INCLUSIVENESS REVIEW

Comparative Report of Findings

The May Group
July 2017

Contents

EXECUTIVE SUMMARY

Introduction

In July 2015, the Department of Immigration and Border Protection merged with the Australian Customs and Border Protection Service and established the Australian Border Force (ABF).

Since this merger there has been a focus on developing a congruent identity and culture across the amalgamated department, and drawing strength from the combined expertise and history of each agency to mature a high performing and professional workforce driven by strong leadership, shared values and culture.

The 'Strategy 2020' report defines the desired departmental culture by the following principles:

- *We are a high performing organisation that demonstrates positive values, behaviours and professional standards to each other and our stakeholders.*
- *We are a team that is committed to each other, to our mission and to performance excellence.*
- *The dedication, professionalism and passion of our people is evident in everything we do.*

The 'ABF 2020' report identifies key behaviours required to achieve and support this culture, as well as the APS values, including but not limited to:

- *innovation and adaptability*
- *an ability to contribute ideas*
- *collaboration and sharing*
- *respect and courtesy*
- *and a valuing of diversity and openness to differences.*

The imperative for inclusion

A growing body of research provides compelling evidence that supports the economic, social and organisational imperatives for gender balance, diversity and inclusion. ***Gender balanced, diverse teams that behave inclusively are more innovative, agile and productive.*** They deliver better targeted outcomes, are more able to find solutions to complex problems, and while they may take longer to reach decisions, once they've done so, implementation is quicker. [1]

One study found that when teams include one or more of the demographic market they serve, the entire team is up to **158% more likely** to understand the target market, increasing their likelihood of innovating effectively. [2]

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[1] Juliet Bourke (2016) 'Which Two Heads Are Better Than One: How Diverse Teams Create Breakthrough Ideas and Make Smarter Decisions', *Australian Institute of Company Directors*
[2] Hewlett, Marshall, Sherbin and Gonsalves (2013) 'Innovation, Diversity and Market Growth', *Centre for Talent Innovation*

This has particular significance to the Australian Public Service broadly, and to the Australian Border Force in particular, whose role it is to respond to, protect and facilitate a service for a highly diverse and multiracial community of '*travellers, traders, visa holders, those in detention and, more broadly, the Australian community*.'[3]

By supporting and including all staff regardless of gender, age, ethnicity, or background, the ABF will not only ensure a culture of respect, collaboration, and valuing of difference, but will be best placed to innovate, adapt, and increase agility and productivity as desired by 2020.

The barriers to inclusion

Despite the proven value of inclusion, cultivating inclusive and gender balanced workplaces, particularly at the most senior levels, has proven exceedingly difficult to achieve. In particular, women are still significantly under-represented in leadership positions across Australia and cultural diversity at the most senior levels is strikingly rare.

This is primarily because of the manifestation and impact of unconscious bias and discriminatory bias.

Bias is reinforced and perpetuated through cultural, social and gendered norms and expectations that inform behaviour, decisions and the options we think we have; it is inherent in diversity dynamics and influences how we relate to people 'like us' and people not 'like us'; it exists in organisational systems, process, practices and structures that reward certain behaviours, people and outcomes. It is a barrier not only to women but to anyone who does not conform to 'how we do things around here'.

In October 2016, the Department of Immigration and Border Protection engaged The May Group to facilitate an inclusiveness review across 5 specific workplace locations; Brisbane, Perth, Melbourne, Sydney, and Strategic Border Command, to:

▪ identify what is working to support the ABF's desired culture and what is not;
▪ illuminate the bias and barriers that exist that impede the full and equal participation, contribution and progression of all ABF staff and
▪ identify strategies to ameliorate it.

A separate report of findings was prepared for each location. This report compares findings across all locations, and includes our conclusions and recommendations for the broader ABF.

Scope and methodology of review

The merger of the Departments of Immigration and Customs has still to be bedded down and there are many issues that continue to affect staff within the operational

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[3] *ABF 2020* (2016)

context of the ABF. We understand that the Department is aware of many of the integration issues and that since the commencement of the review some changes to ameliorate issues have been effected.

This review's focus has been on inclusivity. That is, to identify what is supporting or impeding inclusiveness within each location, what bias or other barriers affect the full and equal participation, progression and opportunities for everyone and women in particular, and high leverage strategies to ameliorate the impact of these barriers.

To determine this, separate reviews were conducted between November 2016 and April 2017, across 5 different workplace locations: Brisbane, Perth, Melbourne, Sydney, and Strategic Border Command.

A total of 734 people participated: 135 women and 111 men in 41 focus groups; 16 male managers[4] and 8 female managers in interviews, and 464 people participated in an on-line survey.[5]

Participants responded to around 20 broad questions about their experiences, observations and perspectives of working in the ABF, and they were invited to use picture cards as visual prompts to access and reveal deeper implicit insights[6].

Participant feedback was analysed through the two interdependent lenses of inclusion[7]:

1. **Support and Respect:**

Do all employees feel equally valued supported and respected? That is:

- Valued for who they are, not just what they do?
- Connected to the group?
- Safe and confident to speak up and contribute?
- Inspired to do their best work?

2. **Equity of Opportunity:**

Do all employees have equal opportunity to participate, contribute and progress? That is, are they:

- Paid consistently for their contribution?
- Allocated work and opportunities equally?
- Provided with equal access to development and career opportunities?
- Evaluated against consistent and equitable performance criteria?

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[4] Participants were categorised as 'managers' for the purposes of collecting feedback if they were APS6 and above in Brisbane and Perth, and EL1 and above in Melbourne, Sydney and SBC.
[5] Appendix A: Participation includes numbers of participants in each review.
[6] Appendix B: Visual Perceptions of the Workplace
[7] Adapted from Deloitte Australia, Victorian Equal Opportunity and Human Rights Commission report: *'Waiter, is that inclusion in my soup?' November 2012*

Summary of key findings

The body of this report outlines the comparative findings across each location, however consistent across all locations were the findings that:

- For the most part, lower level staff are committed and take pride and satisfaction in their work. Collegiality and a sense of connection to team members and immediate supervisors amongst this cohort is high and most people trust and are supportive of each other.

- Duty managers and team leaders have significant influence over the experience of many people. Superintendents and inspectors are less likely to have contact with junior staff members primarily because of shift rosters and the dispersed nature of the work environment across airports.

- Some managers within each location recognise the value of a diverse and gender balanced workplace, are actively seeking to foster inclusive practices, and actively seek to provide opportunities for women.

- The recruitment of Border Force Trainees and the perceived 'militarisation' of the workplace culture is creating an 'us' and 'them' divide between the young, fit and perceived 'aggressive' new recruits and older, long term employees with more experience.

- The command and control structure, a focus on rank and hierarchy and poor communication impacts how valued, respected and supported people feel.

- Many staff do not feel recognised or valued for their individual skills and experience and have limited opportunity to contribute and innovate.

