employees age 50 and over, who comprise approximately 33% of Australia Post's workforce.

Pilot retirement transition seminars were conducted and generated huge interest. Australia Post has also partnered with a service provider to enable employees to access a web-based retirement planning tool – accessible through the organisation's intranet and via the web for employees who have internet access at home. Opportunity to provide retirement transition support across the organisation will be fully explored during the 2008-2009 reporting period.

### Workplace Flexibility – NSW

In recognition of the ongoing low unemployment climate, NSW Mail and Networks Division restructured some delivery position profiles to accommodate greater flexibility to attract potential employees. During the reporting period, flexible work options were offered to 26 new employees. Flexibilities included a shared walk round (with four students all working one to two days a week) and shorter delivery shifts (between 10am and 2pm) to accommodate the needs of employees with parenting responsibilities.

## Employed Carers Project

In August 2006, Australia Post commenced a two year pilot study in conjunction with Carers Victoria and the Commonwealth Department of Health and Ageing. The study is part of the National Respite for Carers Program, one of a number of national innovative projects exploring new models of service delivery to better respond to the needs of working carers and the people they care for. This study, aimed at employed carers of the frail elderly, involves piloting new models of service responses and working with organisations to increase the responsiveness of workplaces to carers. Support services include access to a dedicated support worker for those eligible employee carers and may include the provision of:

- assistance to the employee to develop shared family care arrangements
- links for the employee with a respite service
- advice to the employee on how to access support in an emergency
- referral of the employee to counselling services offered by Carers Victoria.

Three sites in Victoria were initially chosen for the pilot: Melbourne Parcels Facility, Melbourne Gateway Facility and Newport Delivery Centre. The program was extended to the Dandenong Letters Centre during 2008. A total of 67 education sessions of 30 minutes duration were conducted at these four sites with over 1500 employees attending. These sessions confirmed that one in seven employees is a carer. Funding has been extended until January 2009, which will allow the project to include a further 700 staff at six major delivery centres in Melbourne during the remainder of 2008.

During the reporting period, the program was also offered to Australia Post employees working in the Cumberland/Prospect area of Sydney.

## The National Apology to Australia's Indigenous Peoples

On 13 February 2008, opportunity was provided to many Australia Post employees at facilities across the country to view the National Apology to Australia's Indigenous Peoples.

## Work/Life Balance

During the reporting period, a cross-divisional working party was established to examine existing and explore potential new work/life balance initiatives, including initiatives to support flexible retirement transition options as part of Australia Post's age management approach. Work/life balance is seen as a key part of Australia Post's strategy to attract and retain talented staff in a competitive labour environment. The working party is scheduled to conclude its review in August and findings and recommendations will be made to the business in the first quarter of the coming financial year.

## Current Work/Life Initiatives

In 2007/08, 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 all work/life initiatives.

### • 48/52 or Purchased Leave

During this reporting period, 1,825 employees availed of purchased leave, an increase of 1.6% from the previous reporting period (1,795, 2007).

### • Employment Break

162 employees were on an employment break, an increase of 14.2% from the previous reporting period (139, 2007).

### • Carer's Leave

Employees accessing carer's leave to look after a sick family member increased slightly to 9,263 (9,228, 2007, an increase of 0.4% 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 252 employees participating in the job sharing initiatives during this reporting period (148, 2007). This represents a significant increase of 41% in access to this initiative.

### • Conversion from Full-time to Part-time Employment

As a result of the Family Provisions Decision and the Work Choices Legislation, employees have a right to request to return from a period of parental leave on a part-time basis until their child reaches five years of age. Managers have increasingly been able to accommodate these requests, which contribute to the increasing number of employees participating in this work/life initiative. 385 employees converted from full-time to part-time employment (293, 2007) an increase of 23.9% from the previous reporting period.

## Health and Wellbeing Program

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

'Mental Health at Work' guidelines were developed to inform and assist managers and supervisors to manage any business, work environment and individual risk arising from the effects of untreated mental illness. The guidelines also provided managers with information about applying Australia Post policies to enable affected employees to return to full work participation wherever possible, to access appropriate support

services and to ensure no work disadvantage due to their illness.

Fifty per cent of health promotions during the reporting period focused specifically on mental health and on mental illness, providing information about support available, recovery issues and preventive resilience building for employees and their families.

Other health promotion activities focused specifically and separately on women's and on men's health and well-being matters. Men's health was promoted during 'Men's Health Week' and addressed general health, andrology (gender) as well as mental and emotional health. It was supported by information to all individual employees and display packages to all work centres. Women's health was covered in a workplace promotion and pay insert brochure that covered a broad range of topics related specifically to women's health and wellbeing, 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 promoted and supported the International Day for the Elimination of Violence Against Women (White Ribbon Day) on 25 November 2007 by promoting the wearing of white ribbons to Australia Post's 35,000 employees and drawing attention to its Domestic and Family Violence Policy and support available to employees if needed.

Australia Post, through its partnership with Mensline Australia, continued to provide a dedicated phone line for male employees. A new promotion and distribution of new wallet cards to all male employees brought a strong increase in calls to the line. A survey was conducted with all male employees seeking their opinions about this initiative and of its usefulness for those who had used the service. Results show overwhelming support for the service and high satisfaction from those who have used it.

### Sponsorship

Australia Post continued its commitment to wider community diversity initiatives through sponsorship as a corporate partner of the Diversity@Work 2007 National Leadership in Diversity and Excellence Awards. The National Manager Diversity was a judge for these Awards.

