

WOLLONGONG CITY COUNCIL

# GENDER EQUALITY REPORT

JANUARY 2018





# Introduction



Wollongong City Council presents this report outlining our workforce composition by gender, gender pay gap and the policies and strategies we have in place to support gender equality.

Wollongong City Council has a continuing commitment to workforce diversity and equity. In 2016, Council was awarded the Gender 50:50 Silver Award from the Australian Local Government Women's Association (ALGWA). This award recognises Council's achievements in providing employment opportunities for women and removing obstacles they may face.

As part of our ongoing commitment to gender equity, Council will report annually on its efforts to close the gender pay gap. Government agencies are not required under the 2012 Workplace Gender Equity Act to report annually, however Council has taken a position to do so, with this initial Gender Equality Report 2018.

The intent is to signal and remove direct and indirect discriminatory barriers to improve equality in the workplace and improve outcomes for women in terms of their immediate and long-term economic security as well as recognising the positive impact women have in the workplace.

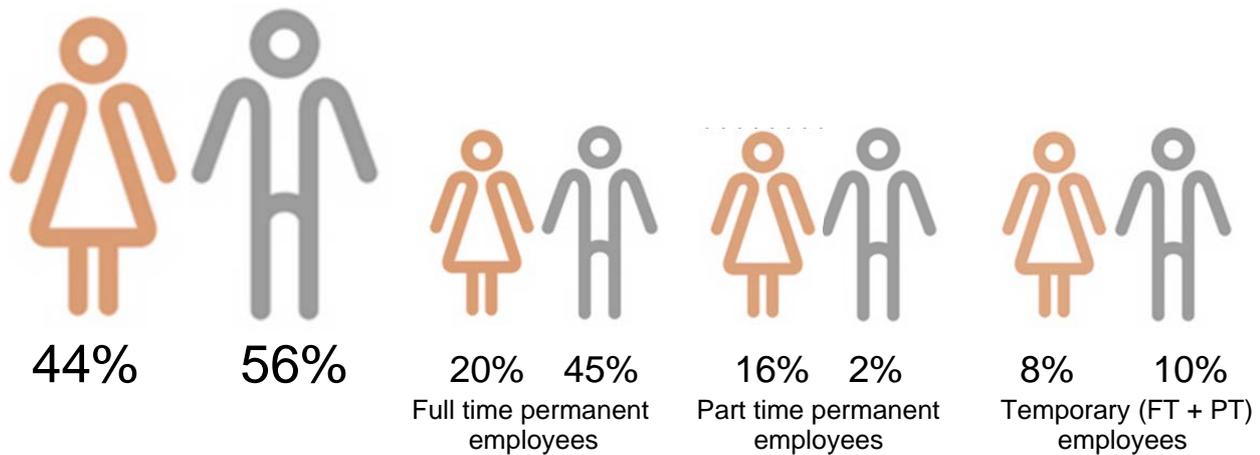
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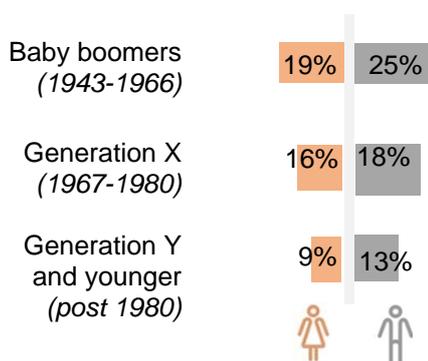
# Data Snapshot

Our Workforce *(includes all permanent, temporary and contract employees as at 2 January 2018)*

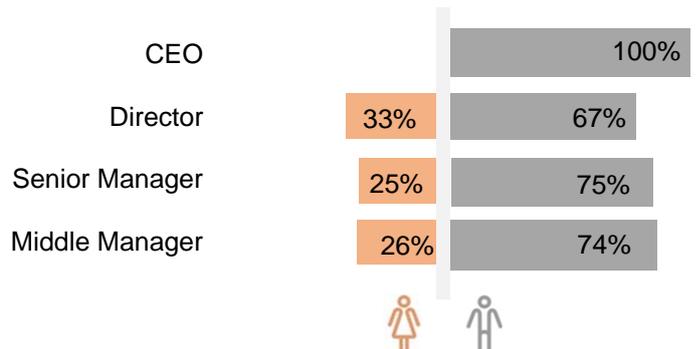
Our workforce is comprised of 1,183.91FTE employees, including



