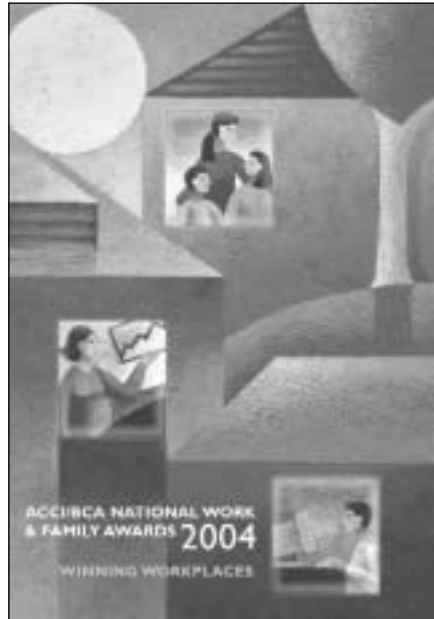




**ACCI/BCA NATIONAL WORK  
& FAMILY AWARDS 2004**

**WINNING WORKPLACES**





Australian Chamber of Commerce and Industry and Business Council  
of Australia National Work and Family Awards 2004

*Winning Workplaces* was produced by:

Department of Employment and Workplace Relations

GPO Box 9879

Canberra ACT 2601

Website: [www.workplace.gov.au/WorkFamily](http://www.workplace.gov.au/WorkFamily)

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## INTRODUCTION

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The **ACCI/BCA National Work and Family Awards** have been held since 1992 to recognise organisations that provide family friendly work environments for their employees. The Awards recognise excellence in work and family initiatives. They showcase small, medium and large organisations with outstanding flexible working arrangements that meet the needs of the business and its employees.

Applications for the 2004 Awards opened on 3 September 2003 and closed on 27 October 2003. A record field of over 70 organisations from around the country applied for the various Award categories.

A rigorous judging process was conducted involving assessment of applications by judges, short listing of applicants, site visits to short listed organisations and a final judges meeting where Award finalists were confirmed and winners selected. The Award winners were announced by the Hon Kevin Andrews MP, the federal Minister for Employment and Workplace Relations, at a special presentation dinner held in Sydney on 5 May 2004.

*Winning Workplaces 2004* showcases this year's winners and finalists and demonstrates what can be achieved in a wide range of operating environments. We hope this will stimulate and inspire other organisations to follow in their footsteps.

The Awards focus on outcomes rather than just policies. They acknowledge businesses that:

- recognise the business benefits in responding to the work/life needs of their employees
- make efforts to ensure that managers, supervisors and other employees accommodate employees' work/life needs as appropriate
- demonstrate a commitment to continuous improvement in the development and implementation of work/life policies, practices and initiatives.

Awards are made in the following categories:

- **Gold Award** recognises overall outstanding achievement in providing for the work/life needs of employees
- **Rising Star Award** recognises the most improved work and family organisation
- **Regional and Rural Award** is presented to the most outstanding applicant in a regional or rural community
- **Small Business Award** is presented to the most outstanding applicant with less than 50 employees
- **Medium Business Award** is presented to the most outstanding applicant with 50-500 employees
- **Large Business Award** is presented to the most outstanding applicant with more than 500 employees
- **State and Territory Awards** are presented to the most outstanding applicants in the Northern Territory, Tasmania and Western Australia



This year the judges had a particularly challenging task because of the record number of applications received. It was encouraging to see high quality applications for the new Awards for the best organisations in the Northern Territory, Western Australia and Tasmania, which were sponsored by the State or Territory Government. Excellent nominations were also received from organisations in regional and remote areas, which face particular challenges in meeting the work/life balance needs of their employees. The Rising Star Award for the most improved work and family organisation is also a new category that attracted a significant number of applications.

Applicants for the 2004 Awards demonstrated their willingness to seek out what employees thought would help them better balance their work and family needs and have introduced a range of flexible working arrangements, whilst meeting the demands of the business. The business outcomes for the most outstanding and innovative organisations included improved recruitment, increased retention, reduced absenteeism and injury, improved morale and increased staff and customer satisfaction.

Addressing work and family issues is necessarily a dynamic process. The ongoing challenge for Australian businesses is to stay well informed about the changing nature and expectations of the workforce and to make sure that practices respond to these changes. Well oriented policies, an enabling style of management and effective communication of work expectations are all necessary elements in balancing work and family needs.

While there is a common thread in the types of policies implemented across winning organisations, what is unique is the way each organisation has gone about addressing the specific needs of its workforce. In particular, a number of the 2004 finalists are catering to the work/life issues facing employees over their life course and are providing specific support for mature age employees.

The organisations recognised as finalists in the ACCI/BCA National Work and Family Awards 2004 and featured in this book, have found practical solutions that suit them and meet their business objectives. There is no standard work/life policy that will suit every business, but the profiles included in *Winning Workplaces 2004* provide excellent case studies and model policies and initiatives that serve as useful tools for other employers striving to become more family friendly.

The ACCI/BCA National Work and Family Awards 2004 are a partnership of the Australian Chamber of Commerce and Industry, the Business Council of Australia, the federal Department of Employment and Workplace Relations, the Council for Equal Opportunity in Employment Limited and the Office of the Employment Advocate. The major corporate sponsor of the Awards is IBM.

Other sponsors are the Department of Industry, Tourism and Resources - Office of Small Business, the Tasmanian Department of Premier and Cabinet (Women Tasmania), the Northern Territory Government Office of the Commissioner for Public Employment and the Western Australian Department of Consumer and Employment Protection. The media sponsor is the Business Review Weekly.

## JUDGING PROCESS

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The judging process for the ACCI/BCA National Work and Family Awards is focused on outcomes for the business and for employees. When comparing applicants the judges consider the way in which entrants have identified and responded to employees' needs for a better work/life balance, and how they have made staff aware of the work/life options, rather than making a simple comparison of the number and variety of initiatives.

All applications are considered against the following selection criteria:

1. How effectively the organisation has identified and responded to the work/life issues of employees, including their work and family needs
2. The level of awareness of staff of the work/life flexibilities provided by the organisation
3. How well the work/life programmes are integrated into the overall approach to business and the way the organisation operates
4. The demonstrated positive impact of the work/life initiatives on the workplace and the performance of the business
5. The level of commitment to sustaining work/life balance for the organisation

Judging of the Awards is a multi-tiered process:

- Initially, written applications are assessed by each judge on an individual basis
- A one day meeting of the judges then determines which organisations merit placing on the short list
- A site visit is arranged to each short listed organisation, or if that is not possible a teleconference is held. The purpose of this is to determine that what the organisation has submitted on paper is reflected in discussions with various managers (including the head of the organisation). Equally important are discussions with employees and where possible viewing programs and facilities on site
- A second meeting of the judging panel is convened to select the winners in each award category, based on the assessments from the site visits and the written applications.

In assessing applications, as well as evidence of management commitment, judges are looking for excellent communication between managers and employees, a consultative and flexible approach to the development of work and family programs, evidence of sustained effort in implementing these programs and identification of positive outcomes for the organisation and the employees.



The judging panel for the 2004 ACCI/BCA National Work and Family Awards comprised:

- Australian Chamber of Commerce and Industry
  - Peter Anderson, Director, Workplace Policy
  - Claudia Faulkner-Cahill, Office Supervisor
  - Brett Hogan, Media Advisor
- Federal Department of Employment and Workplace Relations
  - Heather Hausler, Deputy Manager, Victorian State Office
  - Ross Drysdale, Deputy Manager, New South Wales State Office
  - Louise McDonough, Director, Workplace Flexibility
- Australian Institute of Family Studies
  - Ann Sanson, Acting Director, AIFS
- IBM
  - Helene Strawbridge, Senior Consultant, Business Innovation Services
  - Madeleine Sanders, Resource Operations Manager, Strategic Outsourcing Delivery
- Office of the Employment Advocate
  - Jonathan Hamberger, Employment Advocate
  - Peter McIlwain, Deputy Employment Advocate
- Commercial Television Australia
  - Julie Flynn, Chief Executive Officer, Commercial Television Australia

The Council for Equal Opportunity in Employment Limited facilitated the judging process and attended a number of site visits. The facilitator does not vote in the judging process.



## GOLD AWARD WINNER WINNER – LARGE BUSINESS

### AUSTRALIAN FEDERAL POLICE

Workforce size: 3 282 (1134 women and 2148 men) • Average age: 37.2 years • No of locations: 55, in Australia and overseas • Industry: Law enforcement • Address: GPO Box 401, Canberra ACT 2601 • Contact: Stuart Turner • Phone (02) 6246 2183 • Fax (02) 6246 2233 • Email: stuart.turner@afp.gov.au • Organisation web site: www.afp.gov.au

The Australian Federal Police is the Commonwealth's primary law enforcement agency with a diverse and unique range of services and responsibilities. It enforces Commonwealth criminal law and protects Australia's national interests from crime in Australia and overseas. The AFP is also Australia's international law enforcement and policing representative and the chief source of advice to Government on policing issues.



### MANAGEMENT QUOTE

*"The AFP's expanded role and changing operational challenges in local, national and international arenas demands employer sponsored programs to help maximise the effectiveness of our people and in turn enhance our adaptive capacity."*  
**Commissioner Mick Keelty, APM, Australian Federal Police**

### EMPLOYEE QUOTE

*"To hear a General Manager say we can be flexible or to be asked what hours I would like to work by my Team Leaders and Coordinators were incredible moments."* **Susie Ball — Co-ordinator, Faculty of Security and Public Order, Australian Federal Police**

### WORK AND FAMILY CULTURE IN THE ORGANISATION

The AFP operates as a 24/7 organisation providing ongoing services 'around the clock' and is also required to respond to immediate, critical situations such as tragedies, disasters and extraordinary events such as the Bali bombings. The organisation is highly conscious of the impact these rapid changes can have on staff and their families and partners.

The culture of the organisation is defined by its operational focus, the high levels of commitment and dedication staff demonstrate and a strong collegiate spirit. Management supports staff to achieve work/life balance through a comprehensive range of flexible work options and emergency care arrangements, and on a local level, staff provide support for one another.

Staff surveys and focus groups identified the need for greater flexibility in working conditions such as improved access to home-based work, part-time employment and school holiday programs. They also identified the desire for improvements in the working environment and conditions such as reduced pressure for long working hours and extended return to work programs.

The AFP communicates with its large and decentralised workforce through personal briefings, publications, electronic messaging and promotion of programs so that all staff around the world have access to timely information. The AFP believes that its work/life initiatives are critical to achieving the adaptive capacity that the organisation needs to respond effectively to its ongoing and extraordinary demands.



## SUMMARY OF INITIATIVES

- The ‘Find Your Rhythm’ strategy aims to raise awareness of the enhanced flexible work options available to employees such as negotiated start and finish times, compressed working week, personal leave, adoption leave and career breaks
- ‘Dial-an-Angel’ Emergency Care Program – provides emergency care including child and elderly care, housekeeping, nanny duties and short-term live-in assignments
- Family Liaison Support officers
- Family orientated events such as open days at the workplace
- Paid maternity leave – 14 weeks
- Retirement seminars
- Extended leave for illness
- ‘Keep in Touch’ scheme for staff on maternity or other extended leave
- Employee Assistance Programs – assistance to AFP employees and family members for issues including work and family issues, child/family problems, grief and bereavement
- Former staff who have retired or moved to other careers are encouraged to return for short or long term re-engagements for specific tasks such as mentoring new recruits

## OUTCOMES

### FOR BUSINESS

- Improved retention of trained and experienced staff – current attrition rate is 4.72 per cent per annum, down from 8.87 per cent in 2000/01
- 80 per cent return rate from maternity leave
- Public recognition for the high calibre of its services and responsiveness from international law enforcement and security agencies
- High levels of client satisfaction as evidenced through independent client satisfaction surveys

### FOR EMPLOYEES

- Increased access to job-share and permanent part-time work arrangements
- Survey results show that staff are becoming increasingly satisfied with their flexible work options and are experiencing less family/work conflict
- Improved staff morale and acknowledgement that management is committed to achieving work/life balance

## JUDGES’ COMMENTS

*The AFP is an outstanding family friendly organisation that has worked extremely hard, in a very challenging environment and a 24/7 operation, to ensure its workforce can enjoy a work/life balance. In doing so, the AFP has set new standards in the implementation, ongoing evaluation and effectiveness of work/life initiatives such as its “Find Your Rhythm” program. Inspirational staff testimonials, from all levels of the organisation, confirmed the diverse range of work/life support they receive. This achievement in the work/life area is reflective of the AFP’s innovation and commitment in a wide range of areas which has contributed to considerable cultural change and a halving of its attrition rate over the past two years.*

**JOINT WINNER – RISING STAR****BUILDING COMMISSION**

Workforce size: 104 (52 women and 52 men) • Average age: 40 years • No of locations: 4 • Industry: Public sector •  
 Address: Level 27, Casselden Place, 2 Lonsdale St, Melbourne VIC 3000 • Contact: Amanda Kavanagh, Communications  
 Co-ordinator • Phone: (03) 9285 6335 • Fax: (03) 9285 6497 • Email: akavanagh@buildingcommission.com.au  
 • Organisation web site: www.buildingcommission.com.au

The Building Commission is a self-funding, statutory authority established in 1994 to play a key role in the reform of the building industry in Victoria. The Commission oversees building legislation, regulates building practices, advises Government and provides services to industry and consumers.

**MANAGEMENT QUOTE**

*“We all know that achieving life balance is hard work. At the Building Commission, we have created an enthusiastic life balance team who are unafraid of a challenge. They have already made a difference to the way staff juggle their many responsibilities at home and at work. This is just the start of making life balance a value recognised across the organisation.”* **Tony Arnel, Building Commissioner, Building Commission**

**EMPLOYEE QUOTE**

*“The Life Balance project has provided me with the opportunity to have hands on involvement in developing the Commission's alternate work location policy. It makes such good sense to have the people directly affected by the policy, helping develop it. The implementation of these new arrangements will make a huge difference to the life balance of so many Commission staff.”* **Tina Buesselmann, Member of the Working from Home Discussion Group, Building Commission**

**WORK AND FAMILY CULTURE IN THE ORGANISATION**

The Building Commission is shifting from a culture where long hours are commonplace for staff at all levels, to a situation where the organisational core value, Life Balance, is realised across the Commission.

The organisation initially identified work pressure issues and the need for more flexibility through an organisational climate survey, followed by a strategic review, in-depth research and consultation with staff. A cross-functional and mixed demographic Life Balance team was established to develop

and implement a work/life strategy to address the issues of concern. Priority initiatives are being developed by staff working groups, for example, developing policy and guidelines for working from home.

Communication with staff includes work team/divisional briefings and update emails from the Life Balance team to all employees. Staff have also been consulted extensively on the development of a new Enterprise Bargaining Agreement, which includes a significant list of work/life provisions.