## 6.2 Designated Groups

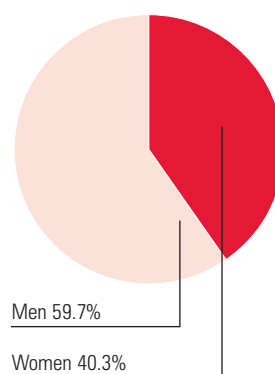
This section provides focus on each of the designated groups, including statistical data and commentary on key achievements during the reporting period.

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 on total employee numbers. During the reporting period, the representation of the designated groups either increased or remained stable. There were increases in the representation of women overall, women executives and women managers, Indigenous Australians and employees from non-English speaking backgrounds, while the representation of employees with a disability remained stable.

## 6.3 Women

### Participation Rate:



### Workforce data:

- ↑ **Total number** of women employed increased by 364
- ↑ **Participation rate** increased to 40.38% from 39.8% (0.5%)
- ↓ **Recruitment representation** decreased to 43.7% from 46.1% (-2.4%)
- ↑ **Separation representation** increased to 41.2% from 40.7% (0.5%)

### Achievements:

- **Increase in the representation rate of women employed**

The representation of women in the workforce increased to 40.3% from 39.8%.

- **Women in executive positions**

The number 45 (42, 2007) and representation 19.9% (19.4%, 2007) of women in executive positions increased during the reporting period.

- **Women in management positions**

The number of women in management positions increased by 44 to 706 (662, 2007) and representation increased to 31.1% (30.2%, 2007).

- **Promotion rate of women exceeded representation rate in all but two occupational groups.**

As previously reported, the promotion rate of women during the reporting period was higher than their representation in all but two occupational groups (mail processing and parcels): 36.1% of all permanent, full-time promotions were achieved by women compared to 31.2% representation.

- **Employee Development Programs**

The *Step Ahead* program continued to provide development opportunities for women at the base grade to lower level

administrative and operational classifications in NSW. In this reporting period, 73 women participated in the program with an increase in participation from women working in transport (18%) and women from country areas (36% Newcastle and Canberra).

In *Queensland*, ten women (five, Mail and Networks Division and five, Commercial Division) participated in a trial of a self paced DVD and workbook program aimed at boosting personal confidence and self esteem required to seek promotion to higher level positions. Participants were positive about the course and opportunities are being examined to expand the program in the coming year.

The *Springboard Women's Development Program* continues to provide development opportunities to women at base grade to lower level classifications in SA.

In *Victoria/Tasmania*, a pilot program was designed to provide women with an opportunity to work in transport. Women were supported in gaining a heavy rigid (truck) licence and six months experience working as a postal transport officer. This program will be examined for wider application during the coming year to increase availability of suitably qualified and trained drivers to complement future employment needs.

A complementary coaching and mentoring program was offered to women already employed in transport. Participants completed topics such as interview techniques and working in male dominated areas.

In WA, *Cornerstone*, a new development program for employees aspiring to build supervisory/management skills to lead a team and successfully manage a retail outlet was implemented in the Commercial Division. Of the 59 participants of the course this year, 76% were women.

- **Management Development Programs**

- **Talent Management**

In light of current economic and labour market conditions and in order to ensure we have the right people with the right skills in place for both current and future requirements, especially in enterprise critical roles, Australia Post has broadened its Talent Management scope beyond succession planning. Talent Management at Australia Post continues to address the identification and development of high potential individuals as succession candidates for enterprise critical roles. It also addresses critical risks, such as the risk of derailment during career transitions, the risk of talent readiness and the risk of under-utilising potential. It looks at both the individual's capability and aspirations as well as the organisation's requirements and can be applied at all levels and all areas of the organisation.

In addition, we are investing in building our Line Managers' capability in having coaching conversations through roll-out of the 'Line Manager as Coach' program. This program will ensure a common methodology for giving development and performance feedback. The roll-out will be completed across our approximately 7,000 line managers and supervisors by the end of 2009. This will ensure greater clarity for our employees on the specific behaviours, knowledge, interpersonal skills and experiences required for success at various levels and in different job families. We know that our employees being better informed about what is required for future roles and what they need to develop to get there will result in better results in the identification, development, engagement and retention of our high performing and high potential employees.

*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 leaderships and management styles. The program is designed to enhance current performance and improve future career opportunities for the participants.

*Sydney West Letters Facility* conducted a program to develop women in middle management positions. Three women, from a production background, were selected to rotate through production management positions and worked directly with both facility and human resource managers. As a result, one of the participants was subsequently appointed to a permanent full-time process leader position.

*Corporate Infrastructure Services, Shared Services and Information 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.

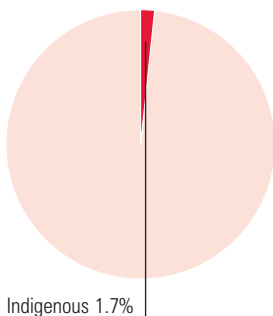
- **International Women's Day**

International Women's Day continues to be celebrated across the business with managers providing briefings to employees. At Headquarters, the Women's Information Network (WIN) celebrated 100 years after women's suffrage with a debate entitled 'One hundred years after getting the vote, she still goes home to fold the socks and jocks'. The debate was attended by over 180 headquarters and Victoria/Tasmania employees.

In WA, the state diversity manager told of her 35 year career at Australia Post, including her experience as the first female postal services clerk in the corporation.

## 6.4 Indigenous Employment

### Participation Rate:



### Workforce Data:

- ↑ **Total number** increased by 57
- ↑ **Participation Rate** increased to 1.7% from 1.6% (0.1%)
- ↑ **Recruitment representation** increased to 4.2% from 3.2% (1.0%)
- ↑ **Separation representation** increased to 3.6% from 3.5% (0.1%)

Australia Post continued its long term commitment to and remains a leader in Indigenous employment. The 2005-2008 Indigenous Employment and Business Strategy concluded at the end of the current reporting period. Focus continued on employment of Indigenous Australians throughout the term of the strategy with employment opportunity being offered to a total of 418 Indigenous Australians.