44% of employees are baby boomers, of which 19% are women



26% of employees at manager level and above are women

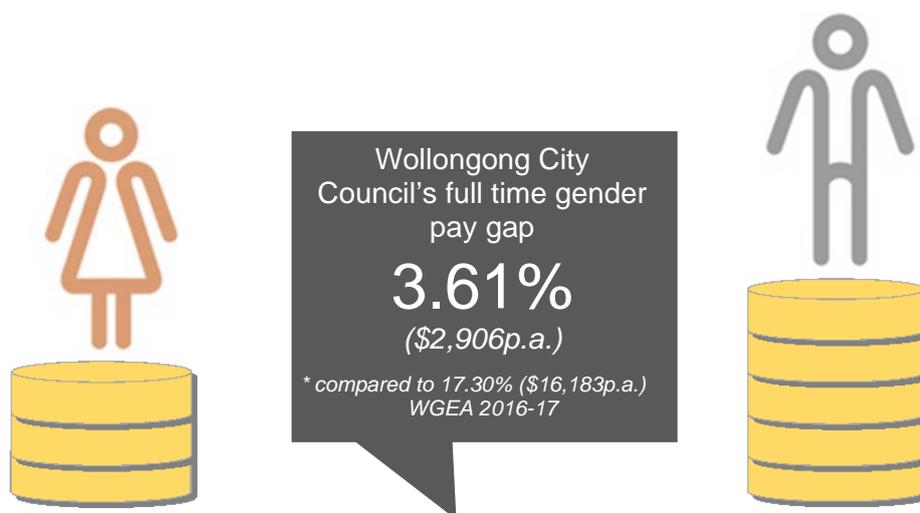


Job families are dominated by

85% Information + Knowledge Management  
73% Administration

92% Trades and Labour  
71% Engineering and Technical

# Gender Pay Gap



**Women take home a base salary of \$2,906p.a. less than men, on average.**  
 (# based on like-for-like, which compares positions in the same job family and same salary range that have similar attributes, roles and responsibilities)

## Base salary package per job family: \$473 pay gap

A woman's full time base salary across job family categories, on average, is \$473 (0.59%)<sup>^</sup> a year less than the average man's. (<sup>^</sup> High level comparison that compares all positions in the same job family, however it does not consider the difference in pay range or position attributes, roles and responsibilities.)

## Base salary gender pay gap: Overall manager\* category

(\* includes all senior staff contracted managers, middle managers, coordinators and supervisors/leading hands)



**Women in management (leadership) roles are paid \$3,417p.a. MORE than men as a base salary package.**

\* Compared to WGEA 2016-17 gender pay gap ranging from \$33,822 to \$89,516 p.a across manager categories.

## Total remuneration gender pay gap: Senior staff contracted managers



**Women in senior staff contracted manager roles are paid \$7,034p.a. MORE than men as a total remuneration package**

## Wollongong City Council's policies and strategies on remuneration with specific pay equity objectives.

- Parental leave and support for caring
- Working from Home Policy
- Workforce Diversity Policy and Management Plan
- Flexible working arrangements.

# Methodology

The gender profile of Wollongong City Council's workforce presents all permanent, temporary and contract employees as at 2 January 2018.