- Career development and progression is hindered by insufficient training, a lack of transparency in processes, and decision-making influenced by favouritism and nepotism.

- Unconscious bias exists and manifests through informal networks, consideration of development opportunities and promotions, and privileges men and people 'like us'.

- Many women perceive the culture as not inclusive, male dominated and more likely to favour men. This is perpetuated through stereotyping, fewer development opportunities and challenging work assignments and results in women feeling excluded, unsupported and under-valued.

- Women who work part time are disproportionately affected by significant structural barriers and biases that affect their careers and opportunities.

- Women experience alarming levels of sexual harassment and bullying.

- Staff in all locations, and in particular women, do not feel safe to speak up, and experience penalties for speaking up about their work, experiences or colleagues.

Conclusion

Unconscious bias affects the experiences and opportunities of women

While teams are frequently cohesive and unified, unconscious bias and discriminatory practices disproportionately impact women's career opportunities within the ABF and significantly affect women who work part time.

Bias is perpetuated through stereotyping, allocation of work and development opportunities to people who 'fit' and/or are known to supervisors. It is compounded by a lack of transparency, structural rigidity, an increasing military-like focus that informs decisions about 'suitability', sexual harassment and bullying.

These biases also affect people from different demographic groups, in particular older employees, people with a disability (even if the disability originated in the workplace), and people from different ethnic backgrounds.

Because of the strong reliance on shift mates and immediate supervisors and an accompanying risk of penalty for disrupting the status quo, people are reluctant to speak up about exclusionary or sexist behaviour. This is compounded by the hierarchical structure, lack of visibility and access to more senior managers because of shifts and a dispersed workforce environment.

Lack of managerial awareness, capability and information flow affects inclusivity

Despite the best intentions and good managerial practices of some senior managers, inclusion and equality is impacted by:

- a lack of management capability and awareness amongst duty managers and team leaders;
- limited training and development opportunities;
- a lack of effective performance review and talent management processes;
- ineffective management of casual and part time staff;
- limited information flow and communication.

The ABF is not leveraging the full potential of its workforce

These barriers and biases affect the experience of a significant number of people and impact women and those working part time disproportionately. They also impede the Department's ability to cultivate a truly diverse and inclusive workplace and create the workplace culture described in the ABF's 'Strategy 2020' underpinned by aspirational behaviours that include:

- *innovation and adaptability*
- *an ability to contribute ideas*
- *collaboration and sharing*
- *respect and courtesy*
- *and a valuing of diversity and openness to differences.*

Recommended Approach to Cultivating Inclusion across the ABF

It is acknowledged that the complexity of the ABF's role, the geographically dispersed nature of the workplaces and the need to manage a large workforce comprised of many low-level staff on shift rosters pose a significant challenge.

Sustainable change will only be achieved with a consistent, coordinated and well communicated statement of intention, enterprise-wide focus, explicit executive support and local action.

A detailed and comprehensive list of recommendations with a parallel and aligned focus on leadership and accountability, systems and structures, capability development and awareness is provided further in this report. It is intended that these recommendations be incorporated into enterprise wide and local gender equality and diversity action plans.

However, in order to demonstrate commitment to addressing the findings of this review to a fairly cynical workforce it is imperative that the department not only communicate clear intention and commitment to cultivate inclusion but act promptly to do so.

Actions must include a specific focus on raising awareness and management capability of duty managers and team leaders as they have a disproportionate impact on the experience of the majority of airport staff.

To that end, prior to the development of a comprehensive strategy, we recommend the following first steps:

Leadership and accountability

1. The Commissioner communicate a clear and consistent statement of commitment to gender equality and inclusion that is amplified by senior executives who personally visit and communicate the same message across all locations.

   This must include:

   ▪ an unequivocal statement of zero-tolerance for sexual harassment and bullying with clear penalties;

   ▪ a commitment to a '50/50 if not, why not' candidacy pool, regardless of full time or part time status, when considering the allocation of work, training and development, acting and promotion opportunities and recruitment;

   ▪ commitment to the development of a diversity and gender equality action plan that includes the recommendations of this report and milestones.

2. Local managers communicate the same messages, be supported with sufficient additional resources and funding and be held accountable for implementing locally targeted action plans.

3. All locations collect and report on base line data aggregated by gender and ethnicity (as a minimum), and part time, full time, casual status across all shifts and operational units to monitor and report on progress.

4. A workplace inclusion committee be convened from each local workforce with a corporate executive and external member to monitor, manage and report on progress across each site.

Capability development and awareness raising

It is recommended that:

1. Local workplaces share the findings of this review to all staff supported by local managerial commitment to the diversity and gender equality plan and milestones.

2. Senior managers, including Regional Commanders, superintendents and inspectors convene guided listen and learn forums across shifts to demonstrate interest in and better understand workplace experiences of different groups of staff within their line of responsibility.

3. All senior managers undertake inclusive leadership training to develop their ability to develop and model inclusive behaviours.

4. All duty managers and team leaders be provided with the following management training (as a minimum)

    a. unconscious bias awareness and diversity training;

    b. managing a part time and flexible workforce;

    c. sexual harassment training;

    d. communication and conflict resolution.

5. All staff undertake sexual harassment, bullying and diversity training.

Systems and structures

It is recommended that:

1. Transparency and supervisory review is mandated for the allocation of: work, operational roles, acting opportunities, training and development to ensure fairness and gender balance.

2. An invitation to register interest in training and future placement in special roles including in units such as CTU, Assessment and Response, and Control Room be issued to all staff explicitly stating all roles are open to all staff

regardless of gender and full time status. Supervisors are required to encourage all staff to register their interest.

3. A tailored and modified ABF uniform be designed that is suitable for and appealing to women.

4. A consistent approach be developed to manage part time workers, such as that evidenced in Perth. Part time workers aligned with shifts build team cohesion and connection and creates more equity of opportunity for career development, allocation of work and access to operational roles.

5. Similarly, a consistent approach be adopted to manage IIEs, such as that evidenced in Melbourne Airport, to enable casual staff to build a supervisory relationship with a dedicated on-site manager.