Australia Post's 2008-2011 Indigenous Employment and Business Strategy will continue the corporation's commitment to providing employment opportunity to Indigenous Australians through proven strategies of the past 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. The 2008-2011 Indigenous Employment and Business Strategy commenced on 1 July 2008.

### Achievements:

- **Increase in the representation of Indigenous Australians employed**

As previously reported, the number 616 (559, 2007) and representation 1.7% (1.6%, 2007) of Indigenous employees at Australia Post increased during the reporting period. The figure of 616 includes 23 traineeships.

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

The number of Indigenous Australians in management positions in Australia Post was 12 (13, 2007) while 16% of 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; a series of radio advertisements on Koori radio in NSW and school career days in Queensland.

A promotional DVD was developed and filmed during the reporting period. Indigenous employees from across the country shared their experiences of working with Australia Post and how this experience has also influenced their personal life. The DVD was launched at the 20th anniversary celebrations of Indigenous Employment Strategies in September 2008.

Indigenous employment application kits, tailored specifically to potential Indigenous employees, were developed in NSW and distributed through job networks and Indigenous community organisations.

Australia Post, Queensland has developed a partnership with FOGS (Former Origin Greats) to improve retention of Indigenous employees through mentoring and to provide employment opportunity as well as improved community links.

- **Business relationships with Indigenous communities and individuals**

Establishing business relationships with Indigenous individuals and communities was part of the Indigenous Employment and Business Strategy 2005-2008. As at 30 June 2008 there were 142 Licensed Post Offices, Community Mail Agencies and Community Postal Agencies in the Commercial Division and 23 Mail or Parcels delivery contracts in the Mail and Networks Division managed by Indigenous individuals or communities, a total of 165.

During the reporting period, tendering information for mail and parcels contracts in NSW was, for the first time, advertised in a national Indigenous newspaper.

- **Training and development opportunities**

#### South Australia:

Two trainee positions are provided annually in SA for Indigenous trainees. During the reporting period, trainees were employed at the Adelaide Parcels Centre and the Adelaide Mail Centre. This led to ongoing employment opportunity for one trainee during the reporting period.

#### Western Australia:

Western Australia provided work experience training for seven Indigenous Australians during the reporting period. Training was offered in Retail with five positions being in rural areas.

- **Retention and mentoring**

#### NSW/ACT

Analysis of retention of Indigenous employees in NSW showed that Indigenous Australian employees are more likely to leave

Australia Post within the first 3-6 months of employment than non-Indigenous employees. A comprehensive program to provide ongoing support for Indigenous employees was established during the reporting period. The program included: cross cultural training for new recruits and their managers; a managing yourself effectively program; private, personal contact with an Indigenous psychologist as required; the establishment of Indigenous counselling services with Australia Post's Employee Assistance Provider and a 'buddy' program.

- **Traineeships**

#### NSW/ACT

*Mail and Networks Division* conducted two Indigenous training programs in the reporting period with traineeships being offered to 13 Indigenous Australians. Participants were employed in Delivery and Transport and progressed towards acquiring a Certificate II in Transport and Distribution (Storage and Warehousing).

#### Victoria/Tasmania

The Commercial Division Vic/Tas established a Retail Indigenous traineeship during the reporting period with five trainees undertaking a 12 month full-time employment traineeship while studying for a Retail Operations Certificate II. At the conclusion of the current program, three of the five trainees continued employment with Australia Post. It is planned that this will be an ongoing program with five placements being offered every six months.

#### Queensland

Six Indigenous employees completed their postal delivery officer traineeships during the reporting period. Australia Post, Queensland, also introduced its inaugural Indigenous Trainee of the Year Award. This Award was widely reported in the media and was extensively covered in the Business and Employment section of the National Indigenous Times, further promoting Australia Post as an employer of choice for Indigenous Australians.

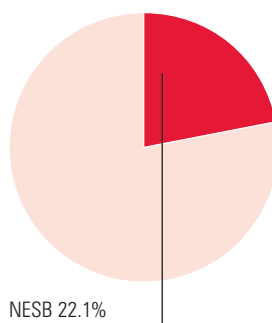
In Retail, three school to work Indigenous trainees completed their traineeships in 2007 with one trainee securing employment at a Business Centre and the two other trainees going on to higher education.

A school based traineeship in Human Resources in Queensland, with a qualification, Certificate II in Business Administration, commenced in the reporting period.

Focus on school to work traineeships will continue in the coming year.

## 6.5 People from Non-English Speaking Backgrounds

### Participation rate:



### Workforce data:

- ↑ **Total number** increased by 490
- ↑ **Participation Rate** increased to 22.1% from 21.1% (1%)
- ↑ **Recruitment representation** increased to 17.7% from 12.9% (4.8%)
- ↓ **Separation representation** decreased to 15% from 15.3% (0.3%)

### Achievements:

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

The number 7,809 (7,319, 2007) and representation 22.1% (21.1%, 2007) 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.

- **Harmony Day**

The celebration of Harmony Day has become a regular feature at Australia Post. Employees across the business celebrate Harmony Day in March with employees from a diverse range of cultures wearing traditional dress, orange ribbons and decorating their workplaces with orange Harmony Day banners. Employees also share food from their respective cultures with their work colleagues or take a Harmony Day Quiz. There are a number of practical examples of Harmony Day celebrations in the Diversity@Post Kit.