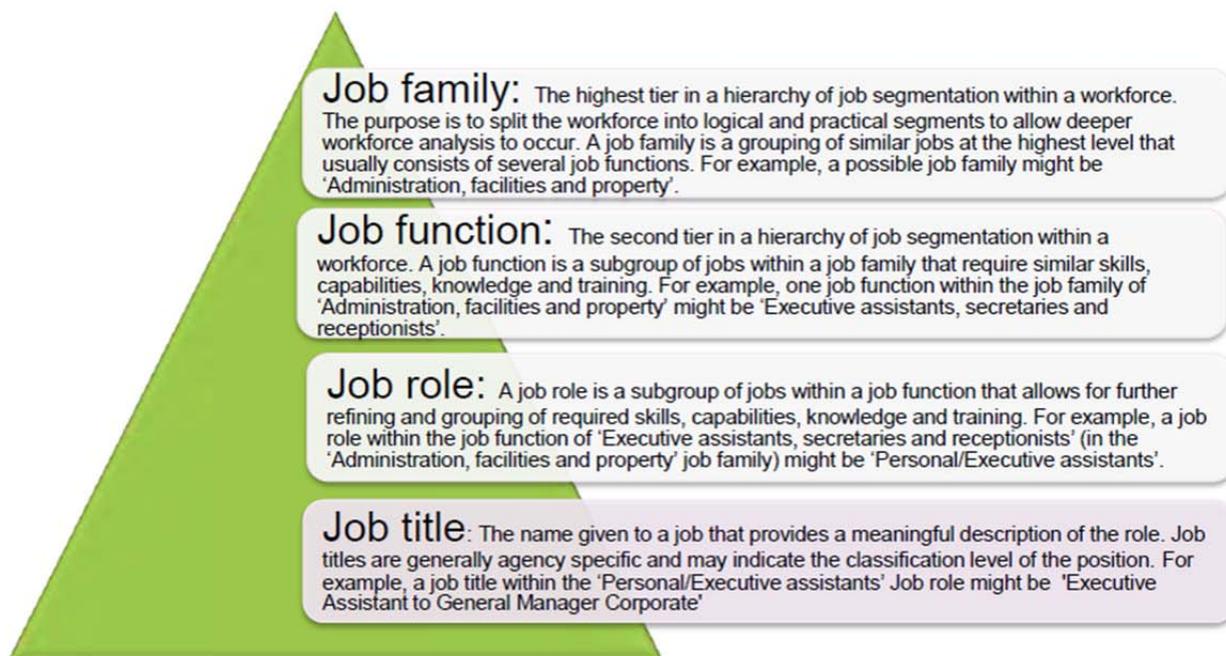
Analysis of gender pay gap includes:

- permanent full time and part time employees, contract employees (excluding General Manager) and merit temporary employees. Non merit recruited temporary employees and all casual employees were not included
- employee's base salary for both contract and non-contract employees (unless specified otherwise). Allowances or overtime payments were excluded from the gender pay calculations. Part time employee's salaries were expressed as a full time amount
- employee's substantive placement (acting arrangements were excluded).

This review has been guided by the Australian Public Service (APS) Job Family Model and the Workplace Gender Equality Agency reporting framework.

The APS Job Family Model first established the job family model in 2011 and is based on the Australian and New Zealand Standard Classification of Occupations (ANZSCO) model. The job family model is made up of four categories; job family; job function; job role and job title (refer picture 1). All positions within Council have been matched to one of the 17 job families and their correlating function and role. To enable analysis of job families and like-for-like positions, at least one man and one woman had to be in each job family category and/or salary range to make a comparison.

PICTURE 1



There is no national or international agreed method for calculating gender pay gaps. Therefore, this report has been guided by information reported in Workplace Gender Equality Agency's (WGEA) Australia Gender Equality Scorecard 2016-17. WGEA is an Australian Government statutory agency created by the Workplace Gender Equality Act 2012. Non-public sector employers with 100 or more employees are required to report annually to the WGEA on their gender statistics.

## Calculations

### GENDER PAY GAP (GPG) CALCULATION

The gender pay gap is derived as the difference between women's and men's average weekly full time equivalent earnings, expressed as a percentage of men's earnings. A positive percent indicates the pay gap is in favour of men; a negative percent indicates women are paid a higher salary.

$$\text{GPG} = \frac{\text{Male Average Earnings} - \text{Female Average Earnings}}{\text{Male Average Earnings}} \times 100$$

### OVERALL GENDER PAY GAP (OGPG)

The overall gender pay gap is presented as a weighted average.

$$\text{OGPG} = \frac{\text{Females } ((x1*y1)+(x2*y2)+(x3*y3)....) / (y1+y2+y3....)}{\text{Males } ((a1*b1)+(a2*b2)+(a3*b3)....) / (b1+b2+b3....)} \times 100$$

*Where x = average base salary of women in category; y = number of women in category  
a = average base salary of men in category; b = number of men in category*

# Workforce

Wollongong City Council employs around 1,183.91FTE full time equivalent employees (includes all permanent, temporary and contract employees as at 2 January 2018) that deliver 34 services from libraries, community and cultural services, land use planning, financial services, environment and development assessment, ranger services, infrastructure and asset planning and capital program delivery and maintenance services.

Our workforce comprises of 44% female and 56% male full time equivalent employees that support an array of professional, administrative, trade and semi-skilled occupations. A comparison with 60 NSW councils who participated in the Australian Local Government Performance Excellence Program (FY17), shows a gender split of 40% women and 60% men for the survey population.