COMPARATIVE FINDINGS – SUMMARY

	In brief	Highlight	Lowlight	Experiences of women
Brisbane	The Airport 'runs on goodwill' and operations management takes precedence over people	People support each other and frequently go above and beyond to get the job done	Staff have had little opportunity to develop or progress and are extremely demoralised	Women experience a boys' club culture, sexual harassment and lack of opportunities
Perth	Compliance is expected, and close-knit teams are 'like family'	People feel extremely connected to their peers and immediate supervisors	Significant 'us and them' dynamics between former Customs and former Immigration employees	Boys' club culture is perpetuated through informal networks and male-dominated supervisory levels
Melbourne	The Airport is structured but siloed, and getting along is regarded as essential and valued	New management team is making a real effort to be inclusive IIEs are supported and well-managed	Substantial bias against women with family commitments, in particular those working part time	Stereotyping and assumptions about women with families and working part time significantly impacts equity of opportunity
Sydney	The Airport is hierarchical; initiative and visibility is rewarded	Cultural diversity is present and valued by managers and staff at all levels	Hierarchy and focus on rank devalues lower-level staff Staff with injuries are not accommodated and are ostracised	Women do not feel safe to report incidences of sexual harassment and bullying
Strategic Border Command	The culture is new, and still taking shape	The emerging environment supports a diversity of skills and experience	Some uncertainty about SBC's role and relationship with broader ABF	Women do not feel comfortable to share their experiences, but overall feel supported

REPORT OF COMPARATIVE FINDINGS

The workplace cultures in the Australian Border Force are shaped by the organisational context, cultural norms and practices that inform 'how we do things around here' and are described below.

The organisational context

High-pressured workplaces and limited resources

At all locations, the workplace is extremely busy and officers are working with limited staff and resources: s45, s47E(c)

This is less pronounced at Strategic Border Command, where there is reduced operational pressure due to the nature of the work.

Integration and emerging identity

The merger of the Departments of Immigration and Customs and creation of new operational areas means parts of the ABF are still finding their feet. This was most notable at Strategic Border Command.

At SBC, although staff appreciate the opportunity to collaborate with colleagues to bridge information gaps and shape their work focus and role, the high degree of uncertainty, s45, s47E(c) continues to be challenging.

Across all locations, significant ambiguity about their new integrated identity means staff are struggling to reconcile the conflicting roles of enforcement, public service, and protecting the border: s45, s47E(c)

Structural changes are occurring to amalgamate the workforce of the two previous departments. However, at the Airports, 'ex-Immigration' teams and roles are perceived to be of lower status, a contributor to many staff feeling devalued and disadvantaged.

This is influenced and in some cases ameliorated by the focus and communication of managers and leaders:

- s45, s47E(c)

Militarisation

The Australian Border Force was created to be a *'disciplined enforcement body'* with officers who are *'operationally focused'* and uniformed.[8] This military direction is keenly felt by ABF officers, in particular those who have worked for the Department or its predecessors for some time, and is reinforced through a combination of organisational rhetoric, leadership focus, recruitment and perceptions of who is valued and rewarded.

Most visible to staff is the recruitment and promotion of officers with a military or policing background, and Border Force Officer Recruit Trainees (BFORTs) with a particular style.

Some appreciate this trend:

- s45, s47E(c)

However, many staff believe that the BFORTs are not appropriately suited or skilled for the role as a Border Force Officer, describing them as *'cowboys,'* too aggressive and too keen to use weapons:

- s45, s47E(c)

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Norms and practices that shape the workplace culture within the ABF

Teams are 'like family' and people need to 'fit in'

s47E(d)

- s45, s47E(c)

Close-knit, family-like teams particularly at lower levels and most pronounced in Perth and Brisbane airports, bolster feelings of connection, contribute to people feeling supported and valued with a shared sense of pride and purpose.

- s45, s47E(c)

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[8] 'Who we are', https://www.border.gov.au/australian-border-force-abf/who-we-are

Particularly at Brisbane Airport, *'goodwill'* was described as a significant factor in keeping the Airport running.

People who are personable, outgoing and confident are easiest to accommodate and are rewarded with more opportunities. This is most evident at Melbourne Airport, Sydney Airport and Strategic Border Command. Those perceived to be less proactive are regarded negatively and have fewer opportunities.

- s45, s47E(c)

Workplaces are well-structured, but siloed and hierarchical

In most locations, the work force is highly structured, hierarchical, with an organisational focus on enforcement and 'command and control' style of management. This accommodates high volumes of traffic, shifts and different functional responsibilities, however also creates siloes with divides between *'us and them.'*

This is particularly pronounced in the larger Airport locations of Sydney and Melbourne and between the ex-Immigration and ex-Customs roles: s45, s47E(c)

The hierarchy is most pronounced at Sydney Airport, potentially due to the larger workforce, as well as Perth Airport where there is a clear expectation of compliance.

- s45, s47E(c)

These norms weaken inclusivity, are disempowering and reduce opportunity for individual contribution and overall innovation.

The specialised Counter Terrorism Units and Assessment and Response teams are perceived to have greater value. People working in these units benefit from increased visibility and opportunity, crucial in a dense, fast-paced and high-pressure workplace.

s45, s47E(c)

Staff perceptions of the ABF as an inclusive workplace

Participants were asked to specify how inclusive of women and people from all backgrounds they think their workplace culture is now, across a culture continuum ranging from boys' club to inclusive workplace culture.[9]

There is a stark difference in how inclusive men and women perceive their workplace to be.

	Boys' club	Lip service	Tokenism	Critical mass	Acceptance of value of inclusion	Inclusive culture
Women (306)	22%	32%	17%	11%	13%	4%
Men (302)	6%	18%	16%	18%	26%	16%

60% of men across all locations believe their workplace is achieving a critical mass, accepts and values and is inclusive of all people regardless of gender. **Only 28% of women agree.**

54% of women experience the workplace as being a boys club or paying lip service to inclusion.

Women's experience is influenced by the shift to a 'militarised' culture in the ABF that values fitness, youth, rank and male characteristics.

▪ s45, s47E(c)

It is also influenced by a 'boys' club' culture, reinforced by informal men's networks perceived to be inherited from the former Customs Department,.

Exclusion from informal networks was identified by between a quarter and a third of women at each location as a barrier that disproportionately affects their career progression and opportunities.

▪ s45, s47E(c)

Brisbane Airport had the highest indication of an exclusionary 'boys' club,' due to a comparatively high percentage of long-serving staff coming from and

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[9] Definitions provided in Appendix C: Inclusion

maintaining the vestiges of the old Customs culture. However, no one location has effectively eliminated the 'boys' clubs'.

- s45, s47E(c)

Men at all locations lack awareness of the experiences of their female peers

When asked what they believed the barriers were that disproportionately affected their female peers in their workplace, 50% of male participants across all locations indicated that there were no barriers to women. 15% of all female participants agreed.[10]

- s45, s47E(c)

Perceptions of diversity and inclusiveness in the ABF belie the demographic evidence

Sydney Airport is the most observably culturally diverse workplace, confirmed by departmental and survey demographics, and explicitly valued: s45, s47E(c)

A handful of staff in Melbourne and Sydney Airports and at Strategic Border Command observed the ABF's lack of diversity:

- s45, s47E(c)

In all other locations, despite the demographic data and visual representation in focus groups there is a wide-spread perception that the workforce is culturally and racially diverse.