- **Sydney West Letters Facility conducts an 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 70 applicants, 6 were selected 5 (83%) were from a NESB, two were women and four worked part-time. At the conclusion of the program, one of the women from a NESB was appointed as a permanent full-time process leader, with two men from a NESB being transferred to other locations for further development opportunities.

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

Through a relationship with Access Services, Australia Post, Queensland, has built a pre-employment education program to attract people from a non-English speaking background to employment opportunity with Australia Post. The program includes: familiarisation with an Australia Post facility, the employment process and required documentation. This program provides people from a non-English speaking background with a greater understanding of the working environment at Australia Post and assists in breaking down barriers to employment that may exist, such as language. This initiative, which was in place during the last three months of the reporting period, has resulted in four placements for people from a non-English speaking background at Australia Post. The initiative will continue in the coming year.

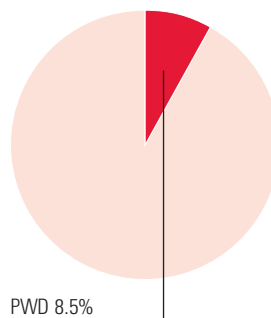
Australia Post, Queensland is a member of the Ethnic Council of Queensland. Membership provides opportunity for Australia Post to promote employment opportunities for people from a non-English speaking background. Australia Post is regularly promoted at Ethnic Council of Queensland meetings as an employer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

- **Horn of Africa – Victoria**

The Diversity Manager, Victoria/Tasmania is a member of the Building Independence Refugee Employment Support Project Advisory Committee. The Committee is conducted by Centacare Catholic Family Services and funded by the Department of Education, Employment and Workplace Relations (DEEWR). The purpose of the Committee is to assist the newly landed refugee parent, mature and long term unemployed job seeker to enter the workforce. The program's goal is that each participant should be developed to a level that enables them to utilise mainstream services effectively. It is anticipated that longer term involvement with the Committee will create a stronger relationship with the community and, ultimately, employment opportunities with Australia Post for job ready workers. Although this program is focused on pre-employment, Australia Post continues to provide information to the community about job vacancies as they occur.

## 6.6 Disability Employment

Participation rate:



Workforce Data:

- ↑ **Total number** employed increased by 65
- Participation rate** remained stable at 8.5%
- ↑ **Recruitment representation** increased to 4.2% from 3.0% (1.2%)
- ↓ **Separation representation** decreased to 6.6% from 7.0% (0.4%)

### Achievements:

- **Increase in the number of PWD employed**

While the representation of employees who identify as having a disability remained stable at 8.5%, the number of people with a disability employed increased to 3,000 (2,935, 2007).

- **Representation of PWD managers**

The representation of managers who identify as having a disability remained stable at 9%. This representation is higher than the representation of PWD employees for the business as a whole (8.5%).

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

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 its Disability Employment Program, 41 new employees with a disability were placed during the reporting period. More than 50% of these employees have a hearing impairment, with 26% being profoundly deaf. Twenty-five percent identify as having a psychological or intellectual condition.

A deafness awareness training program was provided for managers and supervisors who are working with hearing impaired employees. The program included a range of work related AUSLAN (Australian Sign Language) signs and provided information on the Australian deaf community and its culture. This program was well received by all who attended and provided a greater understanding for all who participated.

During the reporting period, the NSW/ACT diversity consultant commenced a Certificate II in AUSLAN and consideration is being given on how best to meet requests from hearing employees working with deaf colleagues to learn AUSLAN.

- **Awards and commendations**

Australia Post NSW/ACT Mail and Networks Division Human Resources Department was nominated for the 2007 Prime Minister's Employer of the Year Award in recognition of excellence in employment of people with disabilities.

During the reporting period, Australia Post NSW/ACT was publicly acknowledged by InnerSkill and Jobmatch (employment service providers for people with disabilities) for its active engagement in providing employment opportunities for people with disabilities.

- **Awareness programs**

*Mental Health Week and Less Stress Day* - employees in NSW transport and delivery participated in Mental Health Week and Less Stress Day, with managers providing team briefings to their employees and displayed posters, post cards and balloons at work sites.

*'Movember'* - a program where men grow a moustache for the month of November to highlight issues surrounding men's health 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**

A workshop designed to provide managers and supervisors with information on how to more effectively manage employees with mental health issues was developed by Mail and Networks Division Victoria in conjunction with Australia Post Employee Assistance provider, Davidson Trehare. The workshop was well received by participants and has been adopted for national implementation during the coming year.

- **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.

#### **Metropolitan Adelaide Post Shops – SA**

In February 2008, Commercial Division employed two people with intellectual disabilities as box sorters on a one month work experience program. These employees were assisted by support personnel who were provided with a two week training orientation program by Australia Post prior to the commencement of the work experience program. One of the work experience employees continued working with Australia Post at the conclusion of the work experience program.

## 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 to each employee specifically targeted at particular areas of inappropriate behaviour. Brochures released in this reporting period related to Racism (September 07), Disability – Mental Illness (March 2008) and Bullying (May 2008). Regular release of harassment prevention brochures and information material is planned for 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, held in April 2008, brought together executives, senior managers, workforce diversity managers and Indigenous employment consultants from across Australia. This conference provided a focal point for the discussion of diversity issues and current state and national projects. This year's conference focused on business endorsement of the new Workforce Diversity Business Strategy 2008-2011 and strategies to implement its objectives in the coming triennium.

- **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. Work undertaken at these conferences laid the foundation for the achievement of Australia Post's second highest number and representation of Indigenous employees during the twenty years of such strategies. This was particularly pleasing with the significant increase in focus on Indigenous employment programs by other large corporations in recent years.