## SUMMARY OF INITIATIVES

- Flexible working hours and start and finish times
- Optional one full day flexi-leave per fortnight
- Home based work arranged on a case-by-case basis
- Additional annual leave – 48/52 to 51/52 scheme
- Personal/carer’s leave – 15 days per annum
- Paid maternity leave – 12 weeks
- Paid paternity leave – 1 week
- Leave without pay – up to 12 months
- Leave to undertake emergency relief activities
- Cultural and ceremonial leave
- Secondment opportunities
- Range of training and development opportunities for employees
- Discounted gym membership and free health assessments
- Commitment to further progress – Life Balance Team has been established to encourage staff to use work/life provisions, set up best practice workshops, online work/life training module for managers, develop a self-assessment handbook for staff and explore new life balance initiatives

## OUTCOMES

### FOR BUSINESS

- There is greater awareness amongst managers and staff of the individual and business benefits of work/life balance
- Improved attraction and retention of staff, with 3 women in key positions in the organisation retained due to the availability of flexible work arrangements
- 50 per cent lower use of sick leave compared to Victorian Public Sector
- 35 per cent increase in the representation of women in the Commission’s occupational profile from 1998/99 to 2002/03
- Commitment to developing measures to monitor and evaluate work/life strategies such as increases in productivity, perception of work pressures and usage rates.

### FOR EMPLOYEES

- More flexible working arrangements
- More control over working hours
- Increased levels of staff satisfaction

## JUDGES’ COMMENTS

*An impressive site visit of an organisation that demonstrates it is working towards excellence in the development and implementation of work life strategies. Employees had inspiring stories to tell of how the scope of hours, flexibility, and working from home arrangements have increased morale and given them more control over their working lives. The management and staff at the Building Commission are committed to working in a strategic and focused way to address the long hours culture and build on their early work life balance successes.*

**JOINT WINNER – RISING STAR****AWARD FINALIST**

Large Business

**MINTER ELLISON**

- Workforce size: 1788 (1147 women and 641 men) • Average age: 34 years • No of locations: 9 • Industry: Legal services
- Address: GPO Box 521, SYDNEY NSW 2001 • Contact: Mr Robert Marriott, National Human Resources Director
  - Phone: (02) 9921 8888 • Fax: (02) 9921 8123 • Email: robert.marriott@minterellison.com
  - Organisation web site: www.minterellison.com

Minter Ellison is a large legal firm, operating in Australia and internationally, with Australian offices in Sydney, Melbourne, Brisbane, Perth, Adelaide, Canberra and the Gold Coast.

**MANAGEMENT QUOTE**

*“It’s simple. Strong work and family policies make good business sense. Minter Ellison strives always to provide the very best legal services to its clients. The firm’s services are only as good as the people who provide them. The challenge for us is to create a vibrant work environment where team members can achieve their potential. Based on our organisational values, Minter Ellison’s work life programs are a key competitive advantage in the recruitment, retention and development of top talent and in meeting the needs of clients.”* **Alan McArthur, Managing Partner, Sydney, Minter Ellison**

**EMPLOYEE QUOTE**

*“Minter Ellison’s commitment to work and family balance is real. It has enabled me to spend six months at home with my son, with two of those months paid; and return to work part-time. These things have contributed to a happy family life and satisfying careers for me and my wife.”* **Paul Green, Lawyer, Minter Ellison**

**WORK AND FAMILY CULTURE IN THE ORGANISATION**

Minter Ellison aims to create an environment where all staff members can achieve their full career potential. Its organisational values of ‘integrity and trust’, ‘balance’, being honest, constructive, fair and ethical, respecting needs outside work and the diverse contributions people make, guide the company’s approach.

The firm uses information gained from climate surveys (employee engagement) as well as staff consultation and focus groups to review work practices, policies and initiatives. Minter Ellison has responded to the work/life issues affecting its staff by creating a national working committee and people committees in various practice groups.

After analysing the workplace, these committees have worked together to develop and implement work/life initiatives that address the specific issues for the firm and their groups.

National working parties focus on advancing various issues including part-time partnership, flexible work practices and parenting kits. Minter Ellison has used a variety of communication strategies such as the intranet site, the Employee Handbook, emails and presentations to raise awareness of work/life policies and initiatives.



## SUMMARY OF INITIATIVES

- Elder care and child care kits are provided via the firm's intranet
- Flexible working practices including flexi-time, part-time work, job sharing, work from home, staggered return to work from illness or parental leave
- Staff in the Melbourne office can get a 10 per cent discount for child care services from a local child care centre
- Information on leave entitlements, flexible work arrangements and links to useful parental/elder/child care websites are provided on the intranet
- A flexible working arrangements checklist was developed in August 2003
- Parenting Information seminars provide tips and information on working during pregnancy, child care and returning to work checklists
- Keeping in Touch program was launched to enable those employees on parental leave or leave of absence to keep in touch
- Health and wellbeing seminars are held regularly

## OUTCOMES

### FOR BUSINESS

- Positive outcomes from their work/life initiatives evident in the climate survey results, return to work from parental leave and increases in productivity
- An increase in the return rate from parental leave from 47 per cent in 2001 to 78 per cent in 2002

### FOR EMPLOYEES

- The 2002 Climate Survey results showed an improvement in the work/life balance of staff members:
- 73 per cent of staff said that they were able to maintain an appropriate and healthy balance between work and personal commitments, up from 69 per cent in 2001
- 73 per cent of staff felt that Minter Ellison's work/life policies offered realistic and attractive options for them in 2002, an increase from 63 per cent in 2001
- 72 per cent of staff said that their manager encourages them to find a healthy balance between work and personal commitments, up from 67 per cent in 2001

## JUDGES' COMMENTS

*Minter Ellison has made significant improvements over the last few years to address the issues that face traditionally long hours work cultures. The firm is achieving impressive results in attracting and retaining quality staff, especially in the number of women returning from maternity leave. Minter Ellison is benchmarking and evaluating its work/life policies as a key element in achieving a competitive advantage over other legal firms.*

AWARD FINALIST  
Rising Star**3M AUSTRALIA PTY LTD**

Workforce size: 703 (302 women and 401 men) • Average age: 35-45 years • No of locations: 7 • Industry: Diversified industries/manufacturing • Address: 950 Pacific Highway, Pymble NSW 2073 • Contact: Jacquie Milne, HR Manager • Phone: (02) 9498 9333 • Fax: (02) 9498 9666 • Email: jlmilne@mmm.com • Organisation web site: www.3m.com.au

3M Australia is part of a global diversified technology company with presence in health care, safety, electronics, telecommunications, industrial, consumer and office markets.

**MANAGEMENT QUOTE**

*“While 3M operates in many diverse markets and industries, we also recognise that our workforce is diverse and has many differing needs. At 3M, we want to create an inclusive workplace culture where every employee has the ability to reach their potential. To do this, 3M endeavours to foster a workplace environment with sustainable practices that cater to employee needs for other aspects of their lives outside of 3M.”* **Laurie Altman, CEO and Managing Director, 3M Australia**

**EMPLOYEE QUOTE**

*“As a supervisor, I have been able to accommodate requests from members of my team to help them balance work and home. This is something 3M promotes and encourages. These requests include returning to work part-time after maternity leave, and moving from full-time to part-time employment in a job share situation. While this isn't always easy to manage, I know that it helps my team members in balancing work and home.”* **Suzanne Sidirourgos, Customer Service Supervisor, Healthcare, 3M Australia**

**WORK AND FAMILY CULTURE IN THE ORGANISATION**

3M Australia endeavours to foster a work/life culture that encourages flexible responses to meet the needs of employees. The company uses a range of approaches to consult with employees and identify their work/life issues. A corporate employee survey is conducted every 2 to 3 years as well as annual tailored surveys to monitor staff views on how they view the organisation and its work and family policies. Feedback from these surveys are then used to make changes to the organisation's policies and programs where practicable.

3M aim to hold face-to-face communication where ever possible to raise employee awareness of the company's work/life policies. Other avenues for disseminating information include the monthly staff newsletter, 3M Red, which is distributed electronically and placed on notice boards for employees who do not have access to a computer.

The recently formed diversity taskforce will focus in the future on continuous improvement in the organisation's work/life balance strategies.



## SUMMARY OF INITIATIVES

- Personalised work schedules to enable employees to determine their start and finish times in consultation with their supervisor
- Paid personal/family/emergency leave
- Paid parental leave – 6 weeks maternity, 1 week paternity and 1 week adoption
- Ability to work casually whilst on parental leave
- Easy access to a telephone for employees use for family reasons
- Gradual return to work programs for staff returning from parental leave
- Access to job sharing and regular part-time work
- Working from home
- Dependent and eldercare information and referral service
- Wellness program
- Education tuition assistance
- Support for breastfeeding mothers
- Employee assistance program

## OUTCOMES

### FOR BUSINESS

- 100 per cent retention rate for staff who have taken parental leave
- Employee survey showed strong commitment by the workforce to the company – 86 per cent commitment amongst non-sales staff and 92 per cent amongst sales staff
- 79 per cent of respondents to the diversity survey answered favourably to feeling welcomed and having a sense of belonging at 3M
- Increased ability to attract and retain employees

### FOR EMPLOYEES

- 78 per cent of staff responded favourably to the question regarding annual leave arrangements 'being sufficiently flexible to enable me to meet family/personal needs'
- 75 per cent of employees responded favourably to policies relating to flexible work schedules and their effectiveness in supporting family demands
- Increased job satisfaction – for 84 per cent of non-sales staff and 94 per cent of sales staff

## JUDGES' COMMENTS

*3M fosters a culture that encourages flexible approaches for employees to assist them in their work and family balance and this is already reaping measurable productivity and efficiency benefits. Staff surveys are showing employees' strong commitment to the company and increased job satisfaction reaffirming 3M's goal to become an employer of choice.*

AWARD FINALIST  
Rising Star

## ABN AMRO

Workforce size: 738 (238 women and 500 men) • Average age: 36 years • No of locations: 2 • Industry: Banking and finance  
 • Address: 88 Phillip Street, Sydney NSW 2000 • Contact: Clare Ryan, Human Resources Advisor • Phone: (02) 8259 5339  
 • Fax: (02) 8259 5463 • Email: clare.ryan@au.abnamro.com • Organisation web site: www.abnamro.com.au

Investment and corporate banking products and services to corporate, institutional and government clients.



## MANAGEMENT QUOTE

*"I believe our family-friendly and accommodating work environment differentiates us and attracts quality people. We recognise the importance of helping our people achieve balance between work and other aspects of their lives. By doing this we help to develop them personally and professionally and at the same time, ensure we deliver outstanding solutions for our clients."* **Angus James, Chief Executive Officer, ABN AMRO**

## EMPLOYEE QUOTE

*"I have been exposed to and benefited from several work/life balance initiatives. When my father became very ill for a long period I was able to work flexible hours to visit him in hospital. Since having a child I work four days per week - one from home via remote access. I also purchased a pram through the \$1,000 Opportunity Grant! ABN AMRO has always supported me in advancing my career by providing flexible hours and work patterns."* **Jane Lamming, Chief Operating Officer, Corporate Finance, ABN AMRO**

## WORK AND FAMILY CULTURE IN THE ORGANISATION

ABN AMRO's culture is based on its values of integrity, respect, teamwork and professionalism and the organisation strives to provide a flexible and supportive work environment for all employees. Key issues that needed to be addressed were identified by the local management team and also from feedback from the Hewitt's Best Employer Survey, which provided information from employees on work/life issues.

Information on new work/life programs and initiatives are communicated to staff using the intranet site, emails, desk-drops, brochures, posters

and lunchtime seminars. All new starters meet with Human Resources to discuss the company's policies and benefits and also attend a formal induction program within 6 weeks of starting.

The organisation is committed to the ongoing review and enhancement of policies and practices to ensure they are relevant and impact positively on employees' work/life balance. Managers are encouraged to be open minded and assist employees find a mutually beneficial balance between work and family commitments.



## SUMMARY OF INITIATIVES

- Flexible work arrangements are available to all employees and managers are encouraged to consider all options such as part-time employment, job-share arrangements, working from home
- Paid maternity leave – 12 weeks
- Paid paternity leave – 2 weeks
- Private space and equipment is provided for mothers who have returned from maternity leave and who are breastfeeding.
- Family friendly leave policies including leave to care for sick dependants and an entitlement to two weeks additional unpaid leave per annum during school holidays for employees who have been with the organisation for more than five years
- The ‘Opportunity Program’ provides employees with a \$1000 grant for family or personal life activities, eg for a family or personal holiday, gym membership or language classes
- Employees are given information and support to find any type of dependent care, including emergency child care, school holiday care and elder care
- Enhanced Employee Assistance Program, including provision of lunchtime seminars on topics such as elder care responsibilities and strategies for achieving work/life balance
- Family involvement in employees’ working life is encouraged by a Christmas card competition and by hosting a Christmas party for employees’ children and young relatives

## OUTCOMES

### FOR BUSINESS

- The organisation has received feedback from existing employees, recruitment agencies and prospective employees that it is regarded as a family friendly organisation
- Increase in the number of male employees taking parental leave (26 in the last 12 months)

### FOR EMPLOYEES

- Employee take-up rates indicate that the programs and initiatives are being utilised by employees
- 95 per cent of staff have taken advantage of their grant under the Opportunity Program with most money being spent on family holidays, employees getting fit and travelling

## JUDGES’ COMMENTS

*Over the last two years ABN AMRO has introduced a range of measures which have resulted in a significant reduction in staff turnover from 25 per cent to 15 per cent. The company is committed to ongoing review to further develop their flexible and supportive practices.*

**AWARD FINALIST**  
**Rising Star**  
**Large Business**  
**Western Australian**

## ST JOHN OF GOD HEALTH CARE

Workforce size: 5249 (4516 women and 733 men) • Average age: 41.6 years • No of locations: 80 • Industry: Health care •  
 Address: 12 Kings Park Road, West Perth WA 6005 • Contact: Ian Oakley, National Director Human Resources • Phone:  
 (08) 9213 3689 • Fax: (08) 9213 3668 • Email: [ian.oakley@sjog.org.au](mailto:ian.oakley@sjog.org.au)  
 • Organisation web site: [www.sjog.org.au](http://www.sjog.org.au)

The St John of God Health Care network is made up of nine hospitals, two pathology practices and two radiology practices providing services in metropolitan, regional and rural settings across three states of Australia. They operate on a twenty-four hour per day, seven-day per week basis caring for over 100,000 patients each year and provide a diverse range of services.