- s45, s47E(c)

- s45, s47E(c)

[10] See Appendix D: Barriers to Women's Career Progression

People from diverse backgrounds and with diverse needs feel marginalised

Some managers recognise the value of diversity and understand the importance of having *'a representative group'* at leadership level: s45, s47E(c)

However, a significant number of people from diverse backgrounds do not consistently feel supported by their workplace or peers and shared experiences of marginalisation and exclusion:

▪ s45, s47E(c)

In Sydney Airport, experiences of staff with disabilities or workplace injuries illuminated a concerning lack of accommodation and support:

▪ s45, s47E(c)

Is the ABF an Inclusive Workplace?

Do all staff feel valued for 'who they are, not just what they do'?

An inclusive workplace is one where all staff feel valued as people with individual skills, experiences, and needs.

Staff do not feel valued for their individual skills, experiences or backgrounds.

Many staff, particularly at lower levels, feel s45, s47E(c)

This is compounded by:

Lack of communication and consultation from managers and senior leaders in Canberra: s45, s47E(c)

▪ s45, s47E(c)

A perceived lack of understanding of the difficulties of the job and *'no acknowledgement of the pressures [we] are under.'*

▪ s45, s47E(c)

A command and control management style which values status and results in lower level staff feeling devalued and discouraged:

- s45, s47E(c)

- s45, s47E(c)

- s45, s47E(c)

- s45, s47E(c)

Support for work-life balance is inconsistent and leads to discouragement and exhaustion

ABF officers do not consistently feel supported to manage their work, life and health needs, with significant variation both between and within locations. High-pressure operational requirements, s47E(d)

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- s45, s47E(c)

- s45, s47E(c)

The Strategic Border Command workplace offers better support for work/life balance than the Airports, due to less operational shift work s47E(d)   . This increases how valued staff feel as individuals: s45, s47E(c)

Casual employees are consistently poorly managed, except for those working at Melbourne Airport

Casual employees, or Intermittent Irregular Employees (IIEs), fill operational vacancies in the regular workforce, and have become increasingly essential s47E(d)

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No IIEs from Perth airport participated in this review, however across all workplaces, other than Melbourne, this cohort feels less valued, and is more poorly managed than regular staff.

Casual staff at Brisbane airport reported the poorest experiences: s45, s47E(c)

At Melbourne Airport IIEs feel significantly more supported and valued largely due to a dedicated management team on-site.

- s45, s47E(c)

Do all staff feel connected to the group?

An inclusive workplace is one where people feel connected to each other and have a sense of belonging.

Connection to peers and supervisors within teams is strong

Across all locations ABF officers feel a strong sense of connection to their peers, particularly those within their shift teams and work areas. Officers frequently consider others to be *'mates'* or *'family'*, '*willing to put in for each other, go above and beyond'*, and *'have each other's backs'*.

This is particularly true within the airports where tiring shift work and stressful situations mean this support is critical: s45, s47E(c)

Connection at Strategic Border Command is also high, supported by collaboration, and a recognition of the need to utilise *'each other's strengths'* in a workplace that is still taking shape.

Many staff in all locations also feel connected to their immediate supervisors, especially those who '*get to know who we are,' 'communicate'* and *'understand how hard the job can be.'*

While this is dependent on the individual, this empathy and support contributes significantly to how valued and respected people feel.

- s45, s47E(c)

Workplace culture and structures impede connection and cohesion

Feeling connected to the group is eroded by siloes, the hierarchical environment, limited opportunities to progress and resulting competitive behaviours: s45, s47E(c)

This is exacerbated at Sydney Airport where there is a strong hierarchy s47E(d) but is true at all locations.

Ultimately, the sense of connection between peers and supervisors within teams means s45, s47E(c)

Women feel less connected

Many women feel less connected to their workplaces than their male colleagues.

Male-dominated environments and informal social networks formed by men lead to some women feeling excluded, for example when s45, s47E(c)

Women in both Perth and Sydney Airports identified specific 'golf clubs' attended by senior male staff: s45, s47E(c)

Few women in managerial positions, a lack of female role models and mentors exacerbates disconnection and exclusion: *'the majority of supervisors are men…we have no women to mentor us'*, … *'we see the men and think we have to shape ourselves to that to get anywhere.'*

▪ s45, s47E(c)

Do all staff feel safe and confident to speak up and contribute?

An inclusive workplace is one where staff feel comfortable to share opinions, ideas, and grievances without fear of negative consequences.

The culture and environment stifles individual contribution and staff are not confident to speak up

Opportunities for individual contribution are limited by the nature of the operational context, repetitive tasks that need to be completed quickly, the hierarchy and command and control environment.

Staff perceive that speaking up in general is not encouraged, *'yes men'* are valued, and the expectation is that people *'do as we are told'* and *'watch without a voice'*.

▪ s45, s47E(c)

Men and women, particularly at Melbourne Airport and Strategic Border Command, do not feel safe to speak up about issues for fear of retribution, including being assigned undesirable work and suffering career setbacks.

Only **49% of women feel confident to speak up to their supervisor**, compared to **68% of men**.

- s45, s47E(c)

Women experience sexual harassment and bullying and feel less safe

11% of women across all locations identified 'sexual harassment' as a barrier to career opportunities and progression, and 15% identified bullying.

The highest levels of sexual harassment were indicated at Brisbane and Sydney Airports, and the highest levels of bullying were indicated in Brisbane and Melbourne.

Women at all Airport locations shared alarming experiences of past and present sexual harassment and inappropriate comments. Many of these women perceived that reporting this behaviour is ineffective, and that perpetrators are not appropriately disciplined or not disciplined at all.

Men and women indicated that those who did speak up about bullying and sexual harassment are penalised and ostracised.

- s45, s47E(c)

- s45, s47E(c)

- s45, s47E(c)

- s45, s47E(c)

- s45, s47E(c)

There were no reported experiences of bullying and sexual harassment at Strategic Border Command. However, there was a noted discomfort and unwillingness among female participants in focus groups to share their perceptions of the workplace. One participant expressed her fear and discomfort at being asked for her feedback in such a small and easily identifiable team.

Do all staff feel inspired to do their best work?

An inclusive workplace is one that inspires high morale and encourages people to do their best work.

Many officers are committed and dedicated to their job

ABF officers across all locations are very committed to their work, enjoy their job, feel *'proud of what we achieve'* and care deeply about protecting Australia's border. This dedication inspires many to do their best every day.

- s45, s47E(c)

Staff are discouraged by lack of opportunity

A long-term lack of opportunity to develop or progress results in some staff feeling that s45, s47E(c)

- s45, s47E(c)

s47E(d)   repetitive work means that s45, s47E(c)
s47E(d)
s45, s47E(c)

Staff are demoralised by a perceived lack of respect from managers

Inspiration is also eroded by a strong perception from most lower-level staff that senior managers, both within individual locations and in the ABF leadership team, do not respect and value them or their work.

Longer-serving officers feel degraded by being described as *'toxic'* or *'corrosive'* by senior leaders in the organisation.

