



## news

Ngā Rongo Pānuī a te Rōpū Tiaki  
Whakaōrite Whiwhinga Mahi

The Newsletter of the Equal  
Employment Opportunities Trust

July 2000  
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### EQUAL EMPLOYMENT OPPORTUNITIES TRUST

Helping workplaces achieve  
success through diversity

#### MISSION STATEMENT

'The purpose of the Equal Employment Opportunities Trust is to promote to New Zealand employers the implementation of EEO principles in the workplace as a means of improving their effectiveness, efficiency and competitiveness through the successful management of diversity'



# How to make the most of older workers

Employers can expect to see a significant "greying" of the workforce over the next 25 years as the baby boomer generation ages, people stay healthy and more active for longer, older workers job-hunt as businesses downsize and there is an increasing need to work longer to save for retirement. The recent amendment to the Human Rights Act removing the upper age limit for retirement will also have a noticeable effect in the near future.

There are positive incentives for employers to recognise these social changes and to plan and act proactively to use the skills and knowledge of older workers. British research shows that older employees tend to stay in jobs longer and have lower levels of absenteeism than younger employees with resulting lower turnover costs, greater workforce stability and improved employee loyalty – all of which contribute to profitability. And although older employees' skills may need to be developed and renewed, there is no reason to assume that this is any less cost-effective than training younger employees. Research also indicates that there may be potential labour shortages in some areas at a time when growth in the labour force is slowing, making it even more necessary to retain the skills and experience of older workers.

However, this very knowledge and experience can represent a barrier to older workers looking for new employment. John Bulkeley, who has extensive experience in marine transport and marine industry project management including Operations Manager for North Shore Ferries and General Manager for the Gulf Harbour Marina, says he is frequently told, by both recruitment personnel and employers, that he is over-qualified with the implication being 'that I'll get bored and leave the job.' John says another common comment is: 'You wouldn't

be interested because we couldn't pay you enough.' This ignores the fact that for older workers, such as John, employment isn't simply a matter of salaries, but is more likely to be about the satisfaction they gain from using even a part of the knowledge and skills they have acquired.

Nor is there any research to support the assumption that younger employees are more productive than their older counterparts. In fact, northern European countries, which have the oldest workforces, are actually the most productive. There appears to be no simple link between age and productivity, rather the strongest correlation appears to be between investment and training and productivity.

For employers to gain the greatest value from their older workers however, they need to recognise how they can assist in the process of change. Included here are education on planning for retirement and creating flexible work environments which balance work and family responsibilities. Motivated and informed employees are often willing to make changes that will both benefit the individual and the organisation. The range of flexible work options employers can offer their older workers could include: phased retirement in which the employee works part-time or job-shares in the lead-up to full retirement; taking on contract work at peak times for the business; work as a consultant; and training or mentoring more junior employees thus cutting the cost of external training. All these alternatives can bring benefits to the employee, who may value the flexibility as well as to the employer, who can still take advantage of the skills of an experienced worker.

To find out more about this issue, order the EEO Trust's *Benchmark Your Workplace Progress on Age* from the EEO Trust (contact details on back page).

# New EEO Trust Board Member



Amanda Hastrop

Telecom's national employment adviser, Amanda Hastrop, has been elected to the board of the Equal Employment Opportunities Trust. She joins four other private sector members of the Trust as well as its four government appointees. A lawyer who has previously specialised in family law for a Hawkes Bay practice, her Telecom portfolio includes employment law, diversity, human rights issues, health and safety and accident compensation. Amanda, who describes herself as "passionate about diversity," holds a monthly diversity forum in which members from all levels of the organisation meet to develop initiatives and ideas for its promotion throughout Telecom. She says her election to the EEO Trust Board presents her with an exciting opportunity to contribute to effecting positive change in New Zealand workplaces.

## Arrivals and departures

There have been major staff changes at The EEO Trust in the last few months. Roger Haybittle, our new Operations Manager, replaces Pania Wilson who was our Administration Services Manager and continues to provide liaison with Maori issues. Roger was formerly Company Secretary/Administration Manager with the Boral Group and prior to that Corporate Services Manager with CCH NZ Ltd. We also have a new Communications Manager, Shonagh Lindsay, who replaces Allysa Stewart, our previous Promotions Manager. Shonagh has come from the Auckland Art Gallery where she carried out communications and publishing activities. Finally we have a new Information Manager, Nicola Wright, who replaces Sarah Matthewson. Nicola's last position was as Information Adviser with the Education Review Office in Wellington.

## Much awaited recruitment consultant survey

This is underway now and the results will be released with the EEO Trust's Diversity Index survey in November. Thanks to HRINZ and RCSA for supporting our research into finding out what positive strategies professionals are using to ensure talented people don't miss out on work opportunities.