A conference held in April 2008 and attended by executives, senior managers and Indigenous Consultants from around the country continued Australia Post's strategic focus on Indigenous employment and business opportunity, which is outlined in Australia Post's Indigenous Employment and Business Strategy 2008-2011; our sixth consecutive strategy since 1988.

# 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.

Broad productive diversity initiatives such as Australia Post's strategic approach to age management, the NSW Workplace Flexibility Project and the Employed Carers Project 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. During the reporting period, the representation of women, women in executive and in management positions, Indigenous Australians and people from non-English speaking backgrounds all increased while the representation of people with a disability remained stable.

The endorsement of the Workforce Diversity Business Strategy 2008-2011 and the Indigenous Employment and Business Strategy 2008-2011 sets the framework for Australia Post's continuing commitment to our people and through them, to the community we serve.

Our people remain the key part of our business success. Our commitment to provide 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 %	
	June 07	June 08	June 07	June 08	June 07	June 08	June 07	June 08	June 07	June 08	June 07	June 08
Administration	3,679	3,846	45.7	46.5	54.3	53.5	0.9	0.9	28.1	27.4	9.8	9.1
Call Centre	486	555	64.2	64.5	35.8	35.5	1.4	1.4	12.8	18.0	7.4	9.4
Delivery	14,492	14,802	28.3	28.7	71.7	71.3	1.7	1.8	13.0	14.9	7.9	8.1
Engineer	14	13	0.0	0.0	100.0	100.0	0.0	0.0	28.6	23.1	7.1	7.7
Executive	216	226	19.4	19.9	80.6	80.1	0.0	0.0	8.3	9.3	7.9	7.5
Facility Manager	129	140	14.0	15.0	86.0	85.0	1.6	0.7	14.0	12.9	11.6	8.6
Mail Processing	6,098	6,001	44.4	44.6	55.6	55.4	1.9	1.9	40.3	40.0	8.9	8.6
Miscellaneous	76	81	35.5	40.7	64.5	59.3	3.9	1.2	13.2	13.6	10.5	9.9
Parcels	475	504	39.8	41.7	60.2	58.3	0.8	2.6	34.3	40.5	3.2	4.8
Post Logistics	239	201	69.0	70.6	31.0	29.4	0.0	0.0	0.0	0.0	0.0	0.0
Postal Manager	1,134	1,144	47.5	48.0	52.5	52.0	0.6	0.9	15.4	15.5	12.5	12.0
Retail	4,674	4,721	81.6	82.4	18.4	17.6	2.3	2.4	19.9	21.9	9.5	9.8
Support Services	66	55	39.4	40.0	60.6	60.0	6.1	7.3	33.3	36.4	4.5	5.5
Technical	489	482	2.9	2.9	97.1	97.1	0.2	0.0	24.1	24.9	8.8	8.9
Transport	2,465	2,485	8.0	8.4	92.0	91.6	1.4	1.4	17.0	17.3	6.7	6.8
<b>TOTAL</b>			<b>39.8</b>	<b>40.3</b>	<b>60.2</b>	<b>59.7</b>	<b>1.6</b>	<b>1.7</b>	<b>21.1</b>	<b>22.1</b>	<b>8.5</b>	<b>8.5</b>
<b>TOTAL NUMBERS</b>	<b>34,732</b>	<b>35,256</b>	<b>13,835</b>	<b>14,199</b>	<b>20,897</b>	<b>21,507</b>	<b>559</b>	<b>593</b>	<b>7,319</b>	<b>7,809</b>	<b>2,935</b>	<b>3,000</b>

## Appendix 2 Permanent Full-time Employees

Occupational Groups	Head Count		Female %		Male %		ATSI %		NESB %		PWD %	
	June 07	June 08	June 07	June 08	June 07	June 08	June 07	June 08	June 07	June 08	June 07	June 08
Administration	3,510	3,636	43.6	44.4	56.4	55.6	0.9	0.9	28.2	27.8	9.9	9.3
Call Centre	286	321	61.2	60.1	38.8	39.9	1.7	0.9	14.7	16.2	9.8	10.0
Delivery	9,577	9,582	16.6	16.9	83.4	83.1	1.6	1.6	12.4	13.7	8.6	8.8
Engineer	14	13	0.0	0.0	100.0	100.0	0.0	0.0	28.6	23.1	7.1	7.7
Executive	211	222	17.5	18.5	82.5	81.5	0.0	0.0	8.1	9.0	7.6	7.2
Facility Manager	129	140	14.0	15.0	86.0	85.0	1.6	0.7	14.0	12.9	11.6	8.6
Mail Processing	4,608	4,433	38.3	38.7	61.7	61.3	1.5	1.4	43.8	44.3	10.0	9.6
Miscellaneous	63	60	28.6	33.3	71.4	66.7	3.2	1.7	9.5	10.0	9.5	11.7
Parcels	352	379	35.2	36.9	64.8	63.1	0.6	1.1	41.8	45.1	2.8	4.2
Post Logistics	189	192	71.4	69.8	28.6	30.2	0.0	0.0	1.1	2.1	0.0	0.0
Postal Manager	1,122	1,135	47.0	47.6	53.0	52.4	0.6	0.9	15.6	15.6	12.7	12.1
Retail	2,073	2,049	70.6	73.2	29.4	26.8	2.0	2.1	22.6	24.4	11.5	11.6
Support Services	38	33	18.4	15.2	81.6	84.8	5.3	6.1	44.7	45.5	5.3	6.1
Technical	479	476	2.5	2.5	97.5	97.5	0.2	0.0	24.6	25.2	9.0	8.8
Transport	1,907	1,869	6.0	5.8	94.0	94.2	1.2	1.2	17.1	17.4	7.1	7.3
<b>TOTAL</b>			<b>30.6</b>	<b>31.2</b>	<b>69.4</b>	<b>68.0</b>	<b>1.4</b>	<b>1.3</b>	<b>22.5</b>	<b>23.2</b>	<b>9.2</b>	<b>9.2</b>
<b>TOTAL NUMBERS</b>	<b>24,558</b>	<b>24,540</b>	<b>7,513</b>	<b>7,667</b>	<b>17,045</b>	<b>16,873</b>	<b>339</b>	<b>330</b>	<b>5,533</b>	<b>5,695</b>	<b>2,271</b>	<b>2,252</b>