### MANAGEMENT QUOTE

*“At St John of God Health Care we have a strong commitment to our caregivers (employees) achieving a balance between their work and family. We do this by providing flexibility in working arrangements including paid parental leave, flexible shifts, part-time work and the ability to work from home. For our organisation this flexibility is an essential part of us being an attractive and principled employer.”* **Ian Oakley, National Director Human Resources, St John of God Health Care**

### EMPLOYEE QUOTE

*“I took advantage of St John of God Health Care’s parental leave policy when I had my daughter Charlotte in May 2002. I had been working for SJGHC for almost three years and I opted to take six weeks full pay when my baby was born. The additional money had helped manage the expenses that come with a newborn baby and I was then able to return to work part-time.”* **Jackie Scott, Registered Mid-Wife, St John of God Health Care**

### WORK AND FAMILY CULTURE IN THE ORGANISATION

St John of God Health Care has a strong commitment to assisting its staff achieve a compatible balance between their work and personal lives. Wherever possible the organisation provides flexibility in working arrangements within the framework of providing a responsive 24 hours per day, 7 days per week health service to its communities.

The organisation believes in multi-disciplinary teamwork and a cohesive approach to health care. It strives to provide a supportive and caring environment where caregivers can further develop their skills and confidence. Information on employee’s needs are gained from the biennial SJGHC caregiver

perspective survey which is undertaken by an external organisation and benchmarked to industry standards.

In response to the survey findings, each division conducts a series of focus groups and meetings with staff to identify issues and potential solutions. SJGHC identified a difficulty in attracting and retaining nurses, with applicants indicating their preference for more flexible working arrangements. In response to these trends SJGHC has progressively introduced more flexible rostering and shift arrangements, more part-time or job sharing and self rostering arrangements.



## SUMMARY OF INITIATIVES

- Flexible start and finish times
- Part-time shifts and job sharing
- Flexible shift arrangements which can include working during school hours and during school terms, accessibility to part-time work
- Working from home or home office arrangements
- Availability of self rostering and bankable hours arrangements for shift workers
- Assistance with sourcing child care services and provision of subsidised before school and holiday programs
- Access to paid parental leave and carer's leave
- Caregivers returning from parental leave are able to access part-time work
- Provision of Employee Assistance Programs which provide access to free counselling
- Banked hours arrangements and self-rostering
- Access to discounted services, including access to gyms and wellness programs
- Access to paid community support leave for caregivers involved in providing services to the marginalised in the community

## OUTCOMES

### FOR BUSINESS

- Improvement in the retention of caregivers – 96 per cent return rate for women on parental leave and an increase in the number of caregivers taking up permanent positions
- The number of part-time caregivers has increased from 53 per cent to 57 per cent
- The proportion of women in casual employment has decreased from 23.8 per cent to 19.8 per cent
- Retention of corporate knowledge, continuity of service delivery and quality service improvement for patients and clients

### FOR EMPLOYEES

- Flexible working arrangements have encouraged caregivers, particularly nurses, to become permanent members of the workforce and given them greater job security and workplace benefits
- 91 per cent of full-time caregivers returning from parental leave have opted for part-time work
- High levels of staff satisfaction with workplace benefits programs
- Reduced turnover of caregivers – down to 14.4 per cent in 2002/03

## JUDGES' COMMENTS

*St John of God Health Care operates in a very challenging environment to deliver quality care to 100 000 patients across three states and in 80 work locations. The 24/7 nature of their work requires special support for its staff. The high maternity return rate of 96 per cent is an excellent indicator of how effectively the flexible work practices are operating. Management place a strong emphasis on 'wellness' and making work 'a good place to be'.*

**WINNER – REGIONAL AND RURAL****BUDERIM GINGER LIMITED**

Workforce size: 247 (157 women and 90 men) • Average age: 41 years • No of locations: 4 • Industry: Food processing  
 • Address: PO Box 231, Yandina QLD 4561 • Contact: Karon Rogers, Company Secretary • Phone: (07) 5446 7100  
 • Fax: (07) 5446 7520 • Email: krogers@buderimginger.com • Organisation web site: www.buderimginger.com

Buderim Ginger processes and supplies ginger products in many formats to all parts of the world. It also runs a tourist facility called the Ginger Factory, which is Queensland's biggest free admission theme park.

**MANAGEMENT QUOTE**

*“Buderim Ginger has grown from a ginger growers’ co-operative in 1941, to now, a thriving public company, and has always recognised the contribution of its employees and the importance of their well-being. Fifty six per cent of our staff have been with us for over five years – a testament to our flexible and fair policies. We are committed to meeting the needs of employees without compromising the ability of the company to meet its obligations to all stakeholders.”* **Karon Rogers, Company Secretary, Buderim Ginger**

**EMPLOYEE QUOTE**

*“I have worked here for 15 years and found Buderim Ginger flexible and fair – accommodating my personal situation over the years – maternity leave, return-to-work, and now special carer’s leave for my elderly mum.”* **Liz Wood, Logistics, Buderim Ginger**

**WORK AND FAMILY CULTURE IN THE ORGANISATION**

Buderim Ginger has a strongly supportive workplace culture that is based on its core values of treating all stakeholders with integrity, dignity, honesty and respect. Management recognises the importance of aligning personal and corporate goals to ensure individual well-being. This philosophy has contributed to the company’s excellent length of service record.

The organisation demonstrates an open and inclusive approach and a focus on team work. There are very open channels of communication between management and staff and high levels of staff awareness about workplace flexibilities. Staff often initiate work and family initiatives.

Buderim Ginger subscribes to an extensive network of external information services and meets formally several times a year with the union and employees to facilitate an open-forum consultation. Team leaders also hold weekly meetings and staff can raise any issues of concern.

Work/life policies are communicated to staff through notice boards, induction kits, focus training programs, distribution of policies, training and at staff meetings. All meetings are held in ordinary working hours.



## SUMMARY OF INITIATIVES

- Working from home
- Permanent part-time and job sharing opportunities
- Special leave available by arrangement to meet the needs of dependents
- Flexible working arrangements such as flexible start and finish times and single days of annual leave are available to meet family commitments
- Promotion of casuals to part-time positions giving increased job security
- Employee Assistance Policy available to staff and their immediate families
- Income protection insurance provided to employees
- Family involvement in Buderim Ginger's social club sporting events
- Workplace bullying policy is in place and training provided to promote positive work relationships

## OUTCOMES

### FOR BUSINESS

- Staff retention and strong staff loyalty – 56 per cent of staff have been employed for over 5 years
- High return rates from maternity leave
- Very low absenteeism and turnover rates
- Savings in recruitment and training costs
- Positive customer feedback
- Consistent productivity, growth and profitability in a competitive industry

### FOR EMPLOYEES

- All initiatives are available equally to employees and they are comfortable accessing them
- Inclusive work environment
- High levels of job satisfaction and morale
- Pleasant work environment
- Free legal, financial and psychological advice through the company support systems

## JUDGES' COMMENTS

*Buderim Ginger is an excellent example of how a medium sized regionally based business can compete effectively in the world market because of its commitment to quality products and its employees. The company has developed a supportive and flexible working environment for its employees, many of whom have been with the company for many years. It has a progressive and inclusive management style and demonstrates a genuine commitment to supporting employees balance their work and family lives. The company's management are active participants in their region, working in networks with other small business managers and communities.*

**HIGHLY COMMENDED – REGIONAL AND RURAL**

**AWARD FINALIST**  
**Rising Star**  
**Medium Business**

**H L MULLANE AND SON**

Workforce size: 102 (9 women and 93 men) • Average age: 27 • No of locations: 20-25 • Industry: Construction and Maintenance Trade Services • Address: 16 Old Maitland Road, Sandgate NSW 2304 • Contact: Belinda Smith, Maintenance Manager • Phone: (02) 4960 8999 • Fax: (02) 4960 8933 • Email: hlm@mullane.com.au  
 • Organisation web site: www.mullane.com.au

Plumbing contracting (construction industry) and plumbing and electrical maintenance (domestic and commercial premises).

**MANAGEMENT QUOTE**

*“Quite simply we believe that people who participate in building great family cultures are also likely to be active participants in building great workplace cultures. We also believe the primary motivators in our desire to work are creation of self worth and providing lifestyle for our families. Having acknowledged this, we would be most hypocritical to not then create an environment in which a healthy balance between work and home is encouraged.”* **Tony Rhodes, Managing Director, H L Mullane and Son**

**EMPLOYEE QUOTE**

*“At Mullane, the upcoming birth of my first child has been celebrated rather than being seen as an obstacle to my professional growth. The company’s work/life initiatives allow me to not only work from home and have flexible office hours, but to design my own return to work plan. I can’t imagine being able to retain my current role whilst working anywhere else.”* **Belinda Smith, Maintenance Manager, H L Mullane and Son**

**WORK AND FAMILY CULTURE IN THE ORGANISATION**

H L Mullane and Son’s goal is to ensure that employees are treated with respect and care and given every opportunity to develop their potential. The development of small teams, with a supervisor for each, has proved effective in resolving issues and ensuring staff are placed in work teams and environments that suit their individual skills and circumstances.

The organisation has an open door management style, with staff encouraged and welcomed to approach any person at a management level with their ideas and issues. Managers are encouraged to lead by example, being open with employees about

options to take flexible time and encouraging them to take advantage of these initiatives.

Feedback from staff is a major indicator of how family friendly the workplace is. One on one meetings are held regularly between supervisors and staff to give employees the opportunity to raise issues concerning their work/life balancing and to discuss future professional and personal goals. New staff are told about the organisation’s work/life initiatives and this information is regularly reinforced at management and trade staff team meetings and in staff memos.



## SUMMARY OF INITIATIVES

### SUMMARY OF INITIATIVES

- Start/finish times can be altered to suit employee family commitments
- Part-time work for some roles, including flexibility with start/finish times and option for some tasks to be performed off site, e.g. at the employee's home
- Working from home for management staff is encouraged, with laptop computers available to access organisation's network
- Flexibility with rostered days off, including banking hours to take in bulk
- Leave given to new parents for unlimited time duration
- Leave with pay granted, with time to be made up at a later date
- Overtime worked can be banked and taken at a later date, rather than paid
- Paid and unpaid leave granted to care for ill children and/or family members
- All staff have access to a phone on site (mobile or fixed), and are able to be contacted in family emergencies
- Office based staff are able to bring children to work if they are ill or unable to be supervised

## OUTCOMES

### FOR BUSINESS

- High staff retention as the organisation also retains its employees during periods of light workload
- Surveys of customers demonstrate a direct correlation between employee commitment and customer satisfaction
- Ninety per cent of the organisation's business is from repeat customers or referrals from existing customers
- New staff and termination of existing staff has remained static over the past three financial years
- Significant increase in the referral of new customers from staff members

### FOR EMPLOYEES

- Increased job satisfaction amongst management and employees since the inception of flexible working hours
- Opportunity to control working hours and work loads strongly supported
- Organisation is becoming a workplace of choice, with tradespeople seeking employment with the company due to better working conditions compared to other employers in the industry
- More women employed in key management roles and they are given support including mentoring, training and flexible work arrangements

## JUDGES' COMMENTS

*H L Mullane has achieved significant work and family flexibility in an industry where this has traditionally proven difficult. The company has developed a model based on co-operation and trust that has helped turn the company around in the last 6-8 years. The company management demonstrates a high level of loyalty to staff and has created a very family friendly culture, largely through informal policies.*

**WINNER – SMALL BUSINESS****AWARD FINALIST**

Regional and Rural

**SUNRAYSIA MURRAY GROUP TRAINING**

Workforce size: 30 (22 women and 8 men) • Average age: 31 years • No of locations: 1 • Industry: Employment and Training  
 • Address: 3 The Crescent, Mildura VIC 3500 • Contact: Gary Simpson, Chief Executive Officer • Phone: (03) 5022 1833  
 • Fax: (03) 5021 3715 • Email: [gsimpson@smgt.com.au](mailto:gsimpson@smgt.com.au) • Organisation web site: [www.smgt.com.au](http://www.smgt.com.au)

Sunraysia Murray Group Training employs apprentices and trainees and places them in local businesses, providing pastoral care and all payroll services.

**MANAGEMENT QUOTE**

*"Sunraysia Murray Group Training prides itself in promoting a family-friendly work environment for its employees. Our company works on trust and believes it is important and that our staff deserve that we go those extra steps to ensure a happy balance between family and work. At the end of the day, these extra steps contribute significantly to having happier people in the workplace and if the company does its best for our employees, then they will do their best for our company."* **Gary Simpson, Chief Executive Officer, Sunraysia Murray Group Training**

**EMPLOYEE QUOTE**

*"I am a single mother with a young child that has a rare form of cancer. SMGT has been fabulous in their understanding of my family circumstances. When my son was diagnosed with cancer, it meant that I had to move from Mildura to Adelaide for several months for his treatment. SMGT were great because they just said 'Your son comes first, do what you have to do and don't worry about work because your job will be here for you when you come back'. When I did return to Mildura, SMGT not only helped me into a part-time position, but they gave me the flexibility to take an entire week off from work every six or seven weeks or whenever needed so that I can take my son to Adelaide for on-going treatment. I am really grateful to SMGT."* **Stacey Twaddle, Administration Officer, Sunraysia Murray Group Training**

**WORK AND FAMILY CULTURE IN THE ORGANISATION**

Sunraysia Murray Group Training recognises there are considerable benefits, both direct and indirect, of assisting their employees in managing their work and family responsibilities. They view it as a priority to ensure that both flexibility and support are offered to all staff.

The introduction of a human resources function provided the perfect opportunity for the organisation to formalise existing practices and consult with staff to see how the work/life policies could be improved. This consultation, along with

research into best practice, helped identify key work/life issues that needed to be addressed. These include flexible working hours, more part-time opportunities, paid parental leave and access to phones for family reasons.

Information on work/life issues are communicated to staff at team meetings, through email and during performance management appraisals. Department managers model work/life balance behaviour and provide support and information to help staff achieve a healthy balance.



## SUMMARY OF INITIATIVES

- Parental leave – 4 weeks paid maternity leave and 1 week paid paternity leave
- Flexible working hours - many staff with children have the option to start later/finish earlier in order to pick up children
- Time in lieu and flexi time can be used for family commitments or doctors appointments
- Paid carer's leave can be used when children and immediate family members are ill or injured
- Staff access to telephones, and mobiles in some cases, for family reasons and emergencies.
- Increased opportunities for staff to work part-time to assist in managing family responsibilities and on return to work from parental leave
- Implementation of job sharing in response to request
- Staff Christmas party with families, and Santa, invited

## OUTCOMES

### FOR BUSINESS

- Increased commitment to the company
- Increased productivity and growth of business
- Improved quality of customer service
- Ability to attract skilled staff due to recognition as a good employer in local community

### FOR EMPLOYEES

- Happier staff
- More flexibility in working conditions
- Less stress when combining work and child raising
- 75 per cent of staff access flexible start/finish times

## JUDGES' COMMENTS

*Sunraysia Murray Group Training is an outstanding example of how innovative practices can generate a positive and productive work environment. The company has led the way for other training companies in being the first to introduce paid parental leave. This small organisation uses workplace flexibility and innovative provisions to achieve continuous improvement, in a competitive marketplace. Employees were very positive about the company's work/life policies and provided many examples of how these initiatives were making their lives easier, from flexibility in work hours to extra support for parents with chronically ill children.*

**AWARD FINALIST**  
**Small Business**  
**Rising Star**

## INJURY MANAGEMENT AND REHABILITATION

Workforce size: 32 (28 women and 4 men) • Average age: 30.6 years • No of locations: 4 • Industry: Injury management, Occupational Rehabilitation, Medico Legal, Health and Safety • Address: Level 2, 72-74 McEvoy St, Alexandria, Sydney NSW 2015  
 • Contact: Dawn Piebenga, Managing Director • Phone: 1300 662 582 or 0414 911 168 • Fax: 1300 662 581  
 • Email: Dawn.Piebenga@imr.com.au • Organisation web site: www.imr.com.au

Injury Management and Rehabilitation (IMR) is an accredited rehabilitation provider servicing Greater Sydney which provides occupational rehabilitation, injury prevention and medico-legal services.