A breakdown of working patterns across our workforce indicate:



20% full time permanent employees  
16% part time permanent employees  
8% temporary employees (full and part time)



45% full time permanent employees  
2% part time permanent employees  
10% temporary employees (full and part time)

Sixty-four Cadets, Apprentices and Trainees also make up our workforce.



0 Apprentices  
13 Cadets  
13 Trainees



8 Apprentices  
19 Cadets  
11 Trainees

As at 2 January 2018, Wollongong City Council had 26% of employees at management level and above, who were female. By comparison, the NSW councils who participated in the Australian Local Government Performance Excellence Program, females comprise of 29% of managers and above. When compared to the Workplace Gender Equality Agency (WGEA) data, from over 11,000 Australian non-public employers, females comprised 38% of managers and above.

Using the APS Job Family Model, a review of gender split across job families identifies females comprise the majority of roles in Information and Knowledge Management (85%) and Administration (73%), whilst males dominate Trades and Labour (92%) and Engineering and Technical (71%).

# Gender Pay Gap

Gender pay gap is the difference between women's and men's average weekly full time equivalent earnings expressed as a percentage of men's earnings (WGEA). A positive percent indicates the pay gap is in favour of men. On the other hand, a negative percent indicates women are paid a higher salary.

The gender pay gap analysis in this report provides a comparison of base salary by job family (APS Job Family Model), like-for-like positions (same job family and salary range) and overall management category. A comparison is also provided for senior staff contracted managers' total remuneration packages. As noted by WGEA, *gender pay gaps are influenced by a number of factors including women and men working in different industries and jobs, women's disproportionate share of unpaid caring and domestic work, under-representation in senior roles, lack of workplace flexibility and greater time out of the workforce.*

For the purposes of reporting on gender pay gaps and to allow comparison with Workplace Gender Equality, only permanent full time and part time employees, contract employees (excluding General Manager) and merit temporary employees were included in the data set. Analysis of job families and like-for-like positions, at least one man and one woman had to be in each job family category and/or salary range to make a comparison.

Cadets, Apprentices and Trainees have not been included in the gender pay gap analysis as their salary is governed by the Award and Enterprise Agreement legislation that determines an employee's salary based on age, education level and progression through studies.

The Australian Public Service Job Family Model is used to group jobs in order to analyse the gender pay gap at the job family level. This analysis compares, at a very high level, all positions that are of the same job family, however it does not consider the difference in pay range in that job family.

Of the 17 job families analysed, a gender pay gap is evident for 11; indicating men occupy higher paying roles in these job families. Overall, across job families a gender pay gap of \$473 (0.59%) per year, in favour of men, is evident.

A more in-depth analysis of the gender pay gap includes comparing like-for-like positions. This involves looking at positions in the same job family and same salary range that have similar attributes, roles and responsibilities.

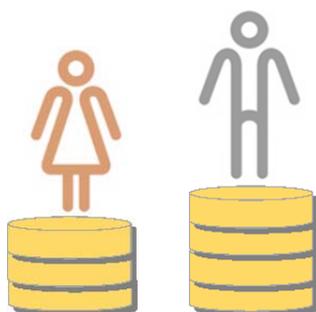
The overall gender pay gap for like-for-like positions is \$2,906 (3.61%) per annum, indicating when a male and female occupy a similar role (like-for-like), the male, on average, receives a higher pay. Whilst we recognise and continue to work towards closing the gender pay gap; the gap is considerably smaller than WGEA's scorecard for 2016-17, where the base salary gender pay gap was \$16,183 (17.3%) per annum, in favour of men.

To better understand the gender pay gap for like-for-like positions further analysis was undertaken by reviewing age, years of tenure, employment status and hierarchy. Findings indicate men, on average, were older, had more years of service with Council and were generally full time.

## Base salary gender pay gap per job family

(OGPG)

Women's average full time salary across job family categories, on average, is \$473 (0.59%) per annum less than men's.



## Base salary gender pay gap per like-for-like positions

(OGPG)

Women's average full time base salary across Council is \$2,906 (3.61%) per annum less than men's.