## Appendix 3 Permanent Part-time Employees

Occupational Groups	Head Count		Female %		Male %		ATSI %		NESB %		PWD %	
	June 07	June 08	June 07	June 08	June 07	June 08	June 07	June 08	June 07	June 08	June 07	June 08
Administration	157	160	91.1	88.8	8.1	11.3	1.3	1.3	24.8	23.1	8.3	6.9
Call Centre	53	42	84.9	95.2	15.1	4.8	3.8	2.4	13.2	11.9	11.3	9.5
Delivery	4,020	4,839	53.8	52.3	46.2	47.7	1.6	1.6	15.6	18.1	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	5	4	100.0	100.0	0.0	0.0	0.0	0.0	20.0	25.0	20.0	25.0
Facility Manager	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Mail Processing	1,405	1,427	64.3	63.1	35.7	36.9	0.0	0.0	30.8	29.9	5.6	5.9
Miscellaneous	6	6	50.0	66.7	50.0	33.3	0.0	0.0	33.3	33.3	16.7	16.7
Parcels	96	97	52.1	54.6	47.9	45.4	0.0	0.0	15.6	26.8	5.2	6.2
Post Logistics	12	9	91.7	88.9	8.3	11.1	0.0	0.0	0.0	0.0	0.0	0.0
Postal Manager	9	8	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Retail	2,261	2,318	91.2	90.3	8.8	9.7	0.0	0.0	18.6	20.8	8.5	9.1
Support Services	18	16	61.1	68.8	38.9	31.3	0.0	0.0	27.8	31.3	0.0	0.0
Technical	0	2	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0
Transport	481	534	16.8	16.5	83.2	83.5	0.0	0.0	18.1	18.2	5.2	5.2
<b>TOTAL</b>			<b>64.4</b>	<b>62.7</b>	<b>35.6</b>	<b>37.3</b>	<b>2.1</b>	<b>2.0</b>	<b>19.2</b>	<b>20.8</b>	<b>7.0</b>	<b>7.4</b>
<b>TOTAL NUMBERS</b>	<b>8,523</b>	<b>9,012</b>	<b>5,485</b>	<b>5,647</b>	<b>3,038</b>	<b>3,365</b>	<b>176</b>	<b>176</b>	<b>1,637</b>	<b>1,877</b>	<b>598</b>	<b>666</b>

## Appendix 4 Separations - All Employees\*

Occupational Groups	Total Separations		Female %		Male %		ATSI %		NESB %		PWD %	
	2006/7	2007/8	2006/7	2007/8	2006/7	2007/8	2006/7	2007/8	2006/7	2007/8	2006/7	2007/8
Administration	238	247	53.8	41.3	46.2	58.7	1.7	1.6	16.4	16.6	7.1	9.3
Call Centre	154	199	62.3	63.3	37.7	36.7	1.3	3.0	14.3	16.6	5.8	6.0
Delivery	2,592	3,017	30.7	30.6	69.3	69.4	3.1	2.4	13.3	13.0	5.6	5.8
Engineer	3	3	33.3	0.0	66.7	100.0	0.0	0.0	0.0	33.3	0.0	0.0
Executive	15	12	20.0	25.0	80.0	75.0	0.0	0.0	6.7	8.3	20.0	0.0
Facility Manager	10	9	20.0	33.3	80.0	66.7	0.0	0.0	0.0	22.2	20.0	22.2
Mail Processing	604	674	47.2	49.0	52.8	51.0	5.1	9.3	25.3	20.9	10.6	8.5
Miscellaneous	18	38	33.3	42.1	66.7	57.9	0.0	5.3	11.1	5.3	0.0	7.9
Parcels	61	104	39.3	49.0	60.7	51.0	6.6	13.5	18.0	6.7	1.6	1.9
Post Logistics	41	41	63.4	63.4	36.6	36.6	0.0	0.0	0.0	0.0	0.0	0.0
Postal Manager	63	60	49.2	38.3	50.8	61.7	0.0	1.7	11.1	11.7	11.1	13.3
Retail	647	846	77.9	78.5	22.1	21.5	5.6	3.5	16.7	18.4	8.0	7.3
Support Services	8	6	62.5	66.7	37.5	33.3	0.0	0.0	37.5	50.0	37.5	0.0
Technical	42	28	7.1	10.7	92.9	89.3	2.4	0.0	14.3	14.3	9.5	3.6
Transport	230	313	6.1	9.9	93.9	90.1	3.9	3.5	11.3	15.0	9.6	6.7
<b>TOTAL</b>			<b>40.7</b>	<b>41.2</b>	<b>59.3</b>	<b>58.8</b>	<b>3.5</b>	<b>3.6</b>	<b>15.3</b>	<b>15.0</b>	<b>7.0</b>	<b>6.6</b>
<b>TOTAL NUMBERS</b>	<b>4,726</b>	<b>5,597</b>	<b>1,923</b>	<b>2,305</b>	<b>2,803</b>	<b>3,292</b>	<b>167</b>	<b>202</b>	<b>722</b>	<b>837</b>	<b>329</b>	<b>367</b>