### MANAGEMENT QUOTE

*“For my team to have a sense that IMR cares deeply about their lives and everything that impacts their life – their work, family, relationships, health and their opportunities – is what gives us purpose. It creates an environment of contribution and generosity, rather than one of taking and score-keeping. This has a flow-on effect to our clients and society; and that, to me, feels real and purposeful.” Dawn Piebenga, Managing Director, IMR*

### EMPLOYEE QUOTE

*“Above all else I have valued the flexibility that this role and IMR has allowed. As a mum, if you don’t have flexibility you struggle because it becomes so hard to deal with emergencies or the unforeseen. They have really respected and supported my choice to raise a family and the fact that I have been able to work has given me many benefits like increased self-esteem, positive feedback, social interaction, personal growth and relationships with people. There are moments when things are a little crazy juggling home and work life but it’s a full, exciting life!” Sandy Templeton, Occupational Therapist, IMR*

## WORK AND FAMILY CULTURE IN THE ORGANISATION

IMR has grown from a two woman owner/operator business in 1997 to a busy organisation with 32 staff. The growth of the business and future projections have driven the Managing Director to create an environment where people want to work and where clients want to do business. Management has a strong commitment to supporting the team in achieving work/life balance.

IMR researched what leading organisations were doing in the work/life field and consulted extensively with its employees to determine their needs before developing policies, procedures and workable implementation plans to develop an environment of work/life balance.

The key issues identified include balancing work and personal/home life time, flexibility to deal with demands of family/partners/others, flexibility and support in understanding personal goals. Work/life balance policies have been integrated into the business through the IMR Handbook and individual negotiated contracts. Through senior team members acting as role models and regular communication processes, team members are being encouraged to be open about time management and provide feedback through mentoring and coaching sessions.



## SUMMARY OF INITIATIVES

- Flexible working hours and self management of the working week
- Flexible start and finish times to enable employees to work when they are most productive and effective
- Part-time arrangements and work from home
- Formalised team feedback (with key performance indicators)
- Workload allocation management to effectively manage workload across the organisation
- Mentoring program and regular coaching
- External training – allowance of \$1500 per person per year
- Induction program – Flying Start – to provide structure and support to new employees
- Learning and development opportunities for key leaders
- Support facilities including the phone, internet and office equipment for personal use
- Range of leave options, including parental, adoption, study, doona, birthday leave

## OUTCOMES

### FOR BUSINESS

- More effective, productive and happy team
- Lower burnout rate of leaders and team members
- High retention rate
- More effective communication and bigger picture thinking
- Depth and quality of talent – in 2003, IMR recruited 5 new mothers returning to work
- Increased productivity and profitability
- Development of new systems and policies – monitoring performance

### FOR EMPLOYEES

- Increased staff satisfaction, commitment and retention of staff
- Increased team morale and reduced stress
- Increased desire and commitment to personal growth and learning
- Positive flow-on effect to home environment
- Secure future for team and their families

## JUDGES' COMMENTS

*Injury, Management and Rehabilitation has grown from an owner/operated business to a thriving small business under a management committed to encouraging work and family balance for everyone who works there. They have taken a creative response to meeting diverse needs and demonstrate care and consideration for staff, with paid leave day for birthdays and paid 'doona days'.*

**AWARD FINALIST**  
**Small Business**  
**Tasmanian**

## **WORKING WOMEN'S CENTRE TASMANIA**

Workforce size: 5 (5 women) • Average age: 33 years • Number of locations: 1 (sister services also exist in NSW, QLD, NT and SA) • Industry: Community service • Address: 210 New Town Rd, New Town TAS 7008 • Contact: Jen Fitzgerald and Esther Beecroft, Co-Directors • Phone: (03) 6278 7711 • Fax: (03) 6278 7744 • Email: [wwctas@platform.net.au](mailto:wwctas@platform.net.au)  
 • Organisation web site: [www.tased.edu.au/tasonline/wwc](http://www.tased.edu.au/tasonline/wwc)

The Working Women's Centre (WWC) is a small community organisation operating a statewide information, support, advocacy and referral service in Tasmania. Its mission is to improve women's employment rights and conditions.



## **MANAGEMENT QUOTE**

*"At the Working Women's Centre we see a lot of clients with poor work/life balances. The Working Women's Centre aims to be a trailblazer in respect of flexible work practices. We decided that if we wanted to advise women and their employers about good ways to manage work and life we should set a good example ourselves."* **Jen Fitzgerald, Co-Director, Working Women's Centre, Tasmania**

## **EMPLOYEE QUOTE**

*"I have recently returned-to-work two days a week in a job share role after taking paid maternity leave. This allowed me to continue my career and maintain the majority of care of my baby. I appreciate that I've not been made to choose between my family and work. All women should have this choice available to them."* **Kier Tyson, Industrial Officer, Working Women's Centre, Tasmania**

## **WORK AND FAMILY CULTURE IN THE ORGANISATION**

As in any industry, the staff of the Working Women's Centre have commitments outside of work, and more flexible work arrangements allow the organisation to accommodate these responsibilities. The organisation has responded to these needs both formally through the implementation of an Industrial Agreement, and informally through regular staff meetings and strategic planning processes.

Employees at the Centre are not required to work excessive hours, and have the flexibility to balance their personal lives while still maintaining a secure position in the workforce. When new employees

start work with the organisation, their induction includes an overview of our work/life balance policies.

The Working Women's Centre recognises that its ability to retain experienced staff with specialist skills and knowledge is directly related to the flexibility and family-friendly policies that it provides.



## SUMMARY OF INITIATIVES

- Part-time work – all staff work part-time hours of between 14–28 hours per week
- Flexible working hours – staff can negotiate their hours to fit in with other family and life commitments
- Job-share – the Centre’s Director position is currently job-shared
- Time off in lieu – the centre allows staff to accrue a credit of hours to be taken as time-off in lieu
- Paid maternity leave – 8 weeks on full pay, or 16 weeks on half pay
- Breastfeeding and lactation breaks – nursing mothers are granted two lactation breaks during a 7 hour day for a maximum of 30 minutes
- Other forms of leave – three weeks sick leave, carer’s leave, study leave, emergency leave, bereavement leave, leave without pay and additional paid leave between Christmas and New Year

## OUTCOMES

### FOR BUSINESS

- There has been an increase in staff retention due to the flexible work/life balance initiatives
- The average number of sick days for WWC employees is 3.5, compared to a recent PriceWaterHouseCoopers study which places the Australian workforce standard at 5.2
- All staff have used time-off in lieu for flexible work start and finishing times
- One staff member returned to work after maternity leave and has since been promoted within the organisation, allowing the WWC to retain vital skills and knowledge
- One staff member chose to return to work at the centre after leaving to travel overseas

### FOR EMPLOYEES

- Employees are happy with their balance of working time and family time, and remain committed to their work
- Staff are less stressed and take less sick leave than if they did not have these flexible work/life policies

## JUDGES’ COMMENTS

*The family-friendly provisions and levels of flexibility, communication, awareness and commitment at the Working Women’s Centre in Tasmania are very high. Implementing family-friendly work practices is integral to the business and the organisation has shown very high commitment and willingness to embrace flexible working arrangements. The loyal and strong team spirit is enhanced by employees feeling they have control over their hours.*

**WINNER – MEDIUM BUSINESS****SARA LEE HOUSEHOLD AND BODY CARE AUST (PTY LTD)**

Workforce size: 206 (58.9 per cent women and 41.1 per cent men) • Average age: 35-45 years • No of locations: 7  
 • Industry: Manufacturing • Address: 610 Heatherton Rd Clayton South VIC 3169 • Contact: Leanne Beveridge, HR Director  
 • Phone: (03) 9262 2300 • Fax: (03) 9558 2413 • Email: leanne.beveridge@saraleehbc.com.au

Manufacturing, distribution, marketing and sales of household and body care products.

**MANAGEMENT QUOTE**

*“Work Life Balance ... is not just a nice idea; it is good business sense that can deliver greater productivity, ignite passion and commitment in the workforce, and be a real differentiator in the battle to be seen in the community as an ‘employer of choice.’”*

**Stephen Goodey, Managing Director, Sara Lee Household and Body Care Australia**

**EMPLOYEE QUOTE**

*“Diversity to me means the ability to balance my work and family in a meaningful way. Sara Lee provides a supporting company environment, which encourages a family first approach. I have often taken advantage of the carer’s room and the flexible working hours which has enabled me to do school drop offs and pick ups.”*

**Robert Power, Manager, Business Analyst and Support, Sara Lee Household and Body Care Australia**

**WORK AND FAMILY CULTURE IN THE ORGANISATION**

Sara Lee is committed to equal opportunity for women in the workforce and actively promotes the work and family life balance. The organisation’s philosophy is that the creation of a sustainable ‘culture of equality’ is a goal that requires senior management commitment and grass roots employee involvement. Managers are encouraged to act as role models for work and family balance.

The organisation uses meetings, email, employee bulletin boards, newsletters, training and information kits to get work and family information to employees. A Diversity Team comprised of employees and management meets regularly to

develop and manage initiatives that reflect the real needs and interests of all employees. Practical initiatives such as meetings not commencing prior to 9.30am or after 4.00pm are normal custom.

Sara Lee aims in the future to broaden its work and family policies to address the needs of employees with ageing parents and those with spouses who have special needs.



## SUMMARY OF INITIATIVES

- Paid maternity leave and bonding leave for fathers
- A room is available for breast feeding/expressing and for care of children in emergencies
- Working from home
- Flexible hours
- Part-time employment
- Additional annual leave
- A 'Keep in Touch' initiative, to regularly communicate with staff on maternity leave, and a counselling/mentoring service to assist employees returning from maternity leave
- Personal services such as car service, cleaning and detailing, dry cleaning and personal taxation assistance
- Internet access is made available to staff for banking and shopping
- Personal growth initiatives such as massage, yoga, diet advice and fitness services
- Employees are encouraged to access the available study aid assistance

## OUTCOMES

### FOR BUSINESS

- Company has positioned itself an 'Employer of Choice'
- Statistics show reduced absenteeism and turnover and an increase in women returning to work after maternity leave
- Improved retention of staff and an increase in the skills and experience of employees attracted to the organisation

### FOR EMPLOYEES

- Employee opinion survey showed staff view working for the company positively
- Strong view that they are able to balance their work and family obligations in a supportive and understanding environment
- Enhanced loyalty and retention of employees due to workplace flexibility and commitment to supporting families

## JUDGES' COMMENTS

*Sara Lee Household and Body Care is an extremely impressive organisation where staff are valued and morale is high amongst staff at all levels. There is a strong sense of community and shared ownership at Sara Lee and everyone from the Managing Director to warehouse and factory staff is committed to sustaining work/life balance as well as high productivity.*

**HIGHLY COMMENDED – MEDIUM BUSINESS****S C JOHNSON**

Workforce size: 140 (44 women and 96 men) • Average age of employee: 37 years • No of locations: 1 • Industry: Fast moving consumer goods • Address: 160 Epping Rd, Lane Cove, NSW 2066 • Contact: Loren Wheatley, Human Resources Advisor • Phone: (02) 9428 9111 • Fax: (02) 9428 9264 • Email: lwheatle@scj.com • Organisation web site: www.scjohnson.com.au

S C Johnson is a medium sized, family owned household consumer goods company based in Sydney. Its operations involve manufacturing, distribution, sales, marketing, finance and human resources functions of household cleaning, air care and insect control products.

**MANAGEMENT QUOTE**

*“Since 2001, SC Johnson has established itself as a leader in work/life blend, a strategy that has helped in achieving our Company objectives in a very competitive and fast moving environment. I view SC Johnson's work/life programs as a competitive advantage and an integral part of attracting and retaining top quality people. The strategic approach to people programs, such as work/life blend, also provides the motivation for our people to perform at their peak and to drive our business positively in all areas.”* **Tony Onsley, Group General Manager, Australia and New Zealand, S C Johnson**

**EMPLOYEE QUOTE**

*“Since commencing at SC Johnson I have been able to balance my work and lifestyle to a much greater extent. The compressed work week has enabled me to pursue interests I didn't have time to pursue with previous employers. I am less stressed, healthy and able to spend a lot more time with family and friends.”* **Yvonne Florence, Category Development Executive, S C Johnson**

**WORK AND FAMILY CULTURE IN THE ORGANISATION**

Work/life balance has been an employee opinion survey topic in S C Johnson since 1997. In early 2000, the Company embarked on a program to introduce an employer 'brand' with work/life balance as a core differentiation. The organisation's 'Best People – Best Place' human relations strategy indicates a strong commitment to be a leader in work/life balance.

Both internal employee opinion surveys and external market research identified work/life balance as a key feature that present and future employees would want from a 'family company'. Work/life balance also features as one of the four core values of the company along with passion to excel, accountability and learning organisation.

Communication with employees on new policies occurs through e-mails, intranet, 'Hot News' releases, quarterly employee communication meetings and monthly departmental meetings. Senior managers also recognise the importance of 'walking the talk' on work/life balance and leave work on Fridays around 1.00pm as part of the compressed work week; schedule meetings at preferred times for staff with family commitments and telecommute some days.