Full time gender pay gap  
**\$2,906p.a.**  
(3.61%)  
compared to \$16,183p.a. (17.30%)  
WGEA 2016-17

## Base salary gender pay gap per job family (GPG)

Job Family	Difference	Pay gap (p.a.) (in favour of men)
Accounting + Finance	5.44%	\$4,757
Administration	4.37%	\$3,473
Communications + Marketing	-0.68%	-\$584
Compliance + Regulation	1.38%	\$1,093
Engineering + Technical	5.33%	\$5,141
Health	16.97%	\$16,888 <sup>#</sup>
Human Resources	12.31%	\$11,604 <sup>#</sup>
ICT	12.99%	\$12,547 <sup>#</sup>
Information + Knowledge Management	10.23%	\$8,095
Monitoring + Audit	13.13%	\$12,823 <sup>#</sup>
Organisational Leadership (Senior staff contracted managers)	-3.97%	-\$7,580
Project and Program	-9.32%	-\$7,310
Research	-1.20%	-\$1,283
Science	-0.33%	-\$329
Service Delivery	8.31%	\$6,337
Strategic Policy	0.97%	\$1,051
Trades + Labour	-2.03%	-\$1,328

\* Positive percent indicates pay gap is in favour of men. Negative percent indicates pay gap is in favour of women.

<sup>#</sup> Analysis of job family gender pay gap does not consider differences in pay ranges; or position attributes, role and responsibilities in a particular category. This is particularly evident in the job family categories above, where there is a high gender pay gap. These job families include a range of both support roles and specialist roles, hence contributing to the higher gender pay gap.

## Gender Pay Gap by Manager Category

Gender pay gap by overall manager category includes senior staff contracted managers, middle managers, coordinators and supervisors/leading hands. This high level analysis, across all management (leadership) positions, does not consider differences in pay ranges; or position attributes, role and responsibilities.

A comparison of the overall manager category (including all senior staff contracted managers, middle managers, coordinators and supervisors/leading hands) on base salary indicates women are paid, on average, \$3,417 p.a. (-3.43%) more than men. This compares to WGEA 2016-17 where a gender pay gap ranging from \$33,822 to \$89,516 p.a was evident across manager categories.

As senior staff contracted managers are employed on a contract basis, analysis of pay gap is also undertaken for total remuneration package. The comparison indicates for total remuneration women are paid, on average, \$7,034 (-3.25%) per annum more than men.

### Base salary gender pay gap:

#### Overall manager\* category (OGPG)

(\* includes all senior staff contracted managers, middle managers, coordinators and supervisors/leading hands)

Women in management (leadership) roles are paid \$3,417 (-3.43%) per annum more than men as a base salary package.



### Total remuneration gender pay gap:

#### Senior staff contracted managers (OGPG)

Women in senior staff contracted manager roles are paid \$7,034 (-3.25%) per annum more than men as a total remuneration package.



# Policies and Strategies

More organisations are implementing formal policies and/or strategies on remuneration with specific pay equity objectives. Workplace Gender Equality Agency's Scorecard 2016-17 found 58.5% of organisations report having a formal policy and/or strategy on remuneration.

Council's Job Evaluation framework involves the systematic comparison of jobs, based upon work value, in order to determine the appropriate salary levels for a position. Council employs the Organisation Consulting Resources (OCR) Job Evaluation system methodology to determine work value. It contains six broad factor headings. Each of the factors is multi-faceted, combining a number of specific sub-elements required to fully assess the nature and scope of each position. The six broad factors include:

- Authority and Accountability
- Judgement and Problem Solving
- Specialist Knowledge and Skills
- Management Skills
- Interpersonal Skills
- Qualifications and Experience.

The provisions of the Local Government Act, 1993 (NSW), relating to appointment and promotion have been applied to positions within Council.

All applicants through a merit based recruitment are required to complete an application form addressing how they meet the essential and desirable criteria as outlined in the job description. Applications, interviews and other assessments are assessed and scored accordingly on what has been submitted/provided by the applicant.

To ensure equality and fairness in all appointments, panels must have three members (including one member who is independent of the division recruiting the role) and a representation of both genders.

## Recruitment and Attraction

Wollongong City Council is committed to the principles of employment equity and diversity and encourages applications from people of all ages, gender, abilities and backgrounds in both traditional and non-traditional roles.

Council has established a consultancy model approach to recruitment for leadership and managerial roles. A key strategy of this model includes undertaking an extensive job vacancy brief with the hiring manager, and drawing upon our networks to ensure we are attracting women to apply for leadership and non-traditional roles, such as engineering.