\*Excluding Casuals

## Appendix 5 Separations - Permanent Full-time Employees

Occupational Groups	Total Separations		Female %		Male %		ATSI %		NESB %		PWD %	
	2006/7	2007/8	2006/7	2007/8	2006/7	2007/8	2006/7	2007/8	2006/7	2007/8	2006/7	2007/8
Administration	191	203	49.2	36.9	50.8	63.1	2.1	2.0	15.7	16.3	7.9	11.3
Call Centre	42	43	54.8	62.8	45.2	37.2	2.4	4.7	14.3	2.3	4.8	16.3
Delivery	940	1,103	16.2	16.7	83.8	83.3	3.6	2.4	10.4	8.3	8.2	6.3
Engineer	2	3	0.0	0.0	100.0	100.0	0.0	0.0	0.0	33.3	0.0	0.0
Executive	15	11	20.0	23.3	80.0	72.7	0.0	0.0	6.7	9.1	20.0	0.0
Facility Manager	10	9	20.0	33.3	80.0	66.7	0.0	0.0	0.0	22.2	20.0	22.2
Mail Processing	332	301	38.6	37.2	61.4	62.8	3.9	3.3	33.4	32.2	15.1	14.0
Miscellaneous	6	13	16.7	38.5	83.3	61.5	0.0	7.7	16.7	7.7	0.0	7.7
Parcels	31	18	32.3	16.7	67.7	83.3	3.2	0.0	29.0	11.1	3.2	0.0
Post Logistics	41	41	63.4	63.4	36.6	36.6	0.0	0.0	0.0	0.0	0.0	0.0
Postal Manager	62	58	48.4	36.2	51.6	63.8	0.0	1.7	9.7	12.1	11.3	13.8
Retail	150	203	68.0	66.0	32.0	34.0	6.0	3.4	12.0	19.7	8.7	10.8
Support Services	4	3	50.0	66.7	50.0	33.3	0.0	0.0	75.0	100.0	0.0	0.0
Technical	37	24	5.4	4.2	94.6	95.8	2.7	0.0	10.8	16.7	10.8	4.2
Transport	156	169	5.1	5.9	94.9	94.1	3.8	3.6	12.2	16.6	11.5	7.1
<b>TOTAL</b>			<b>28.9</b>	<b>27.5</b>	<b>71.1</b>	<b>72.5</b>	<b>3.4</b>	<b>2.6</b>	<b>15.2</b>	<b>14.1</b>	<b>9.5</b>	<b>8.5</b>
<b>TOTAL NUMBERS</b>	<b>2,019</b>	<b>2,202</b>	<b>583</b>	<b>606</b>	<b>1,419</b>	<b>1,579</b>	<b>69</b>	<b>58</b>	<b>306</b>	<b>311</b>	<b>192</b>	<b>118</b>

## Appendix 6 Separations - Permanent Part-time Employees

Occupational Groups	Total Separations		Female %		Male %		ATSI %		NESB %		PWD %	
	2006/7	2007/8	2006/7	2007/8	2006/7	2007/8	2006/7	2007/8	2006/7	2007/8	2006/7	2007/8
Administration	13	12	92.3	83.3	7.7	16.7	0.0	0.0	15.4	16.7	7.7	33.3
Call Centre	19	20	89.5	85.5	10.5	15.0	0.0	5.0	10.5	15.0	31.6	5.00
Delivery	949	1,151	44.3	43.2	55.7	56.8	2.6	2.4	18.3	17.4	6.8	11.0
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
Mail Processing	193	229	60.6	64.2	39.4	35.8	5.7	4.4	14.5	13.1	5.7	9.6
Miscellaneous	2	3	50.0	33.3	50.0	66.7	0.0	0.0	0.0	0.0	0.0	0.0
Parcels	20	41	45.0	53.7	55.0	46.3	5.0	2.4	10.0	7.3	20.0	9.8
Post Logistics	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Postal Manager	1	1	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Retail	328	436	82.9	85.3	17.1	14.7	4.9	4.4	19.8	15.1	6.4	9.6
Support Services	2	1	100.0	0.0	0.0	100.0	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	52	86	3.8	16.3	96.2	83.7	1.9	2.3	11.5	11.6	5.8	11.6
<b>TOTAL</b>			<b>54.0</b>	<b>54.6</b>	<b>46.0</b>	<b>45.4</b>	<b>3.4</b>	<b>3.1</b>	<b>17.7</b>	<b>15.9</b>	<b>5.8</b>	<b>6.1</b>
<b>TOTAL NUMBERS</b>	<b>1,579</b>	<b>1,980</b>	<b>853</b>	<b>1,081</b>	<b>726</b>	<b>899</b>	<b>54</b>	<b>61</b>	<b>280</b>	<b>314</b>	<b>92</b>	<b>121</b>