## SUMMARY OF INITIATIVES

- Compressed work week
- Flexible working hours including part-time employment are encouraged
- Preferred meeting times policy
- Telecommuting policy – updated from 1 day to 2 days per week
- Paid parental leave increased from 6 to 9 weeks
- Vacation Care
- Sabbatical leave is available for employees to take extended time away
- Employee assistance program
- ‘Keep in Touch’ and ‘Back to Work’ Programs have been introduced
- Aged care referral information is available
- Children’s Christmas parties and company BBQs are organised
- Onsite gym established, tennis court and Pilates classes organised
- Subsidised sporting activities

## OUTCOMES

### FOR BUSINESS

- The cost of losing people, including recruitment costs, was reduced by \$405,000 over 1999-2002
- Employee retention stood at 87.5 per cent in June 2001 compared to 75 per cent in 1999
- Positive feedback from the employee opinion survey which is conducted each year to measure employee opinions on work/life balance
- Increase in the numbers of part-time employees – up by 2.7 per cent

### FOR EMPLOYEES

- The compressed work week gives people an extra block of time to spend with family, or on sporting activities or to carry out errands that otherwise would happen on the weekend
- The feedback from employees is that it has improved their family relationships, friendships and overall time management for weekends
- 100 per cent return rate from maternity leave in last two years

## JUDGES’ COMMENTS

*S C Johnson has integrated its work and family policies into a sophisticated people strategy and business model. The company shows a strong commitment to continuous improvement and is constantly looking for new initiatives. The effect of policies on the business bottom line is regularly measured. The management team models the commitment to work/life balance for all employees and ensures that policies are flexible enough to respond to individual circumstances.*

**HIGHLY COMMENDED – MEDIUM BUSINESS****SAAB SYSTEMS PTY LTD**

Workforce size: 247 (55 women and 192 men) • Average age: 38 • No of locations: 7 • Industry: Information technology, engineering • Address: 21 Third Ave, Technology Park, Mawson Lakes SA 5095 • Contact: Pam Simmons, Human Resources Manager • Phone: (08) 8343 3800 • Fax: (08) 8343 3778 • Email: pam.simmons@saabsystems.com.au • Organisation web site: www.saabsystems.com.au

The organisation is involved in software engineering for defence related projects.

**MANAGEMENT QUOTE**

*“Starting at Board level and flowing throughout the whole organisation, is our belief that our people are the key to our success. So, we need to have a workplace that both challenges and rewards our people while delivering a balance between working life and private life.”* **Merv Davis, Managing Director, Saab Systems**

**EMPLOYEE QUOTE**

*“I have always found Saab to put its people at the forefront of its thinking and planning. Saab's commitment to its vision and values is demonstrated by providing flexibility in the work place for people to be able to balance their work and life commitments. Being a father of four and having a wife who works part-time, it is essential that there is flexibility in work hours, and that there is understanding and support for your personal situations.”* **Mark Slade, Project Manager, Saab Systems**

**WORK AND FAMILY CULTURE IN THE ORGANISATION**

Saab Systems believe that the value of the company is represented by the knowledge, skills and experience of its people. As a result, the attraction, recruitment, development and retention of the best people are the highest priorities of management.

The organisation strives to develop and promote forms of work that contribute to team spirit, involvement, participation and improvement through work. The organisation acknowledges the importance of providing a supportive work environment, including promoting a balance between work, family and social life.

Work/life policies and initiatives are identified through an annual staff survey, management initiatives and staff meetings. Issues that are identified in the staff survey and through other consultation as a concern to staff, are explored and ideas for change are developed and implemented. Saab promotes and communicates initiatives to staff via email, intranet, word of mouth, seminars, induction programs and monthly staff meetings.



## SUMMARY OF INITIATIVES

- Flexible working arrangements – staff can work own hours around core hours (1000-1500)
- Part-time work and work from home provided, where possible including broadband connections to selected employees' homes
- Paid maternity leave – 12 weeks
- Paid paternity leave – one week
- Child care subsidy for up to three months after returning from maternity leave
- Six weeks annual leave
- Lunchtime seminars on work/life topics
- Employee Assistance Program for free counselling and advice
- Free financial planning advice
- Recognition of effort program, e.g. time off, dinner, shopping or event vouchers and annual Gold and Silver awards for staff to recognize outstanding contribution
- Salary sacrificing for items such as gym membership, cars, computers
- Active social club, with employee contributions matched by company
- Yoga, massage, meditation, volleyball, soccer, general fitness programs
- Free medical consultation and free preventative health care initiatives, eg flu vaccinations
- Access to dedicated 'quiet rooms' for personal use and use of telephones
- Use of company equipment for personal use, e.g. digital camera

## OUTCOMES

### FOR BUSINESS

- Low turnover of staff (well below the industry standard)
- Increased productivity and profitability
- Reduced absenteeism
- 100 per cent return to work after maternity leave
- High level of satisfaction with the organisation – 85 per cent
- Saab has been recognized as an 'Employer of Choice'

### FOR EMPLOYEES

- High levels of utilisation of work/life initiatives
- Staff feel valued and demonstrate high self esteem and positive attitude towards company
- Lower stress levels
- Recognition of efforts are recognized and rewarded

## JUDGES' COMMENTS

*This is a very impressive application, made more so by the site visit which showed high employee morale emanating from the positive culture. The management team at Saab Systems was open and forthcoming in interview. The staff interviews, conducted in a group, reflected the very positive culture and no-one held back in saying their piece. All were able to affirm from personal experiences that this was a highly desirable place to work on work/family grounds. In their words: we give 110 per cent and get back 125 per cent.*

AWARD FINALIST  
Medium Business

## AUSTRALIAN JOCKEY CLUB

Workforce size: 156 (48 women and 108 men) • Average age: 41 years • No of locations: 2 • Industry: Thoroughbred racing industry • Address: Randwick Racecourse, Randwick NSW 2031 • Contact: Ms Lynn Watson, Employee Development Manager • Phone: (02) 9663 8400 • Fax: (02) 9662 6292 • Email: lwatson@ajc.org.au • Organisation web site: www.ajc.org.au

The Australian Jockey Club conducts race meetings at Royal Randwick and Warwick Farm racecourses and provides training facilities for over 1,000 horses as well as running exhibitions, conferences and special events.



## MANAGEMENT QUOTE

*“During its long history, the Australian Jockey Club has had a commitment to providing a workplace that supports all aspects of the lives of its employees. We respect that work is only one aspect of employees’ lives and their health, family and community involvement must all be supported in order to have a productive, cohesive, loyal team of employees. This commitment will be an integral part of the AJC’s future.”* **Tony King, Chief Executive Officer, Australian Jockey Club**

## EMPLOYEE QUOTE

*“I have been employed by the AJC for 24 years, thus making me an ‘older employee’. My situation therefore, has spanned the whole family, from flexibility when my children were small, to amazing care and consideration when my father was very ill and subsequently died, to relocating my mum to an aged care facility. Not once, during these 24 years have questions ever been asked. The attitude of the AJC with regards to family, is to do what has to be done.”* **Barbara Taylor, Assistant Manager, Membership Department, Australian Jockey Club**

## WORK AND FAMILY CULTURE IN THE ORGANISATION

The Australian Jockey Club has a commitment to valuing all aspects of employee’s lives and supporting their family responsibilities. The Chief Executive Officer has made work/life policy a priority for the organisation and is committed to helping employees balance their work and family life and encourages senior management to act as role models.

Issues for employees are identified through staff surveys and feedback from employees including

those returning from maternity leave. Intranet and the weekly email newsletter provides employees with information on work/life initiatives.

The AJC strives to accommodate the needs of staff and provides them with considerable flexibility in managing their work and family responsibilities.



## SUMMARY OF INITIATIVES

- Flexible start and finish times and flexible hours of work can be negotiated by employees, where possible
- Banking rostered days off
- Regular part-time work
- Flexibility to attend school events or medical appointments, where possible
- Ability to work from home when a child is ill and needing care
- A lockable room is available for nursing mothers to use to express milk
- Time off at short notice is available if needed
- 15 sick days per year
- Work from home arrangements
- Family orientated events such as the annual children's Christmas party
- Annual leave during school holidays
- Seminars on life issues such as retirement

## OUTCOMES

### FOR BUSINESS

- Excellent staff relations and increased productivity
- Retention of valued employees and low staff turnover – 85 per cent of permanent staff have been with the organisation for seven or more years
- Savings in recruitment costs and good public image
- 75 per cent of employees return to work after taking maternity leave

### FOR EMPLOYEES

- Relaxed workplace and happy employees
- Flexible working arrangements mean that employees can choose the options that suit their work/life balance to balance work and personal commitments – 73 per cent of employees take advantage of flexible work arrangements
- Low levels of stress

## JUDGES' COMMENTS

*The Australian Jockey Club is committed to supporting the work and family needs of their employees at all stages of their life. The organisation actively encourages older workers to continue working or to move to part-time hours if that is their preference. The support that the AJC provides for older and disabled workers is outstanding and very flexible.*

AWARD FINALIST  
Medium Business**HARMERS WORKPLACE LAWYERS**

Workforce size: 80 (57 women and 23 men) • Average age: 18-29 years • No of locations: 3 • Industry: Legal services  
 • Address: Level 28, 31 Market Street, Sydney NSW 2000 • Contact: Kelli Barham, Human Resources Consultant  
 • Phone: (02) 9267 4322 • Fax: (02) 9264 4295 • Email: sydney@harmers.com.au • Organisation web site: www.harmers.com.au

Harmers Workplace Lawyers is an employment and industrial law firm with offices in Sydney, Melbourne and Brisbane

**MANAGEMENT QUOTE**

*“At Harmers, we recognise that job satisfaction is heavily influenced by the degree of satisfaction our people feel in a holistic sense. To us, being a family friendly workplace is more than a catchphrase – it’s part of a flexible work practice model that underpins our workplace and an integral part of our employee retention strategy.”* **Joydeep Hor, Staff Partner, Harmers Workplace Lawyers**

**EMPLOYEE QUOTE**

*“Two of the core principles of Harmers Workplace Lawyers are: the dignity of individuals and the achievement of a balance between high level professional careers and social, emotional, family, intellectual, physical and spiritual pursuits. My personal experience has been that the firm is sincere in its commitment to these principles. As part of achieving my own work, life and family goals I have taken two periods of paid maternity leave while employed by Harmers Workplace Lawyers and have worked part-time at a senior level within the firm for a number of years.”* **Margaret Diamond, Team Leader, Harmers Workplace Lawyers**

**WORK AND FAMILY CULTURE IN THE ORGANISATION**

Harmers has a strong work/life culture that has developed from the company’s Governing Principles which committed the firm to establishing a work/life balance strategy from its inception in 1996. The firm is committed to being a model people manager and an innovator in the area of employee benefits.

Harmers has a culture of openness and consultation. Team Leaders ensure that information from weekly meetings is passed down to everyone in their team. The primary decision making body for the firm is the full firm meeting which occurs fortnightly and involves the active participation of all staff.

The firm has a wide range of employees with different backgrounds and the work and family policies are designed to reflect this diversity. The end-of-year employee appraisals cover issues such as work/life balance and personal ambitions. Committees within the firm take an active role to identify the continually changing work/life balance needs of employees and to research and make recommendations for consideration by the full firm.



## SUMMARY OF INITIATIVES

- Part-time or flexible work hours to accommodate personal circumstances
- Commitment to keep working hours at a reasonable level
- Study assistance and 5 days paid study leave for work-related study
- Paid parental leave of 14 weeks available to men and women
- Carer's leave
- Employee assistance program
- Access to voicemail and email from home and guidelines for staff working from home
- Full firm meeting every two weeks
- Extended leave without pay
- 'Harmers Day' - extra day of leave granted over Christmas/New Year period
- Regular social and sporting events
- Limited personal use of own telephone with direct line
- Staff can bring children to work in emergencies
- Mind/body/spirit model to promote activities to help with stress management and encourage staff to maintain personal health and fitness including subsidised gym, yoga and Pilates
- Annual health checks and flu shots
- Income protection insurance for all staff members

## OUTCOMES

### FOR BUSINESS

- Increased productivity and enthusiasm for work
- Staff loyalty and high retention rates
- Commitment from employees
- 100 per cent return of employees from parental leave to part-time work, for example 5 Team Leaders all returned to work from parental leave on a part-time basis

### FOR EMPLOYEES

- Access to flexible hours and control over how they approach work
- Strong focus on teamwork and shared responsibility
- High levels of job satisfaction
- Access to information and range of options for balancing work and family

## JUDGES' COMMENTS

*Harmers Workplace Lawyers believe in the principle of 'practise what you preach' and are committed to being a leader in providing innovative employee benefits. The company is structured differently to other law firms, with team leaders rather than partners and 'whole firm' decision making. Harmers has a culture of openness and genuine consultation and is responsive to changing work/life needs.*

**AWARD FINALIST**  
**Medium Business**

**PORT KEMBLA COAL TERMINAL**

Workforce size: 94 (3 women and 91 men) • Average age: 50 years • No of locations: 1 • Industry: Coal Export  
 • Address: PO Box 823, Wollongong NSW 2500 • Contact: Leila Hogan, Human Resources Manager • Phone: (02) 4228 0288  
 • Fax: (02) 4228 7605 • Email: Leila.Hogan@pkct.com.au • Organisation web site: www.pkct.com.au

The Port Kembla Coal Terminal is a ship loading facility involved in the loading and export of coal to international and domestic markets. It operates 24 hours a day seven days per week.



**MANAGEMENT QUOTE**

*“Port Kembla Coal Terminal is a values based business. Our social and organisational systems have evolved to be aligned with and support work/life balance. It is this evolution that has contributed to our ability to collectively enhance and sustain our competitive advantage in the coal export industry.”* **John Brannon, General Manager, Port Kembla Coal Terminal**

**EMPLOYEE QUOTE**

*“With my wife working, while my boys were still at school, I was able to take time to go to school for things like sporting events or kids performances.”* **Kevin Burke, Electrical Tradesperson, Port Kembla Coal Terminal**

**WORK AND FAMILY CULTURE IN THE ORGANISATION**

Following a number of years of industrial unrest, the Port Kembla Coal Terminal moved from a hierarchical operation to a social system termed Collective Enterprise Management in 1996. It was during these negotiations that initiatives which support work/life balance were introduced.

The Business Development Group, comprised of management and employee representatives, jointly develop business strategies and review business performance on a regular basis. Communication and consultation with employees is usually presented through formal and informal meetings as well as through information on email, intranet and notice boards.

As a 24-hour operation, parts of the terminal are required to operate continuously particularly when a ship is berthed and being loaded with coal. Work/life balance is managed through flexible work arrangements and variable employee roster arrangements.

Each team has the discretion and autonomy to manage flexibilities required by individual team members taking into account the day to day needs of the operation. The self-managing nature of the team system enables work areas to co-operatively manage flexible arrangements within the team while having responsibility for ensuring they have enough staff to resource the workload.