## Flexible Working

Workplace Gender Equality Agency's Scorecard Report for 2016-17 indicated 68% of organisations have a policy and/or strategy for flexible working arrangements.

Council is committed to ensuring that, as far as operationally possible, the workplace accommodates the reasonable requirements of employee's work, life and family responsibilities to enable employees to manage/work with their other life activities while they achieve their work objectives.

Council recognises that employees need support to be able to combine their work arrangements with their family responsibilities. Council's objective is to provide fair and equitable access to flexible working arrangements to make attendance at work more harmonious for employees with family responsibilities.

Flexible hours may involve changing starting and finishing times, rostered days, shift work, flex-time, staggered hours, compressed working weeks and a range of other flexible working practices including longer or shorter working weeks. In addition, family friendly arrangements such as flexible work schedules, flexible leave arrangements, paid and unpaid parental leave, carer's leave, and employee information and referral programs contribute to making work an easier place for employees with family responsibilities.

To enhance the family friendly working environment Council ensures that all leave policies are applied with fairness and equity.

Some of the flexible working arrangements available to staff include:

- Job sharing
- Permanent part time employment
- Employee rotation and secondments
- Temporary employment
- Limited term employment
- Casual employment
- Flexible hours of work and family friendly working arrangements
- External/grant funded employment
- Multiple employment
- Transition to retirement options.

## Parental Leave and Support for Caring

The Workplace Gender Equality Agency Scorecard 2016-17 has reported that, fewer than half of employers offer paid parental leave in addition to the government scheme. Provision of paid parental leave varies significantly by industry and organisation size.

In 2016-17, 46% of employers offered paid parental leave for primary carers. 39% of employers offered paid parental leave for secondary carers. Overall, 74% of all periods of paid parental leave were utilised by women.

Council is committed to the wellbeing and morale of its workforce and acknowledges that it has a role to play in assisting its employees to balance work and family responsibilities.

Council provides parental leave for parents who will be the primary care giver of the child during the leave period. This includes any annual or long service leave taken as part of the parental leave period. Parental leave is also available for parents adopting a child up to the age of 18 years of age.

Wollongong City Council's parental leave includes 60 days on full pay or 120 days at half pay or the NSW Local Government (State) Award maternity leave provision on full pay or at half pay, whichever is the greater (for the child bearer).

Council's Enterprise Agreement also provides for paternity leave which provides nine calendar weeks of full pay for the primary carer.

Carers leave is available to employees who adopt a primary care giving role to dependants. Leave is available to support cases of short term illness or injury of dependants or family members, however is not designed to cover periods of parental leave.

## Working from Home Policy

Council is in the process of finalising a draft Working from Home Policy, which supports flexibility in the workplace and recognises that at times working from home may be appropriate.

This policy aims to deliver a number of key benefits to Council and employees including:

- Enabling Council to meet goals and objectives
- Increasing productivity and efficiencies
- Supporting flexible work practices
- Improving injury management and return to work planning
- Promoting a more agile, mobile, collaborative workplace
- Fostering a positive work culture whereby employees are trusted, feel valued and supported
- Attracting and retaining a diverse workforce.

## Workforce Diversity

In December 2015, Wollongong City Council endorsed a Workforce Diversity Policy and Management Plan. These policy documents confirm our commitment to create a workplace that is fair and inclusive, and builds a workforce which better reflects the diversity of our community. It is underpinned by the broad principles of Human Rights, Social Justice and Equal Employment Opportunity (EEO), and ensures that all decisions made within Council are based on merit and sound management practices. In particular, it relates to the areas of recruitment, selection, training, skills development, promotions, workforce planning, terms and conditions of employment and separation.

At Council, we define EEO groups in our workplace to mean:

- Women
- Aboriginal People and Torres Strait Islanders
- People with disability
- People from culturally or linguistically diverse backgrounds
- Young people under 25 years.

Our Workforce Diversity Policy and Plan also seeks to broaden our definition and perception of diversity to extend beyond these EEO groups and may include people from different age groups, caring or family responsibilities, different faiths, different sexual orientations, and varying socio-economic backgrounds.

Our priorities in achieving a diverse workforce include:

1. Attracting and recruiting a diverse workforce
2. Retaining and developing a diverse workforce in all areas and levels within our organisation
3. Incorporating workforce diversity as part of everyday Council business.

Currently we are working on our EEO Management Plan. This plan will establish how we intend to strengthen diversity and how we will implement these priorities.