## Appendix 7 Recruitment - All Employees\*

Occupational Groups	Total Recruitment		Female %		Male %		ATSI %		NESB %		PWD %	
	2006/7	2007/8	2006/7	2007/8	2006/7	2007/8	2006/7	2007/8	2006/7	2007/8	2006/7	2007/8
Administration	177	183	53.1	54.6	46.9	45.4	0.6	0.5	8.5	8.2	1.7	2.2
Call Centre	242	312	61.6	61.5	38.4	38.5	0.4	1.9	12.0	22.1	2.9	6.4
Delivery	2,398	2,972	34.4	31.7	65.6	68.3	2.1	2.0	13.2	17.8	2.5	4.3
Engineer	1	2	0.0	0.0	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0
Executive	8	14	12.5	28.6	87.5	71.4	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
Mail Processing	387	572	56.6	49.3	43.4	50.7	5.4	12.4	12.4	15.2	2.8	3.8
Miscellaneous	13	14	61.5	50.0	38.5	50.0	0.0	23.1	23.1	7.1	0.0	0.0
Parcels	79	17	49.4	59.0	50.6	41.0	5.1	3.8	3.8	14.5	2.5	3.4
Post Logistics	16	12	68.8	50.0	31.3	50.0	0.0	0.0	0.0	0.0	0.0	0.0
Postal Manager	1	1	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Retail	720	892	81.5	80.3	18.5	19.7	2.9	16.7	16.7	22.9	5.3	4.7
Support Services	4	1	75.0	0.0	25.0	100.0	0.0	0.0	0.0	100.0	0.0	0.0
Technical	19	26	10.5	15.4	89.5	84.6	0.0	5.3	5.3	7.7	0.0	0.0
Transport	168	290	7.7	13.4	92.3	86.6	1.2	6.5	6.5	10.7	2.4	3.4
<b>TOTAL</b>			<b>46.1</b>	<b>43.7</b>	<b>53.9</b>	<b>56.3</b>	<b>2.4</b>	<b>4.2</b>	<b>12.9</b>	<b>17.7</b>	<b>3.0</b>	<b>4.2</b>
<b>TOTAL NUMBERS</b>	<b>4,233</b>	<b>5,408</b>	<b>1,953</b>	<b>2,363</b>	<b>2,280</b>	<b>3,045</b>	<b>101</b>	<b>177</b>	<b>547</b>	<b>955</b>	<b>126</b>	<b>229</b>

\*Excluding Casuals

## Appendix 8 Recruitment - Permanent Full-time Employees

Occupational Groups	Total Recruitment		Female %		Male %		ATSI %		NESB %		PWD %	
	2006/7	2007/8	2006/7	2007/8	2006/7	2007/8	2006/7	2007/8	2006/7	2007/8	2006/7	2007/8
Administration	109	115	52.3	47.8	47.7	52.2	0.9	0.9	7.3	7.8	0.9	2.6
Call Centre	7	8	71.4	50.0	28.6	50.0	0.0	0.0	14.3	0.0	0.0	0.0
Delivery	172	362	19.2	18.5	80.8	81.5	0.6	1.9	12.2	14.4	2.3	4.1
Engineer	1	2	0.0	0.0	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0
Executive	8	12	12.5	16.7	87.5	83.3	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
Mail Processing	48	60	60.4	46.7	39.6	53.3	0.0	0.0	8.3	8.3	0.0	3.3
Miscellaneous	4	5	75.0	80.0	25.0	20.0	0.0	0.0	25.0	0.0	0.0	0.0
Parcels	3	4	66.7	100.0	33.3	0.0	0.0	0.0	33.3	0.0	33.3	0.0
Post Logistics	16	9	68.8	66.7	31.3	33.3	0.0	0.0	0.0	0.0	0.0	0.0
Postal Manager	0	1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Retail	179	287	82.1	87.1	17.9	12.9	2.8	2.8	16.8	0.0	5.0	5.9
Support Services	0	1	0.0	100.0	0.0	0.0	0.0	0.0	0.0	15.7	0.0	0.0
Technical	7	16	0.0	6.3	100.0	93.8	0.0	0.0	0.0	0.0	0.0	0.0
Transport	2	4	0.0	0.0	100.0	100.0	0.0	50.0	50.0	6.3	0.0	0.0
<b>TOTAL</b>			<b>51.8</b>	<b>47.6</b>	<b>48.2</b>	<b>52.4</b>	<b>1.3</b>	<b>2.0</b>	<b>12.3</b>	<b>12.8</b>	<b>2.7</b>	<b>4.2</b>
<b>TOTAL NUMBERS</b>	<b>552</b>	<b>882</b>	<b>286</b>	<b>420</b>	<b>266</b>	<b>462</b>	<b>7</b>	<b>18</b>	<b>68</b>	<b>113</b>	<b>15</b>	<b>37</b>

## Appendix 9 Recruitment - Permanent Part-time Employees

Occupational Groups	Total Recruitment		Female %		Male %		ATSI %		NESB %		PWD %	
	2006/7	2007/8	2006/7	2007/8	2006/7	2007/8	2006/7	2007/8	2006/7	2007/8	2006/7	2007/8
Administration	4	4	75.0	75.0	25.0	35.0	0.0	0.0	0.0	0.0	0.0	0.0
Call Centre	1	0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Delivery	587	918	39.0	36.6	61.0	63.4	2.2	1.7	21.3	22.8	2.2	4.8
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
Mail Processing	101	127	58.4	58.3	41.6	41.7	3.0	2.4	7.9	25.2	1.0	3.1
Miscellaneous	1	3	100.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0
Parcels	10	12	40.0	66.7	60.0	33.3	0.0	0.0	10.0	33.3	10.0	0.0
Post Logistics	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
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	89	85	87.6	72.9	12.4	27.1	2.2	1.2	12.4	25.9	3.4	11.8
Support Services	0	0	0.0	0.0	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	58	103	10.3	11.7	89.7	88.3	0.0	1.0	5.2	8.7	1.7	2.9
<b>TOTAL</b>			<b>44.8</b>	<b>39.5</b>	<b>55.2</b>	<b>60.5</b>	<b>2.1</b>	<b>1.7</b>	<b>17.4</b>	<b>22.0</b>	<b>2.2</b>	<b>4.9</b>
<b>TOTAL NUMBERS</b>	<b>851</b>	<b>1,252</b>	<b>381</b>	<b>495</b>	<b>470</b>	<b>757</b>	<b>18</b>	<b>21</b>	<b>148</b>	<b>276</b>	<b>19</b>	<b>61</b>