## SUMMARY OF INITIATIVES

- Flexible day work teams where employees can work between the hours of 6.00am and 10.00pm Monday to Friday; work a minimum of four hours to a maximum of sixteen hours a day in consultation with their team; work between a minimum of three days and a maximum of five days per week; and work between a minimum of twenty four hours and a maximum of sixty hours per week
- Flexible shift team workers are able to bank an additional 13 rostered days off, outside of their normal roster
- Paid maternity leave – 3 months
- Discretionary leave arrangements are available for long duration absences of employees or their immediate family, e.g. for hospitalisation
- Working from home is available for employees (mostly office workers) whose work can be conducted electronically to enable them to care for sick children.
- Use of company vehicles to attend to family issues
- Christmas functions involve employees, partners and children or young relatives
- Use of phones while at work up to a value of \$99 and use of the internet

## OUTCOMES

### FOR BUSINESS

- High retention of staff
- Improved productivity – significant improvement in vessel turnaround time and ship loading time since the introduction of workplace flexibilities
- Reduced absenteeism – average number of days absent is 1.5 compared to 2.2 in 1996
- No industrial action at the organisation since 1996

### FOR EMPLOYEES

- Current work/life initiatives give employees the flexibility to better manage their home and their work life
- Enhanced job satisfaction and morale – employees express satisfaction at being able to access the workplace flexibilities

## JUDGES' COMMENTS

*There have been big improvements since 1996 in this traditional blue collar 24 hour 7 day a week operation through real employee stakeholder involvement in the development and success of the business. Management at Port Kembla Coal Terminal recognises that giving work and family flexibility such as flexible working hours and time-off-in-lieu means employees give back, especially when it counts. The business depends on having a highly motivated workforce on hand to speedily load ships and the company has achieved considerable improvements including in vessel turnaround times, reduction in absenteeism, good staff retention and reductions in plant breakdowns.*

**HIGHLY COMMENDED – LARGE BUSINESS****ANZ BANKING GROUP LTD**

Workforce size: 18,284 (11,131 women and 7,153 men) • Average age: 37.5 years • No of locations: 744 • Industry: Banking & Financial Services • Address: Level 22/100 Queen St, Melbourne VIC 3000 • Contact: Penny Thompson, Diversity Manager • Phone: (03) 9273 6422 • Fax: (03) 9273 4299 • Email: thomps3@anz.com • Organisation web site: www.anz.com

ANZ operates in Australia and New Zealand and is an international banking and financial services group. ANZ is represented in its primary markets of Australia and New Zealand as well as Asia, the Pacific, UK/Europe and the United States.

**MANAGEMENT QUOTE**

*“The bottom line is that people make great companies. We want to make ANZ a great place to be. Being flexible about people’s work arrangements and need for a balanced life is one way we are doing this. Give people the space to be themselves, and they will bring energy and passion to work.”* **John McFarlane, CEO, ANZ Banking Group**

**EMPLOYEE QUOTE**

*“I am one of the luckiest fathers I know. I work for a company that has a Parental Leave Policy which allows and actively encourages fathers to take time off with their children. When people hear of the year and a half I had off to care for my two babies, most respond with, ‘I wish I could have done that’. I think it’s a real pity they don’t work for ANZ.”* **Andrew Vize, Manager Fraud Prevention, Esanda, ANZ Banking Group**

**WORK AND FAMILY CULTURE IN THE ORGANISATION**

In 2000, ANZ implemented a new approach to give the organisation a strong focus on its people and values. A management team developed a transformational policy called Perform, Grow and Breakout. This program focuses on cultural change and includes a component aimed to develop ANZ staff and help them make decisions about their lives and their interactions with colleagues and customers. ANZ aspires to be the bank with a human face.

Since 2001 the company has introduced a range of initiatives and policies to provide flexibility for employees. Employees have become more aware of

the diversity and life balance initiatives and the organisation continues to make improvements to ensure communication on life balance is broad and informative. Flexible work practices are being well utilised across the organisation and staff satisfaction has grown considerably since 2000.

The ‘Breakout’ culture aims to break down bureaucracy and encourages freedom with responsibility and promotes diversity programs. It fosters an environment where employee participation in work redesign is encouraged and embraced.



## SUMMARY OF INITIATIVES

- Simultaneous parental leave enabling both parents to take unpaid leave together
- Co-parent paid leave of one week
- Employees can use paid sick leave to attend prenatal classes or adoptive meetings
- Uncapped use of sick leave for carer's leave
- Childcare Demand Survey and Childcare Access investigation
- Flexible workspaces cater for the needs of all staff from community space with games and activities to quiet space for reading to BBQs areas for staff functions
- Lifestyle options such as yoga and Tai Chi classes are offered to staff
- The Opportunities Bank facilitates development experiences for staff across the company
- Nursing mother's rooms at two locations in Melbourne
- PC's @ Home Reloaded enables employees to purchase home computers at substantial discounts
- Lifestyle leave enables employees to take up to 4 weeks additional unpaid leave for any purpose including family responsibilities, travel or study

## OUTCOMES

### FOR BUSINESS

- Improved staff satisfaction, attraction, retention and enhanced engagement
- Turnover rate has continued to decrease
- Rate of return from parental leave was 82 per cent in 2003
- External recognition of initiatives (e.g. Employer of Choice for Women 2002, 2003; leading provider of work/life balance 2002)

### FOR EMPLOYEES

- Increased staff satisfaction – up to 82 per cent in 2003 from 78 per cent in 2002
- In the last major staff survey in 2002, employees rated their ability to balance their work, personal and family commitments as 71 per cent positive
- Viewed by graduates as an 'employer of choice'
- Employees are able to communicate directly with the CEO via his intranet home page

## JUDGES' COMMENTS

*A driver of the CEO is making ANZ a 'truly great place to be' for all employees. ANZ is committed to the interests of individuals and of the bank employees; managers work to meet personal and business needs for mutual benefit. Many employees have embraced work/life balance initiatives with enthusiasm and are confident of strong management support in their choices. Direct evidence of successes in managing work and family were presented, from all parts of the organisation, from back office to client facing staff. Employees demonstrated that they love their work and supported the view that the new outlook at the bank has resulted in happier families and productive workplaces.*

## AWARD FINALIST

Large Business

**JOHN JAMES MEMORIAL HOSPITAL**

Workforce size: 556 (473 women and 83 men) • Average age: 42.3 years • No of locations: 2 • Industry: Health care  
 • Address: PO Box 23, Deakin West, ACT 2600 • Contact: Phil Lowen, Chief Executive Officer • Phone: (02) 6281 8100  
 • Fax: (02) 6281 8168 • Email: acox@jjmh.com.au • Organisation web site: www.jjmh.com.au

John James Memorial Hospital is a large, private, not-for-profit hospital, committed to pursuing a leadership position in the provision of quality health care.

**MANAGEMENT QUOTE**

*“The boundary between work and other activities is changing as society changes. A hospital runs 24 hours a day and is a labour intensive industry. But to most employees the hospital is a community, not just a place of work. Our hospital’s own goals of providing high standards of patient care are best served through meeting the aspirations of its community and recognising the ever changing individual needs for work/life balance.”* **Phil Lowen, Chief Executive Officer, John James Memorial Hospital**

**EMPLOYEE QUOTE**

*“I have found JJMH to be very family-friendly. I have worked here for seven years and for each of my three children have taken a period of paternity leave. JJMH has been particularly flexible and allowed me to work part-time hours to suit my family arrangements.”* **Darren Leseberg, Accounts Receivable Team Leader, John James Memorial Hospital**

**WORK AND FAMILY CULTURE IN THE ORGANISATION**

The health care sector is an industry which is heavily dependent on quality staff for the delivery of quality care. A hospital’s staff is its most valuable asset, and in a time of an ageing workforce and labour shortages in many professional occupations, the emphasis needs to be on workforce retention, training and a family friendly workforce.

John James Memorial Hospital is supportive of the need for a broad work/life balance which encompasses the needs of families with children but also recognises the extended family needs of a changing and ageing workforce. The hospital identified the work/life issues which were important

to their workforce through an internal staff survey in 2000, consultation with staff on the Enterprise Agreements, surveys about best practice of nursing and non-nursing staff, staff forums and consultative committees.

The organisation is committed to offering flexibility in career pathways and employment. An important element of the success of the hospital’s vision for the future is effective internal and external communication to foster awareness and opportunities for shared ownership of change processes.



## SUMMARY OF INITIATIVES

- Flexible employment arrangements
- Paid parental leave – 6 weeks available to either parent, if both work at JJMH
- Mother-friendly workplace policy – unpaid lactation breaks, breastfeeding room, flexible return to work options
- Self rostering – available in all wards and being trialled in operating theatres
- Workload management
- Flexible personal/sick/carer’s leave – pool of 14 days leave per annum
- Extended use of personal leave
- Competency based training and career pathways
- Staff clinic – operates privately and bulk bills, reduced cost of pharmaceuticals
- Employee assistance program

## OUTCOMES

### FOR BUSINESS

- Improved employee retention
- 23 staff accessed paid maternity leave since 1 January 2000 – 89.5 per cent of them returned to work after their leave, and 63.2 per cent remain employed
- Reduction in nurses leaving the organisation

### FOR EMPLOYEES

- Improved flexibility in employment options
- Part-time staff make up 47 per cent of the current workforce
- Improved job satisfaction – in 2002, 61 per cent of nurses viewed the hospital as a good place to work, compared to 26 per cent in 2001

## JUDGES’ COMMENTS

*John James Memorial Hospital has successfully addressed a range of work/life issues in a challenging health care environment. The hospital provides significant working hours flexibilities for its predominantly female workforce and this is fundamental to employees’ ability to effectively balance their work and family lives. John James is continuing to identify and implement family friendly working arrangements through its agreement making process.*

## AWARD FINALIST

Large Business

## MONASH UNIVERSITY

Workforce size: 5323 (2810 women and 2513 men) • Average age: 40-49 years • No of locations: 10 (including international campuses) • Industry: Higher Education • Address: 710 Blackburn Rd, Melbourne VIC 3800 • Contact: Michelle Waters  
 • Phone: (03) 9905 4635 • Fax: (03) 9905 6925 • Email: michelle.waters@adm.monash.edu.au  
 • Organisation web site:  
[www.adm.monash.edu.au/sss/pc/equity/worklife](http://www.adm.monash.edu.au/sss/pc/equity/worklife)

The University is based in Melbourne and provides high quality research and undergraduate and postgraduate programs. It has six Australian campuses in Berwick, Caulfield, Clayton, Gippsland, Parkville and Peninsula and overseas campuses including Malaysia and South Africa.



## MANAGEMENT QUOTE

*“Monash University is committed to building a culture of inclusion that meets the mutual and diverse needs of the organization and its employees. We have found that achieving successful and sustainable outcomes for both managers and employees is a complex process. The provision of flexible work arrangements is only one component. It also requires a collaborative approach involving shared responsibility in negotiating arrangements that support the workplace and the employee.”* **Vice Chancellor Professor Richard Larkins, Monash University**

## EMPLOYEE QUOTE

*“My life has had some incredible ebbs and flows over the last 3 years. Already having a young family, ill health and a “surprise” pregnancy just added to the mix. Through the generous offerings of Monash’s work and family policies, I have not only been able to get through these times but I have been able to excel and forge ahead in both my family and work life. Monash has allowed me time to tend to doctor and ante natal appointments, flexibility with my hours so I can drop my daughter at school, paid maternity leave and a guilt free environment to deal with those other little “family emergencies that occur from time to time.”* **Tanya O’Brien, Administration Officer, Campus Manager’s Office, Peninsula, Monash University**

## WORK AND FAMILY CULTURE IN THE ORGANISATION

The University is a large and complex organisation with multiple workplace cultures across a number of campuses in Australia and overseas. The challenge for the Work Life Family Unit, established in 2001, is to promote awareness and encourage the use of a range of flexible work options, develop policy and assist management and staff with the ‘on the ground’ application.

Monash’s internal communication strategy uses the web-site, global emails, newsletters and presentations. Additionally, they use the Equal Opportunity

Committee structure to promote all aspects of the Work Life Family Strategy along with providing training for managers and staff.

The work/life culture of Monash University is steadily progressing with visible results reinforcing the University’s aim to assist staff balance family, health, study and other life obligations during the different stages of their working life at Monash. Since the launch of the Work Life Family Strategy in 2000 there has been considerable improvement in the work/life culture of the organisation.



## SUMMARY OF INITIATIVES

- A comprehensive Parental Support Program provides a range of assistance
- A Work Life Family advice and advocacy service
- Development of an innovative suite of flexible working arrangements including part-time work on return from parental leave, job share policy and home-based work
- Fractional appointment scheme for retirement planning purposes
- Voluntarily reduced working year scheme
- Implementation of continuous work life family training program for managers and staff
- Introduction of work life family kit for managers
- Implementation of work life family research project
- Establishment of Work Life Family KPI's and accountability
- Establishment of reporting lines on Work Life Family from Faculty Committees to University Council
- Work Life Family Unit web site
- Publication and poster promoting 'Well Being: Health Work Life Balance at Monash'
- Upgrade and redevelopment of three onsite child care centres
- Introduction of salary sacrificing for child care fees
- Establishment of breastfeeding and parenting rooms campus wide

## OUTCOMES

### FOR BUSINESS

- Increased rate of return from maternity leave, up from 89 per cent in 2001 to 94 per cent in 2003
- An increase in the retention rate by staff since 2001 of 18 per cent, at the same time the number of staff have increased by 10 per cent
- Recent focus groups and meetings with a cross section of staff of all levels provide evidence for the success of the University's flexible work options

### FOR EMPLOYEES

- Increased use of Voluntary Reduced Working Year policy – 20 per cent take up rate
- A staff survey found that 94 per cent of respondents strongly agree that their workplace is supportive of employees who use flexible work options to balance work and family
- Results from evaluation forms of parents who have regularly attended the New Parent Information exchange seminars are overwhelmingly positive
- Significant increase in the number of staff accessing the University's Work Life Family website which provides information on flexible work options

## JUDGES' COMMENTS

*Monash University is committed to the development and implementation of innovative work/life policies and view them as a critical factor in their ability to attract and retain skilled staff. The team involved in designing and implementing the policies at Monash are extremely enthusiastic and their continued momentum to promote the flexibilities is an important factor in a large and diverse organisation.*

## AWARD FINALIST

Large Business

**NATIONAL AUSTRALIA BANK**

Workforce size: 25,353 (14,906 women and 10,447 men) • Average age: 36 years • No of locations: Around 3,400

• Industry: Banking & Financial Services • Address: Level 27, 500 Bourke St, Melbourne, VIC 3000 • Contact: Cindy Batchelor, Strategy Advisor, People & Culture • Phone: (03) 8641 2094 • Fax: (03) 8641 4006 • Email: cindy\_batchelor@national.com.au  
• Organisation web site: www.national.com.au

National Australia Bank Limited, a public limited company, is an international financial services group that provides a comprehensive and integrated range of financial products and services.

**MANAGEMENT QUOTE**

*“Work and Family sit like two ends of an old-fashioned set of scales. At the National, we look to provide our people with the tools to help them reach the right personal and professional balance. This is not always easy and it is the mutual understanding of that point of equilibrium that has delivered the greatest rewards for both the National and our people.”* **Peter McKinnon, Executive General Manager, People and Culture, NAB**

**EMPLOYEE QUOTE**

*“When I had my first son, Mackenzie, I assumed I'd come straight back to work full-time. I didn't count on falling in love with this child and wanting to spend more time with him. I feel I'm a better parent because I've got the best of both worlds.”* **Melissa Dunn, Relationship Manager 3 (job shared), Adelaide, NAB**

*“I value being able to participate in school activities like excursions and being able to coach my daughter's netball team. I can balance a career that's not just a job with being more than just a two day a week mum.”* **Grace Salkicevic, Relationship Manager 3 (job shared), Adelaide, NAB**

**WORK AND FAMILY CULTURE IN THE ORGANISATION**

The establishment of the Diversity Guiding Coalition (DGC) chaired by the CEO raised awareness of diversity issues at both a group and business level. After two years, the DGC recognised that the business units were in a position to accept greater accountability for work/life practices.