- s45, s47E(c)

ABF officers at Brisbane Airport feel the least motivated, possibly because many are long-serving ex-Customs officers: s45, s47E(c)

The lack of inspiration felt by many officers is a significant issue for staff morale, productivity, and workplace culture, because s45, s47E(c)

Are all staff paid consistently for their contribution?

An inclusive workplace is one where staff are paid fairly and equitably for their work.

This review did not uncover any particular findings around pay equity outside of discussions about the ongoing Enterprise Agreement negotiations. Due to these negotiations, variations in pay still exist which results in disillusionment among

staff. At Perth and Melbourne Airport in particular the lack of resolution on pay exacerbates feelings of division between APS 3 Customs and APS 4 Immigration officers.

Are all staff allocated work and opportunities equally?

An inclusive workplace is one where all staff have equitable access to tasks, challenges and responsibilities.

A cultural and structural bias affects part time employees and their access to challenging work

In all locations, working part time affects the quality and quantity of work allocated. There is a widespread structural bias against part time workers in the operational environment, with little time and effort given to support their individual needs and goals.

- s45, s47E(c)

- s45, s47E(c)

Assumptions about the ability and focus of women who work part time are frequent and impact visibility, the allocation of challenging work and career opportunities:

- s45, s47E(c)

- s45, s47E(c)

Melbourne Airport in particular has a notable cultural bias against part time work, sustained from senior leadership down through all levels. Comparatively, at Perth Airport actions have been taken to ameliorate the impact of structural issues, with part time and flexible workers aligned to specific teams to ensure continuity and visibility.

Stereotyping and assumptions affect work opportunities for women

In a culture where masculine characteristics are valued, stereotyping, assumptions and judgements about women's physical and mental capability, suitability for roles, and work and management style affect their opportunities.

42% of women identified 'stereotyping and assumptions' as a barrier to women's opportunities, while 12% of their male peers agreed.

- s45, s47E(c)

- s45, s47E(c)

- s45, s47E(c)

These assumptions mean women do not have equal access to challenging work and development opportunities, particularly Use of Force training:

- s45, s47E(c)

- s45, s47E(c)

Are all staff provided with equal access to development and career opportunities?

An inclusive workplace is one where staff have equitable access to training, development, recruitment and promotions, and where these opportunities are allocated through transparent and unbiased processes.

Training and Development

Insufficient access to training means officers feel devalued and capabilities are severely compromised

ABF officers at airport locations require training and certification across a broad range of skills, s47E(d)

However, the operational environment, s47E(d) and other resources, and a lack of focus on people management mean that most officers at airports do not receive sufficient training and that s45, s47E(c)

s47E(d), s45, s47E(c)

When training does occur it is often online, poorly scheduled s45, s47E(c)
                         At Melbourne Airport training results in people having
a *'deficit timewise or financially'*.

While access to essential training is limited, access to other skills development is
even further restricted: s45, s47E(c)

This means many staff, in the airports as well as at Strategic Border Command, do
not feel their professional development is always valued, and feel s45, s47E(c)

Managers are broadly aware of these issues and some try to address training
deficiency. At Perth Airport, the new management team has a focus on skills
development, which means s45, s47E(c)

ABF officers at SBC have the greatest level of support and access to complete
training: s45, s47E(c)

Career Progression

Opportunities are limited and processes lack transparency

Opportunities for career progression are limited in the ABF, with the public service
recruitment freeze and resource constraints leading to recruitment rounds that
are *'ten years apart'* and where *'you are up against 2000 people – that's just the
way it is'*.

Strategic Border Command provides greater opportunity to progress as there are
more roles at higher levels, while at the airports the vast majority of roles are APS2-
4s with limited potential to advance.

Where career opportunities do exist, including expressions of interest for higher
duties and positions on specialised teams, many staff perceive that the allocation
of these opportunities lacks transparency.

- s45, s47E(c)

- s45, s47E(c)

Favouritism and networking influence opportunities

Officers perceive that favouritism has a significant impact on career opportunities,
development and progression in the ABF. 'Knowing the right people' was identified
by 55% of surveyed staff as a prerequisite for career progression.

Limited opportunities to progress mean s45, s47E(c)

Staff who are included in informal social networks are advantaged by this, because s45, s47E(c)

These networks are predominantly present in airport locations with established cultures and long-serving staff and favour men.

- s45, s47E(c)

- s45, s47E(c)

Women do not have equal opportunity

Exclusion from informal networks impacts the opportunities of officers who are not considered *'one of the boys'*. This predominantly affects women, 24% of whom identified exclusion from informal networks as a barrier to their careers, but also affects men who are not perceived to 'fit' or conform to the cultural norms of the ABF airport workplaces.

- s45, s47E(c)

Although management teams at airports such as Brisbane and Perth are gender-balanced, men dominate the supervisory level of APS 5 and 6 at all airports[11].

28% of women identified a 'lack of managerial and leadership support' as barrier to women's career development and progression.

This disadvantages women trying to progress to those levels because s45, s47E(c)

- s45, s47E(c)

- s45, s47E(c)

[11] 63% of APS 5 and 6 staff at Airports are men

Assumptions about the availability and commitment of women with families exacerbates inequality of opportunity.

- s45, s47E(c)

- s45, s47E(c)

- s45, s47E(c)

- s45, s47E(c)

'Family commitments and responsibilities' was identified by 51% of women as a barrier to their career progression and opportunities. Women indicated that their careers are affected particularly if they work part time because of structural, cultural and organisational barriers and because of assumptions made about their commitment, availability or reliability.

This was confirmed by the responses of men. 40% of all men consulted believe that family commitments and responsibilities are a barrier for women, but that this is *'a self-imposed barrier'* because women *'choose to have children and take time off'* and are more focused on their family responsibilities as the *'primary carers'*.

- s45, s47E(c)

- s45, s47E(c)

The careers of women working part time are affected disproportionately

Women working part time are particularly disadvantaged in career progression, and *'have to fight hard'* for development and career opportunities.

- s45, s47E(c)

While access to part time work for lower-level staff is perceived to be supported and *'not an issue'*, particularly at Sydney Airport, for s45, s47E(c)

- s45, s47E(c)

Career progression for officers working part time is made more challenging by a lack of access to training, and as a result they feel s45, s47E(c)

Opportunities for women working part time at SBC are also limited, however overall, at SBC, women experience less bias and discrimination.

Bias within recruitment and promotions processes affect people from diverse backgrounds

ABF officers across all reviewed locations perceive that the formal centralised recruitment and promotions processes are not attracting or promoting the best and most talented candidates.

The emphasis on written application and interview performance over referee reports and experience is seen as inappropriate for the roles, with many staff expressing they *'don't think there is enough emphasis and weight to supervisory and management reports'* and that s45, s47E(c)

This emphasis disadvantages those who are less skilled at writing, are less confident at speaking and / or less able or willing to sell themselves and is a significant barrier to cultivating diversity at more senior levels.