The National has actively monitored progress and captured feedback to ensure alignment of strategy and the level of cultural change. They conducted a group wide census on employee satisfaction complemented by a range of other surveys and an intranet feedback tool.

The approach of the National to create awareness to work/life balance and encourage a culture of leaders with strong work/life balance has delivered encouraging results with 74 per cent employee satisfaction with work/life balance. In addition, the National believes that involvement in community life is an important aspect of work life balance and actively supports participation.



## SUMMARY OF INITIATIVES

- Promoting successful cases of flexible working arrangements to employees, e.g. job sharing, working from home, accessing paternity leave, through the organisation's internal magazine and television station
- Improvements to family/carer's leave
- Paid maternity leave – 6 weeks
- Executive coaching
- Career Power for employees and Career Power for Coaches
- Make a Difference Workshops
- Breakthrough program provides opportunities for people at all levels to develop and enhance leadership skills
- Development of a National Flexible Working Toolkit
- Employees are entitled and encouraged to take two days paid community leave
- Update of diversity website to make it more useful
- Intranet access provided to employees on parental or extended leave to encourage them to stay in touch with the National (pilot program)
- Improving flexibility for aging workforce - analysis of the changing demographics and potential needs of mature age workers (pilot program)

## OUTCOMES

### FOR BUSINESS

- Increase in part-time employment to 5,500 employees or 20 per cent of the workforce
- Over 25 per cent of employees have participated in change programs
- 130 senior executives have experienced executive coaching and 98 have undertaken the leader as coach program
- More than 400 employees work in job-share arrangements

### FOR EMPLOYEES

- Employees can access diversity policies on-line, take up work/life balance options such as part-time work, job sharing and telecommuting
- Employees are encouraged to take up two days paid community leave to contribute to community life
- Growing understanding of work/life balance options across the group globally
- Building leadership and confidence of employees at every level to change the way they work

## JUDGES' COMMENTS

*At the National Australia Bank flexible working arrangements are being used effectively to address both employee and business needs. The NAB views the achievement of work/life balance as a shared responsibility between the organisation, the leaders and the individual. All jobs are considered flexible and employees are encouraged to highlight how they can be supported by job sharing, part-time hours or other arrangements.*



## AWARD FINALIST

Large Business

## QUEENSLAND DEPARTMENT OF EDUCATION AND THE ARTS

Workforce size: 63,896 (48,998 women and 14,898 men) • Average age: 42 years • No of locations: 1291 schools, 75 offices  
 • Industry: Education • Address: 30 Mary Street, Brisbane QLD 4000 • Contact: Melissa Morris, Principal Personnel Officer  
 • Phone: (07) 3237 0841 • Fax: (07) 3237 1664 • Email: Melissa.Morris@qed.qld.gov.au  
 • Organisation web site: www.education.qld.gov.au

Provision of quality educational services to school students in Queensland state schools.

## MANAGEMENT QUOTE

*“The Department of Education and the Arts recognises that assisting employees to balance work and life commitments is significant to ensuring our employees’ well being and enabling quality educational services. Work/life balance initiatives have been a priority in the development of our Workforce Diversity and Equity Program, addressing our social responsibilities as one of Queensland’s largest employers and contributing to create and sustain a diverse and highly capable workforce, able to meet current and future educational needs.”*

**Ken Smith, Director-General, Queensland Department of Education and the Arts**



## EMPLOYEE QUOTE

*“I am often reminded of how fortunate I am to be an employee of the Department of Education and the Arts since embarking on life as a parent. The flexibility in my working hours, days and place of work has enabled me to enjoy the best of both my family and working worlds.”* **Michelle Brandon-Low, Principal HR Adviser, Queensland Department of Education and the Arts**

## WORK AND FAMILY CULTURE IN THE ORGANISATION

The Queensland Department of Education and the Arts strives to create an inclusive work environment where people are valued for their diverse experience, knowledge and abilities. The Department believes it has created a culture where employees feel comfortable utilising work/life balance strategies knowing that they have the support of management.

Work/life issues were identified through employee feedback and consultation using formal reference groups and the Workforce Diversity Council and through demographic research.

With a workforce of more than 60,000, the organisation has used a range of strategies to inform employees about the available work/life initiatives, policies and strategies. These include participation by staff in a Valuing Diversity Awareness training package covering work/life options and initiatives, use of the organisation’s intranet and internet, the quarterly newsletter, Diversity@Work, for HR practitioners and managers, showcasing flexible work arrangements, articles in the department’s newsletter, Education Views, and in promotional material distributed to employees and managers.



## SUMMARY OF INITIATIVES

- Commitment to achieve work/life balance included in new Certified Agreement
- Permanent part-time teaching policy giving preference to part-time work to employees with family responsibilities
- Cultural Leave incorporated into Certified Agreement
- Development of a breastfeeding policy and facilities for breastfeeding mothers
- Elder care assistance including flexibility for employees to use paid sick leave to care for elder family members and information on elder care facilities and services on website
- Telecommuting trial is currently underway
- Policy statement being developed to provide access to part-time promotional positions at senior levels in schools
- Flexible starting and finishing times
- Job sharing
- Paid maternity leave – 6 weeks or 12 weeks at half pay
- Paid paternity leave – 1 week
- Paid adoption leave – 6 weeks
- Parental leave (up to 7 years unpaid for teaching staff)
- Employee Assistance Service (for work and non-work related purposes)
- Purchased leave scheme – 48/52

## OUTCOMES

### FOR BUSINESS

- Ability to attract, recruit and retain a quality diverse workforce
- Increase in productivity and performance
- Reduced turnover of valuable employees

### FOR EMPLOYEES

- Ability to effectively manage work and life commitments without detriment to progression within the organisation or foregoing long-term career aspirations
- Reduction of stress and other illness
- Increased job satisfaction
- Ability to participate in cultural events/activities with the support of management
- 34 per cent of the workforce is employed part-time either on a permanent or temporary basis

## JUDGES' COMMENTS

*The Queensland Department of Education and the Arts continues to address the real challenges of size and geographic spread by promoting work and family flexibility to its employees through cultural change, policies and a comprehensive information package. The Department will benefit from its current efforts to progressively incorporate work-life balance as a key performance measure in the organisation.*

AWARD FINALIST  
Large Business

## UNIVERSITY OF SOUTH AUSTRALIA

Workforce size: 2142 (1181 women and 961 men) • Average age: 44 • No of locations: 6 • Industry: Higher Education  
 • Address: GPO Box 2471, Adelaide SA 5001 • Contact: Professor Hilary Winchester, Pro-Vice-Chancellor & Vice-President  
 Organisational Strategy and Change • Phone: (08) 8302 0209 • Fax: (08) 8302 0225 • Email: hilary.winchester@unisa.edu.au  
 • Organisation web site: www.unisa.edu.au

The University of South Australia is a higher education institution that provides undergraduate and postgraduate educational programs on six campuses in South Australia including one in a regional area. The three core business activities are teaching and learning, research and community service.



## MANAGEMENT QUOTE

*“The University of South Australia is a modern, flexible and successful university with an inclusive and diverse culture. Flexible and family friendly working conditions help us to retain and attract our most valuable resource – people. In supporting our staff to balance life and career, we seek to create a positive and productive working and learning environment.”* **Professor Denise Bradley AO, Vice Chancellor and President, University of South Australia**

## EMPLOYEE QUOTE

*“UniSA’s work and family policies enabled me to return to work three months after giving birth to twin girls. With the help of flexible working arrangements, I was provided an opportunity to achieve a good balance of work and family.”* **Dr Yan Zhuge, Senior Lecturer, School of Natural and Built Environments, University of South Australia**

## WORK AND FAMILY CULTURE IN THE ORGANISATION

The University of South Australia promotes inclusivity and recognises that employees have family and other caring responsibilities. Its response has been to establish, develop and improve flexible working arrangements for employees.

Two comprehensive Staff Attitude Surveys were conducted in 1999 and 2002 and a number of work/life policy initiatives and strategies were developed in response to the survey results. Negotiations for the 2000 and 2003 Enterprise Agreements have also resulted in the University setting strategies, priorities and implementation to improve work and family programs.

Brochures outlining policies, entitlements and rights are distributed to employees and information on work/life issues is available on the University’s intranet services and in the monthly newspaper, UniSANews. The process of annual planning and review generates evaluation, improvement, and the setting of priorities for the organisation.



## SUMMARY OF INITIATIVES

- Package of 11 flexible work arrangements that acknowledge and support a family-friendly work environment are available to employees, including: opportunities for working fractional time, job share, 48/52 week year, 4/5 leave – an employee may work four years of a five year period while being paid at 0.8 of their full-time salary over the entire period, flextime and time off in lieu and opportunities for an extended period of leave
- 12 weeks paid maternity or adoption leave, up to two years unpaid paternity leave and five days paid partner leave at the time of birth
- Five days annual dependent child leave, five days of paid sick leave to care for immediate family members and special leave for purposes such as ceremonial, cultural, participation in sporting events, emergency service, jury, health and safety training and military training
- A series of initiatives such as family days and other social events have developed an environment in which a stronger sense of institutional community is fostered
- Increased access to the Employee Assistance Program
- The Organisational Learning and Development team was established in 2002 to provide a range of employee development programs and promote organisational learning
- The Women and Leadership Program has been conducted for women at all levels since 1996 and includes a significant focus on work/life options for women
- Senior Executive Coaching and Mentoring Service has been provided to 56 employees

## OUTCOMES

### FOR BUSINESS

- High job satisfaction rating for employees of the University in staff survey – increase in employee satisfaction up from 57 per cent in 1999 to 65 per cent in 2002
- Performance indicators show increased productivity
- Survey also showed an increase in employee perception that they were able to balance work and private life and in the perception that UniSA valued its employees

### FOR EMPLOYEES

- Employees are more able, and more likely, to take up flexible working arrangements
- UniSA has developed a workplace culture which is recognized by staff as being 'family-friendly' and responsive to personal needs
- High rating in staff survey of employee satisfaction with their job
- Retention rate of 97 per cent for women returning after maternity leave

## JUDGES' COMMENTS

*The University of South Australia is impressive in its commitment to work and family outcomes. The Vice Chancellor and her management team are successfully tackling the challenges of multiple locations and cultures to achieve genuine outcomes in the work/family area.*

## WINNER – WESTERN AUSTRALIAN HIGHLY COMMENDED – SMALL BUSINESS

AWARD FINALIST  
Regional and Rural  
Rising Star

### JOBS SOUTH WEST

Workforce size: 27 (20 women and 7 men) • Average age: 37 years • No of locations: 5 • Industry: Employment, Training and Community Services • Address: PO Box 998 Bunbury WA, 6231 • Contact: Graham Hope, CEO  
• Phone: (08) 9721 5033 • Fax: (08) 9721 2269 • Email: graham@jobs-sw.com.au

Assisting disadvantaged people make the transition into employment, education, training and adjust to life changes.

### MANAGEMENT QUOTE

*“Our workplace is where our other family lives. We spend as much active time if not more with our workplace family as we do with our home family. For both families to function well and for each of us to keep a balance between the two we feel there needs to be an open acceptance the other family exists and a willingness from both families to adjust to the needs of the other. Who wins? Everyone wins.”* **Graham Hope, CEO, Jobs South West**



### EMPLOYEE QUOTE

*“I have always found Jobs South West has acknowledged the role of families in employees working lives. This has been demonstrated by allowances made by the organisation for me to attend my child’s sports carnivals, to stay home with them on occasion when they have been ill and to take holidays during school holiday periods.”* **Peter Palmer, Job Placement Team Leader, Jobs South West**

### WORK AND FAMILY CULTURE IN THE ORGANISATION

Work/life initiatives and policies have been introduced at Jobs South West through a process of cultural change which has involved management providing explicit and implicit messages that work/life issues are important. The policies have been applied consistently and fairly and efforts have been made to encourage tolerance and mutual support in the workplace by devolving responsibility for work/life arrangements to staff.

Cultural differences have been recognised in the development of work/life initiatives and paid indigenous ceremonial leave introduced. The development of the supportive culture has also required efforts to multi skill staff to enable cross coverage of roles in the organisation.

The need for work/life policies was identified through staff feedback. This feedback has led to strategies that address Job South West’s need for flexible working hours and staff needs for appropriate work/life policies. Staff are kept informed of new initiatives and involved in change processes and they have responded with commitment and professionalism to the changes.

Open communication is encouraged and the honest expression of work/life issues minimises conflicts between the needs of work and the needs of family.



## SUMMARY OF INITIATIVES

- Flexitime arrangements and active use of time off in lieu
- Access to leave without pay
- Access to personal leave, covering sick leave, bereavement leave and study leave
- Flexible on site child care arrangements when other arrangements are not available
- Ad hoc work from home arrangements
- Access to Jobs South West resources and communication facilities, e.g. telephone and email for personal or family business
- Social functions that include family members
- Rotating venues for staff meetings to deal with distance issues
- Supporting scholarship applications for staff
- Acknowledgement by management of the importance of family and personal issues

## OUTCOMES

### FOR BUSINESS

- Growth and improvement of financial situation of organisation
- Cost savings through non-financial employee provisions that better meet staff needs
- Increased productivity through development of an engaged, loyal and committed workforce
- Improved staff retention
- Evidence of enhanced customer satisfaction

### FOR EMPLOYEES

- Opportunities to provide feedback to management on work/life policies and initiatives
- Flexible options available to staff to address work/life issues
- Improved team support
- Lower incidence of work/life conflict and feelings of guilt
- Staff actively accessing the options available to them
- Work/life initiatives and policies available to employees at all Jobs South West regional sites

## JUDGES' COMMENTS

*Jobs South West believes it's a business imperative that the work/life balance is integrated into the culture of their organisation. There is a high level of personal commitment from the organisation's CEO and he encourages employees to make use of the flexibilities, with a willingness to make policy changes if required. Employees interviewed were all positive about their ability to maintain a balanced life by using the available flexible practices or to approach management if they needed different assistance.*

**AWARD FINALIST**  
**Medium Business**  
**Western Australian**

## **PFIZER (PERTH) PTY LIMITED**

Workforce size: 490 (220 women and 270 men) • Average age: 36 years • No of locations: 1 • Industry: Pharmaceutical manufacturing • Address: 15 Brodie Hall Drive, Bentley WA 6102 • Contact: Deanna van Rooyen • Phone: (08) 9362 0666 • Fax: (08) 9362 5863 • Email: Deanna.van.rooyen@pharmacia.com

Pharmaceutical manufacturing company



## **MANAGEMENT QUOTE**

*“At Pfizer (Perth) we recognise that Balancing Work and Family initiatives benefit our employees by allowing them greater flexibility but there also exists a solid business case. Due to the high standards required in the Pharmaceutical Industry we depend on the integrity, skill level and commitment of our employees and realise that implementing initiatives that increase employee engagement and help us attract and retain high calibre employees makes good business sense.”* **Dr Robert Heyes, Site Leader, Pfizer (Perth) Pty Limited**

## **EMPLOYEE QUOTE**

*“Since commencing employment with Pfizer (Perth) I have realised that a balanced work and family life is an achievable goal and whilst giving a 100 per cent commitment to my employer I find that this is repaid in many ways, not only financially. The fact that I can leave work for family reasons if need be, take annual leave that fits in with school holidays and still be valued and invested in as an employee gives me a sense of belonging to a better place. The commitment from Pfizer (Perth) to support you as a person not just as a means to an end makes all the difference.”* **Bronwyn Miller, Receptionist, Pfizer (Perth) Pty Limited**

## **WORK AND FAMILY CULTURE IN THE ORGANISATION**

Pfizer (Perth) focuses on continuous improvement in its management and operational activities. In a highly competitive labour market, the company is aware that employees are more selective about the employer they choose and the importance of benchmarking themselves against others in their industry. They identify the work/life issues that are important to their people through an annual employee survey and by consultations with its staff and leadership team.