- s45, s47E(c)

- s45, s47E(c)

The militarised ABF culture devalues the experiences and contribution of older staff

Older and longer-serving ABF officers feel discouraged and devalued in an organisation that is shifting to become more militarised, and seeking s45, s47E(c)

BFORTs are perceived to be favoured and provided with training, development and progression opportunities not available to other staff.

▪ s45, s47E(c)

Long-serving and frequently older staff feel they are being pushed out by requirements for fitness testing and Use of Force training, because s45, s47E(c) . This contributes to many experienced staff feeling like s45, s47E(c)

These staff also feel their considerable experience is not valued by the organisation, and that s45, s47E(c)

A '*culture of age discrimination*' is evident and reinforced by disparaging comments such as s45, s47E(c)

and the difficulties that older more experienced people face in progressing:

▪ s45, s47E(c)

▪ s45, s47E(c)

Are all staff evaluated against consistent and equitable performance criteria?

An inclusive workplace is one where staff are regularly provided with performance feedback and are evaluated consistently and equitably. This review found that overwhelmingly, across all locations, ABF officers think the PDA is not useful or effective.

Staff are told to copy and paste information in their individual appraisals from standard text sent to them, often do not have discussions at all with their supervisors, and the agreement is not tied to any incentives, training, mobility or opportunity. Officers at all levels believe that the process does not effectively manage poor performance or reward good performance, and delivers no more than departmental statistics.

RECOMMENDATIONS AND STRATEGIES

A Systemic Approach to Cultivating Inclusion

Cultivating inclusion requires parallel and aligned focus on:

1. **Leadership and accountability:**

   ▪ Leaders must themselves recognise, understand and role model inclusive behaviour.
   ▪ They must articulate a clear and consistent message.
   ▪ They must confront bias and behaviours inconsistent with inclusion.
   ▪ They must hold themselves and each other to account.

2. **Building Awareness and Capability:**

   Awareness must be built and capability developed to enable people to recognise, accommodate and leverage diversity, ameliorate unconscious bias and cultivate inclusive workplace practices. It must start with developing a richer understanding of their own and other's experience.

   This inclusiveness review begins this awareness raising. It must be further developed and expanded to support managerial responsibilities of people 'not like us'.

3. **Systems and structures:**

   Organisational systems, processes and structures must override informal norms that privilege 'how we do things around here' and instead embed

transparency, consistency and objectivity into decision making processes and policies.

They must also provide the flexibility to support and accommodate a diverse workforce with divergent needs, interests and aspirations.

Organisational systems that support diversity are:

- Recruitment and promotions processes;
- Talent management systems and processes: allocation of work, career development, performance management, skills development, mentoring and training.
- Flexible and part time work policies.

Recommended Actions

We recommend a holistic approach to ameliorating the impact of bias and cultivating inclusion supported by the targeted actions identified below.

Strategies that can be implemented quickly to provide **quick wins are highlighted.**

Key Systemic Goals/Levers	Recommended Actions:

Leadership and Accountability
 	
- To articulate and share commitment to achieving a more inclusive workplace
- To measure progress and hold leaders accountable for diversity, inclusion and equity of opportunity
- To support an effective hierarchy that does not devalue lower-level staff
- To ensure staff feel safe to contribute ideas and innovate
- To ensure transparency of all systems and processes
	1. **Present the findings of this review to all staff at airports and Executive in Canberra, with explicit commitment provided by the Secretary and Commissioner to address the issues raised.**
	
	2. **Regional Commander and Superintendents across all workplaces to communicate the vision, value proposition and commitment to create gender equality and cultivate inclusion in the ABF along with targets and milestone dates.**
	
	3. Develop an ABF diversity and gender equality action plan that includes:
	
	   a. diversity goals and 50/50 gender targets irrespective of full time employment status) for training, development opportunities, promotions and recruitment;
	
	   b. Supporting action plans, KPIs and milestones including for women of all demographic backgrounds, Aboriginal

▪ To break down the exclusiveness between functional areas and build on existing inclusiveness felt within teams ▪ To support staff with injury/disability	and Torres Strait Islander people, people with a disability, and Culturally and Linguistically Diverse groups; c. Supporting airport specific plans and targets to address locally identified barriers to gender equality and inclusion. 4. Convene a workplace inclusion committee at each airport workplace to oversee local implementation of diversity strategies, KPIs and progress. 5. Create a base line with current demographic data across all airports and measure and report on progress against diversity outcomes and action plans across all locations no less than annually to all staff. 6. **Increase opportunities for staff consultation and communication across all airports – including regular staff forums, suggestion boxes and opportunities to submit concerns and suggestions anonymously.** 7. **Hold duty managers accountable for ensuring communication and information flows to staff at all levels and across all operational areas.** 8. **Identify, acknowledge, celebrate and amplify work practices that cultivate inclusion, including specific recognition of individuals for exemplary performance, innovative work practices, collaborative and respectful and inclusive behaviour.** 9. Hold all managers accountable (with second tier manager review) for allocating training and work opportunities equally, but commensurate with hours worked and ability, to employees regardless of part time work status.

Awareness and Capability Development
 	
■ To increase awareness and the ability of managers and staff to understand and value diversity and difference
■ To reduce the impact of unconscious bias, on support, respect, and equity of opportunity
■ To foster a safer and more respectful environment for women
■ To reduce current inequities of opportunity
■ To leverage existing inclusive team cultures to support broader inclusiveness
	1. **Convene guided "Listen and learn" forums for leaders and managers, from Airport leaders through to Regional Commander and SES in Canberra, to learn about and acknowledge the experiences of staff at the airports. Airport managers in particular should demonstrate their interest in the daily role of staff on the floor, and the effects of shift work.**
	
	2. Provide mandatory training and programs targeted and tailored to duty managers and team leaders in:
	  a. cultural and racial awareness,
	  b. unconscious bias awareness,
	  c. managing part time and flexible work force,
	  d. sexual harassment and bullying.
	
	3. Deliver mandatory inclusive leadership, cultural awareness and capability programs to all senior managers and executives to develop their ability to lead inclusively.
	
	4. Acknowledge that sexual harassment and bullying still occur in the workplace and communicate, promote and enforce a 'No Tolerance' policy. Require staff to attend training and seminars to raise awareness of and counteract these issues. Hold perpetrators accountable with meaningful penalties.
	
	5. Deliver mindfulness training, initially for airport executive and managers, and then rolled out to all staff; to foster more considered decision making and inclusion of alternative views as well as improved mental health.
	
	6. **Provide opportunities for interaction and sharing between and across functional areas leveraging and expanding existing inclusive team dynamics, through workshops, learning forums, and cultural/social events.**

Systems and Structures	**Talent Management**
  ■ To ensure promotions and development opportunities are allocated transparently, equitably and appropriately ■ To create a more valuable and equitable performance appraisal system that is linked to career development ■ To reduce the impact of bias and stereotyping on women's skills development and opportunities ■ To increase opportunities for the development of part time staff	1. Explicitly communicate that all opportunities are open to all people regardless of their gender, cultural background or full time work status. 2. Commit to and embed greater transparency in all policies that govern training and development, acting opportunities, promotions. 3. Promote all opportunities across all workplaces, review candidate lists and selection to ensure fairness, gender balance and that other diversity targets are met. 4. Ensure gender targets for high profile opportunities including acting and higher duties, CTU, Control Room, and mobility are consistently applied, with diversity data collected and reported against targets no less than annually. 5. Address the management of employees with workplace injuries and disabilities, ensuring work and development opportunities are appropriately and equitably allocated to these staff. *Training and Development* 6. Centralise responsibility for reviewing training requirements, scheduling and ensuring all staff maintain the appropriate standard of qualification to a corporate function. 7. Review the skills and qualification levels of all staff to ensure they have the appropriate training required of a Border Force Officer. Hold supervisors accountable for ensuring that all team members are equally qualified. 8. Create KPIs and milestones for supervisors to discuss career aspirations and identify training needs of all staff.

9. Invite expressions of interest in training and future placement in special units including the counter terrorism unit, assessment and response unit, control room and any other priority operational area. Explicitly ask for invitations from people regardless of gender, cultural background and people working part time.

10. Develop, communicate and implement a staff mobility plan that creates real opportunity for mobility across operational, functional and geographic areas.

Performance Management

11. Review the existing performance management framework to determine ways to make it more meaningful.

12. Identify, promote and replicate the practices of managers who currently provide meaningful and satisfying performance reviews and ongoing feedback to their staff.

13. Introduce mandatory 360-degree feedback, include questions pertaining to inclusion.

Recruitment and Promotions

14. Modify recruitment and promotions processes to include a more appropriate and flexible assessment of suitability according to individual and cultural differences to ensure fairness and opportunity for all people regardless of demographic background and linguistic skills.

   Incorporate a flexible range of evaluation weightings across the written application, interview, experience, past performance, and referee reports commensurate with different cultural and individual requirements.

Flexible work policies and practices

1. Implement an *'If not, why not'* approach to managing part time and flexible work with the

	onus on supervisors to justify why a position or role is not open for part time employees.
	2. Create a register of employees interested in job-sharing across shifts and in higher level roles such as team leaders and duty managers. Delegate local responsibility for coordinating and managing this pool to Inspectors.
	3. Replicate the management of part time employees that currently exists in Perth airport to create greater collegiality and connection with team mates.
	4. Assign responsibility for managing IIEs to one or two managers at each airport, such as is done at Melbourne airport, to create increased opportunities to build supervisory relationships.
	5. Require second tier management review of work allocation and candidate lists for all training and development, mobility opportunities, higher duties and promotional opportunities to ensure candidates working part time have been considered.

APPENDIX A: PARTICIPATION

The **Australian Border Force Inclusiveness Review** comprised of

- 24 one-on-one interviews with managers
- 41 focus groups segregated by gender
- Participation from 370 women, 358 men, and 6 people of undisclosed/non-binary gender

Participants by level, gender and consultation type:

Group	Participants in focus groups/interviews		Participants in survey	
	Women	Men	Women	Men
APS 2-4	93	69	182	162
APS 5	31	19	27	35
APS 6	8	16	9	19
Managers	11	23	10	15

The **Brisbane Airport** review included feedback and data from:

- 4 individual interviews s47E(c)   7 focus groups, and an online survey completed by 79 staff s47E(c)
- Total number of women: 59, total number of men: 53

Group	Participants in focus groups/interviews		Participants in survey	
	Women	Men	Women	Men
APS 2-4	12	13	34	28
APS 5	s47E(c)			
Managers				
Total	**37**		**75**	

The **Perth Airport** review included feedback and data from:

- 4 individual interviews s47E(c)   8 focus groups, and an online survey completed by 64 staff s47E(c)

- Total number of women: 53, total number of men: 56

Group	Participants in focus groups/interviews		Participants in survey	
	Women	**Men**	**Women**	**Men**
APS 2-4	17	24	27	17
APS 5	s47E(c)			
Managers				
Total	**47**		**62**	

The **Melbourne Airport** review included feedback and data from:

- 6 individual interviews s47E(c)   10 focus groups, and an online survey completed by 67 staff
- Total number of women: 67, total number of men: 69

Group	Participants in focus groups/interviews		Participants in survey	
	Women	**Men**	**Women**	**Men**
APS 2-4	27	17	28	29
APS 5	s47E(c)			
APS 6				
Managers				
Total	**69**		**67**	

The **Sydney Airport** review included feedback and data from:

- 6 individual interviews s47E(c)   10 focus
  groups, and an online survey completed by 174 staff
- Total number of women: 132, total number of men: 109

Group	Participants in focus groups/interviews		Participants in survey	
	Women	**Men**	**Women**	**Men**
APS 2-4	30	9	75	62
APS 5	s47E(c)			
APS 6				
Managers				
Total	**67**		**174**	

The **Strategic Border Command** review included feedback and data from:

- 4 individual interviews s47E(c)   6 focus groups,
  and an online survey completed by 80 staff
- Total number of women: 59, total number of men: 71

Group	Participants in focus groups/interviews		Participants in survey	
	Women	**Men**	**Women**	**Men**
APS 2-4	s47E(c)		17	26
APS 5	s47E(c)			
APS 6				
Managers				
Total	**50**		**80**	

APPENDIX B: VISUAL PERCEPTIONS OF WORKPLACE

Participants were asked 'How would you describe your workplace?' and were invited to choose a visual card or cards that reflected their answer.

Below are the most commonly selected cards from all locations combined.

Key meanings:

- Close-knit team culture
- Working together with limited resources

'All sorts of different people are coming together to get the job done.'

'We're trying to do more with less, everyone is trying to work together but we have no support.'

Key meanings:

- Busy and confusing environment
- Miscommunication
- Lack of clarity around processes

'It starts off alright and then it just goes crazy. Everyone gets mixed up.'

'A lot of the time things do get quite chaotic, get tangled up and miscommunicated.'
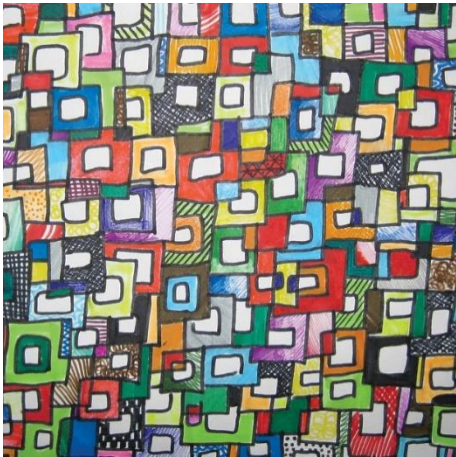
Key meanings:

- Chaotic and reactive environment
- High volume of staff and diversity of their personalities, needs, and skills

'You never know what you're going to get, every day is different.'