The company uses a multiple communication strategy for disseminating information to staff including direct mail outs, presentations at the weekly company meetings or departmental meetings, notice boards, email and the company newsletter.

Company inductions are also run every two months, and include presentations on the healthy lifestyle program and the company's balancing work and family initiatives so new employees are made aware of the company's focus in this area.



## SUMMARY OF INITIATIVES

- Development of a Balancing Work/Life Policy and Parental Leave Policy
- Family pack for new parents giving information about parental benefits being offered by the government
- A nappy provision that provides employees who have recently become parents with 400 disposable nappies or a nappy service for 6 weeks.
- Breast-feeding facility on site
- Carer's leave – provision to take up to 5 days of sick leave entitlement as carer's leave.
- Greater number of part-time and job share positions available
- One-day additional annual leave per year
- Sleep management information for those employees who perform shifts
- Access to the Employee Assistance Program
- Discussions regarding work organisation options at Leadership Team level
- Healthy Lifestyle Program
- Subsidised private health insurance cover
- Salary continuance insurance cover paid for by the organisation

## OUTCOMES

### FOR BUSINESS

- Increased productivity and savings in worker's compensation premiums
- High levels of employee satisfaction
- Low absenteeism rates
- Turnover rates are low and have been steadily decreasing since 2000 – down to 0.74 per cent in 2003

### FOR EMPLOYEES

- Staff survey results show high levels of satisfaction with work and family provisions
- 91 per cent of women and 85 per cent of men believe they have flexible leave arrangements
- 80 per cent of women agree their job allows them to balance work and family
- Employees feel they have greater flexibility in how their work is organised

## JUDGES' COMMENTS

*Pfizer is a highly motivated company, statistically driven and focussed on continuous improvement. The company provides a range of work/life initiatives centred on its Healthy Lifestyle program. There is active management participation in the awareness and support of creative work/life initiatives such as the Pfizer Family Pack, nappies for new mums/dads, private health insurance supplement and a weekly 10 minute massage for all employees.*

**WINNER – TASMANIAN**AWARD FINALIST  
Medium Business**LEGAL AID COMMISSION OF TASMANIA**

Workforce size: 89 (77 women and 12 men) • Average age: 37.6 years • No of locations: 5 • Industry: Community legal service • Address: GPO Box 9898 Hobart, TAS 7001 or 123 Collins Street Hobart • Contact: Eve Murray, Manager, Advice and Community Education • Phone: (03) 6233 8383 • Fax: (03) 6233 8555 • Email: emurray@legalaid.tas.gov.au • Organisation web site: www.legalaid.tas.gov.au • Free Legal Advice Line: 1300 366 611

The Legal Aid Commission provides legal services to the Tasmania community. Services include legal representation, free clinics, duty solicitor, free legal advice telephone service and community legal education.

**MANAGEMENT QUOTE**

*“The quality of the services we provide to our community depends on the quality of the people who work in the Commission. The more we can offer in flexibility of work, and development of skills, the better they will be, and the greater our attraction as a place to work will be.”* **Norman Reaburn, Director of Legal Aid, Legal Aid Commission of Tasmania**

**EMPLOYEE QUOTE**

*“I am a chronic renal patient and since commencing employment for the Commission in 1997 I have had on-going treatment and have incurred many difficulties with hemo dialysis. The Commission has supported me through this period and enabled me to continue working as a solicitor. It has allowed me to take time off when required and to juggle my work place and other commitments. I am sure this flexibility would not be offered in other work places.”* **Yvonne Golder, Legal Aid Commission of Tasmania**

**WORK AND FAMILY CULTURE IN THE ORGANISATION**

The Legal Aid Commission recognises the importance of employees maintaining a healthy balance of work and home life. The Director of the Legal Aid Commission has a policy of doing “whatever it takes” when meeting the needs of employees who are trying to juggle work and family commitments. Flexible work practices have been offered to both legal and support staff to meet their individual needs.

Communication to staff on work and family issues occurs via email, newsletter, the intranet and through discussion in the workplace. Training is also offered to staff about the organisation’s work/life balance policies.

Work/life initiatives are included in industrial awards and agreements, policies, employment arrangements and in day to day business. Meeting times and staff development seminars are held at family-friendly times. The organisation is very responsive and if an employee’s personal circumstances change, they are offered the opportunity to change their working arrangements.



## SUMMARY OF INITIATIVES

- Flexible working arrangements, which include part-time work and job sharing
- Flexible working hours negotiated by the individual
- Paid maternity leave and carer's leave
- Giving staff the opportunity to be multi-skilled within the organisation
- Permitting staff to relocate within the State and retain his/her position, which was made possible with the use of a state-wide IT system
- Freeing up staff to work where circumstances suit best – this includes working from home if appropriate
- Support for breastfeeding mothers
- Staged return-to-work policy
- Professional development and meetings at family-friendly times

## OUTCOMES

### FOR BUSINESS

- Recognition as an 'employer of choice'
- Part-time employment creates a pool of experienced staff
- Retention of valued employees and low staff turnover
- Reduced absenteeism
- Increase in new mothers returning to work
- An increase in productivity and commitment

### FOR EMPLOYEES

- Increased work satisfaction, improved health, ability to balance work and family, and ability to remain with one employer, career development
- Positive and happy work atmosphere and lower stress levels
- 14 employees have taken advantage of paid maternity leave since it was introduced in February 2001, three of them twice – 13 have returned to work and 1 is due to return shortly; 4 more will start maternity leave in the next few months
- Flexible work arrangements to suit the individual

## JUDGES' COMMENTS

*The Legal Aid Commission provided a very impressive site visit. The CEO and senior managers are very committed to maintaining and enhancing their family friendly environment and work practices. The organisation has embraced flexibilities within its traditionally regulatory environment through an attitude of 'many things are possible when an attitude of doing whatever it takes comes from the top'. The organisation embraces the possibilities of using IT and believes that technology has been important in creating some of these opportunities.*

**AWARD FINALIST**  
**Regional and Rural**  
**Large Business**  
**Tasmanian**

## AURORA ENERGY TASMANIA

Workforce size: 845 (149 women and 696 men) • Average age: 40 years • No of locations: 17 • Industry: Utilities  
 • Address: 21 Kirksway Place, GPO Box 191, Hobart, TAS 7001 • Contact: Michael Whittle, HR Development Manager  
 • Phone: (03) 6337 3333 • Fax: (03) 6327 3395 • Email: michael.whittle@auroraenergy.com.au  
 • Organisation web site: www.auroraenergy.com.au

Aurora Energy distributes and retails electricity to 250,000 Tasmanian customers.



## MANAGEMENT QUOTE

*“Aurora Energy has a balanced scorecard approach to business strategy. It’s not just about profits. One of our six business objectives is ‘highly motivated, high performing teams and leaders who deliver’. Our work/family initiatives provide our people with the opportunity to get the right balance between work and home. It makes good business sense. Our people are committed to our organisation and we are committed to them.” Peter Davis, Chief Executive Officer, Aurora Energy Tasmania*

## EMPLOYEE QUOTE

*“Aurora’s maternity leave policy enabled me to enjoy time at home with my baby without having to worry about finances. A flexible approach to returning to work in my own time and with the hours I wished to work enabled me to transition back to full time work with minimal concerns.” Ailsa Sypkes, Senior Legal Officer, Aurora Energy Tasmania*

## WORK AND FAMILY CULTURE IN THE ORGANISATION

Aurora Energy has embarked upon the careful and deliberate development of an organisational culture that aims to maximise the engagement of its employees. Aurora integrates work/life balance in their balanced scorecard approach – one of their objectives is high performing, motivated teams and leaders who deliver. All work/life initiatives are considered as important contributions to the achievement of this objective.

Aurora Energy’s culture is defined by a set of organisational values developed by the employees, which provides a strong link between organisational

values and personal values, and between work values and life values. The balance between work and life is an important part of the organisation’s culture.

Aurora identifies work/life needs through employee surveys conducted every six months and employee consultative committees. General managers and executive management are accountable for implementing actions arising from the analysis of staff survey results. Communication to staff is through the intranet, monthly newspaper, posters, brochures, special presentations and CEO letters to all employees.



## SUMMARY OF INITIATIVES

- Flexitime to vary working hours
- Flexible working arrangements such as extending the spread of hours, variations to shift rosters
- Part-time work and working from home
- Paid maternity leave – 12 weeks
- Purchased leave of an additional 1 to 4 weeks
- No debit sick leave
- Health promotions including free flu injections, on site gym, in house massage and free fitness assessments
- Voluntary early retirement scheme for employees 55 years or older
- Phased in retirement to enable a gradual transition from the workplace
- Employee support program
- Professional mentoring for managers and team leaders
- Employee discounts for a range of services including travel, accommodation, health and fitness clubs, office supplies and vehicle maintenance

## OUTCOMES

### FOR BUSINESS

- Survey results show increase in employee engagement
- Engaged employees are more productive, innovative and take ownership of results which contributes to the business' success

### FOR EMPLOYEES

- Survey results show that employees perceive an appropriate balance between their work responsibilities and personal commitments
- Overall employee satisfaction increased by 10 per cent in the most recent survey
- Records indicate that there are high levels of participation and positive responses from major work/life initiatives

## JUDGES' COMMENTS

*Aurora Energy's CEO and executive management team are very committed to work/life initiatives and monitor implementation at executive level through a scorecard system. Line managers and staff gave personal stories of changes to work practices and the positive culture that has been nurtured in the organisation. Older employees in particular are valued as mentors for newer staff members.*

**WINNER – NORTHERN TERRITORY****SOMERVILLE COMMUNITY SERVICES INC****AWARD FINALIST**

Medium Business

Workforce size: 167 (122 women and 45 men) • Average age: 41 • No of locations: 3 • Industry: Community Services  
 • Address: PO Box 42644 Casuarina NT 0811 • Contact: Liza Metcalfe, Human Resource Manager • Phone: (08) 8945 1533  
 • Fax: (08) 8927 9298 • Email: [scs@somerville.org.au](mailto:scs@somerville.org.au) • Organisation web site: [www.somerville.org.au](http://www.somerville.org.au)

Somerville is a non-government, not for profit, youth, family and community welfare organisation in the Northern Territory.

**MANAGEMENT QUOTE**

*“Somerville is committed to constantly improving the workplace. We respect our employees are all people who have individual skills to contribute to the ongoing enhancement of procedures and practices, and we will continue our significant level of employee involvement in decision making across the board in order to achieve a high standard of service delivery.”* **Vicki O'Halloran, Chief Executive Officer, Somerville Community Services**

**EMPLOYEE QUOTE**

*“Why is Somerville a great place to work? Well given that you spend so much time at work, it's nice to be in an environment where you are supported and nurtured to your full potential. The staff within Somerville ensure the workplace is full of fun, trust and camaraderie. It's a great place to work!”* **Tracey McCurrie, Administrator/Manager, Disability Services, Somerville Community Services**

**WORK AND FAMILY CULTURE IN THE ORGANISATION**

Somerville is committed to providing a safe and healthy work environment for all staff and encourages open communication, mutual respect and shared understanding. The organisation recognises that work and life policies are sound business practice which create a healthy working environment for staff and the organisation.

The organisation encourages active participation of staff in the establishment and ongoing effectiveness of its programmes and policies. Communication strategies include consultation with employees, supervisors and management as well as discussions

and information provision at formal and informal forums such as staff meetings, orientation, social activities and training.

An employee opinion survey was conducted to seek staff opinions and ideas about issues which affect them and results of the survey are published and have been used for policy development. Somerville encourages staff to make suggestions on issues including work and family balance through a staff suggestion form and by regular contact with the organisation's CEO.



## SUMMARY OF INITIATIVES

- Flexible work options include flexitime, job-share, part-time, changing start and finish times and days, make-up time, banking hours, work from home, swapping of shifts and regular review and pilot of rosters
- Job sharing at management level
- Staff can bank extra hours worked to enable them to take time off for family reasons
- Supportive sick leave including an option of gradual return to work placement for staff recovering from serious illness
- Employee Assistance program including free advocacy, counselling and family support, financial counselling, tax help, chaplaincy and ministerial services
- Regular free family functions
- Regular staff incentive schemes including providing additional annual leave days, shopping vouchers, meal vouchers
- Access to company facilities including swimming pool, maintenance equipment, camping equipment, vehicle and trailer
- Alternative working arrangements for retiring age employees e.g. part-time employment
- Implementation of the No Interest Loan Scheme (NILS) available to staff
- Provision of laptop computers for managers to assist them whilst working at home
- Provision of supervision and use of facilities to staff who are studying
- Health and fitness program including stress management, yoga, massage, walk/run sessions during business hours, foot massages and gym equipment supplied.

## OUTCOMES

### FOR BUSINESS

- Increase in staff morale, job satisfaction and motivation
- Increase in productivity and commitment to the organisation
- Staff retention high with 100 per cent rate of return to work of employees from long service leave and maternity leave
- Increased ability to attract and recruit new staff
- Increase in staff participation and attendance at social activities, training sessions and meetings

### FOR EMPLOYEES

- Positive feedback to work and life program from staff – staff commented that it is a great place to work
- Decreased staff stress levels

## JUDGES' COMMENTS

*Somerville continues to demonstrate its true commitment to work and family flexibility for its employees. As a not-for-profit organisation with limited ability to increase monetary rewards for its employees, Somerville makes full use of working arrangement flexibilities to assist staff successfully balance their work and family lives. It provides this support through their employees various life stages and actively retains mature age employees through flexible working arrangements.*