'There are a lot of colours here, it's very busy.'

Key meanings:

- Hard, often physically demanding, work
- Working with others towards a common goal

'We have the same objective…we are in it together.'

'It's all hard work but you're doing it together.'

Key meanings:

- Stressful and unpredictable environment, but it can be fun and exciting
- Working together is essential to getting the job done

'Every day you come in you're jumping out into the unknown – it's part of the fun of the job. You're hanging on to your colleagues to help you.'

Key meanings:

- Busy and frequently messy environment
- Some parts work well together while others do not

'It's happy, it's chaotic, it's emotional, it's confusing…'

Key meanings:

- Large body of staff and increasing numbers of passengers
- Lack of opportunity for individuality

'Not only do our passengers have many faces but we are faced with lots of different challenges.'

APPENDIX C: INCLUSION

Participants were asked how inclusive they perceived their workplace culture now across a continuum ranging from a *boy's club* to an *inclusive workplace culture* (definitions below). Responses across locations appear in the following table.

		Boys' club	Lip service	Tokenism	Critical Mass	Acceptance of value of inclusion	Inclusive culture
Brisbane	**Women (43)**	**30%**	**26%**	21%	9%	5%	9%
	Men (45)	9%	20%	**27%**	18%	**20%**	7%
Perth	**Women (46)**	15%	**48%**	13%	4%	20%	0%
	Men (48)	0%	23%	33%	15%	19%	10%
Melbourne	**Women (53)**	23%	**40%**	**28%**	6%	2%	2%
	Men (60)	5%	17%	15%	15%	**30%**	18%
Sydney	**Women (114)**	**25%**	**32%**	12%	11%	16%	4%
	Men (85)	9%	**26%**	7%	19%	19%	**20%**
SBC	**Women (50)**	14%	16%	18%	**28%**	18%	6%
	Men (64)	3%	5%	8%	**22%**	**42%**	**20%**

Definitions

Boys' club

The culture is dominated by men and women and people from diverse backgrounds are excluded.

Lip service to inclusion

There is a formal statement of commitment to diversity and creating equal opportunities for everyone but nothing much has happened.

Tokenism

There is a commitment to diversity and creating equal opportunities for everyone and some attempts have been made to support more women and people from diverse backgrounds, but there has been no change to the culture.

Critical mass

We actively provide opportunities for women and people from diverse backgrounds and there are many more at lower levels. While some have progressed, there's been no change to the culture.

We accept and value diversity

Programs are delivered to increase opportunities for women and people from diverse backgrounds. Everyone's growth and development are supported and a variety of leadership styles are valued.

Inclusive workplace culture

The culture and structure of the organisation is truly inclusive and provides equal opportunity for everyone to achieve their full potential. Valuing and capitalising on differences is recognised as critical to achieving our mission.

APPENDIX D: BARRIERS TO WOMEN'S CAREER PROGRESSION

All participants were asked to identify the factors that affected women disproportionately from developing or advancing their careers.
Results from across the whole ABF are split by gender below.

	Women (297)	Men (267)
Family commitments and responsibilities	**51%**	**40%**
Stereotyping and assumptions	**43%**	12%
Lack of opportunities to work on challenging assignments	28%	5%
Lack of professional development and training opportunities	26%	6%
Lack of availability of/support for flexible and part time work	22%	13%
Impact of career breaks	24%	24%
Lack of managerial/leadership support	28%	7%
Exclusion from informal networks	24%	5%
Lack of mentor/champion	21%	7%
Lack of confidence and self-doubt	18%	10%
Inhospitable organisational culture at executive levels	17%	4%
Personal style differences	14%	5%
Bullying	15%	5%
Lack of awareness of organisational politics	13%	1%
Lack of visibility	10%	3%
Sexual harassment	11%	6%
There are no barriers	15%	**50%**

Results split by gender and location are shown below.

THE MAY GROUP   STRENGTHENING THE FABRIC OF ORGANISATIONS

	Brisbane		Perth		Melbourne		Sydney		SBC	
	Women (40)	Men (42)	Women (46)	Men (40)	Women (52)	Men (56)	Women (110)	Men (74)	Women (49)	Men (55)
Family commitments and responsibilities	**50%**	36%	**54%**	**73%**	**67%**	41%	48%	38%	39%	24%
Stereotyping and assumptions	40%	10%	**52%**	25%	**56%**	2%	38%	15%	33%	9%
Lack of opportunities to work on challenging assignments	38%	7%	30%	13%	35%	5%	26%	1%	14%	2%
Lack of professional development and training opportunities	35%	12%	33%	5%	31%	7%	22%	5%	18%	2%
Lack of availability of/support for flexible and part time work	25%	14%	30%	30%	37%	14%	18%	5%	6%	9%
Impact of career breaks	33%	17%	26%	38%	25%	27%	19%	23%	22%	20%
Lack of managerial/leadership support	35%	5%	28%	13%	23%	9%	33%	5%	14%	5%
Exclusion from informal networks	38%	5%	30%	0%	10%	5%	25%	5%	18%	7%
Lack of mentor/champion	20%	2%	13%	10%	27%	9%	20%	11%	22%	0%
Lack of confidence and self-doubt	18%	2%	11%	15%	15%	13%	18%	14%	29%	5%
Inhospitable organisational culture at executive levels	20%	2%	15%	0%	15%	9%	23%	4%	6%	5%
Personal style differences	15%	5%	2%	5%	12%	7%	15%	4%	22%	4%
Bullying	25%	5%	7%	8%	17%	2%	15%	5%	10%	7%
Lack of awareness of organisational politics	18%	0%	4%	3%	6%	2%	20%	3%	6%	0%
Lack of visibility	20%	2%	9%	8%	12%	9%	8%	0%	6%	0%
Sexual harassment	15%	7%	9%	8%	6%	2%	15%	9%	4%	2%
There are no barriers	20%	**52%**	15%	38%	2%	45%	14%	49%	27%	64%

APPENDIX E: PRE-REQUISITES FOR CAREER PROGRESSION

Survey participants were asked 'What is required to advance your career in the ABF? Please select up to 5.' Collated results appear below.

What is required to advance your career?

Category	
Knowing the right people	~55%
The ability to sell yourself	~43%
Luck - Being in the right place at the right time	~36%
Professionalism and integrity	~35%
Leadership skills	~31%
Experience in challenging roles or projects	~29%
A direct and confident communication style	~28%
A senior champion or supporter	~27%
A reputation for getting the job done	~26%
Being a team player	~26%
People skills	~25%
Strategic thinking	~25%
Visibility that frequently comes with higher levels…	~24%
A can-do approach	~21%
The ability to effectively manage stress	~15%
Effective negotiation skills	~14%
Being collegial and collaborative	~13%
The ability to work long hours and full time	~12%
Being smart	~10%
Longevity - working in the field a long time	~8%