# Upcoming Events

## The EEO Trust Work & Life Awards 2000

Thursday 14 September, 7.15 pm

This annual event has become a highlight of the EEO Trust's year and is an absolute 'must attend' event for your diary! Refer back page for story and ticket details.

## Pay Equity-Where to from here?

Tuesday 11 July 6:00pm-8:00pm at the Jack Dickey Centre, Old One Tree Hill fire station, 174 Greenlane West Road, Greenlane, Auckland

The Human Rights Commission and the Auckland Working Women's Resource Centre have organised a forum on the Future of Pay Equity in the Private and Public Sectors which will be particularly useful to human resource managers, remuneration specialists, HR consultants, union officials, academics and students. It will begin with a brief presentation by Janice Burns of Top Drawer Consultants, author of the EEO Trust's *Diversity Index* and co-author of *Equity at Work: an approach to gender-neutral job evaluation*, and Prue Hyman of Victoria University, author of *The Earning Gap and Pay Equity: Development in Five Countries and Women & Economics: a New Zealand Feminist Perspective*. This will be followed by a floor discussion on pay equity, EEO, legislative change, performance measures and pay audits.

For more information contact Allison Enright, Working Women's Resource Centre, (09) 379 7906 or Lana Hart, Human Rights Commission, (09) 375 8639.

## Society, Family and the New Business and Government Equation

14-16 February, 2001

An upcoming Sydney conference titled 'Society, Family and the New Business and Government Equation - Developing social capital in the global economy of the 21<sup>st</sup> Century' is planned to be the largest work/life conference ever held in the NSW region. It is sponsored by the Marriott Management Society and the Macquarie Graduate School of Management.

Clayton Christenson, author of 'The Innovator's Dilemma' and Professor, Harvard Business School, is a confirmed speaker with other prominent speakers in this field, as well as the venue, yet to be confirmed. For more information check out the Macquarie Graduate School of Management's website: [www.gsm.mq.edu.au/lmsf/](http://www.gsm.mq.edu.au/lmsf/)

### Benchmarking Best Practice

Don't forget the final return date of 14 July 2000 for the EEO Employers Group Diversity Index survey. Remember this is a requirement of EEO Employers Group membership, not an optional survey, and that it sets a benchmark for EEO best practice nationally. Its results are included in the annual Diversity Index to be released in November.

# EEO Employers Group Specials

## Fantastic savings on your job advertisements

The EEO Trust is delighted to give EEO Employers Group members the opportunity of making substantial savings in recruitment advertising. We have negotiated a very special offer for EEO Employers Group members placing recruitment adverts in the Sunday Star Times. Current EEO Employers Group members who use the EEO Employers Group logo in their display advertisements in the 'Executive Appointments' section of the Sunday Star Times will pay no more than \$11 per column centimetre as opposed to the usual rate of \$24. Full details of the offer, including terms, conditions and potential savings can be obtained from Sean Cutriss at the Sunday Star Times.

Email [sean@situationsvacant.co.nz](mailto:sean@situationsvacant.co.nz), PH 07 847 6941, Mobile 021 647 779.

We are thrilled to be able to give you even greater value for your EEO Employers Group membership. An advertisement that may otherwise cost around \$1,920 could cost just \$600 – a saving of \$1,320! For many larger EEO Employers Group members, this is more than the annual donation to the EEO Trust. Remember, using the EEO Employers Group logo as widely as possible – especially in recruitment advertisements – helps brand you as an 'employer of choice.'

Look for more information on this fantastic offer on the News/Events page of the EEO Trust website [www.eeotrust.org.nz](http://www.eeotrust.org.nz) and for full details on the Members section of the website.

## Talk to your EEO Employers Group peers on [www.eeotrust.org.nz](http://www.eeotrust.org.nz)

Message Board, a new enhancement to the EEO Trust website, lets you converse with your colleagues and peers in the EEO Employers Group. Simply go into members on the EEO Employers Group page and use your user ID and password to read and post messages. Currently up are messages about issues as diverse as retention of staff following parental leave, business benefits of EEO, family friendly workplaces and global teleworking. Later in the year, these messages will be automatically posted to EEO Employers Group members via email unless you request otherwise. So start talking and share those ideas!!

## Special price to Australia's 12<sup>th</sup> Women, Management and Employment Relations Conference

This 12<sup>th</sup> annual Conference is presented at the Macquarie Graduate School of Management at the Sydney Hilton on 25-26 July and EEO Employers Group members are being offered a 10% discount – special price A\$1345.50, usual cost A\$1495 (inc GST). Supported by Australia's key agencies in the field of EEO and diversity, it will feature sessions on women in management and leadership involving discussions of research as well as the experiences of senior women in organisations. Some of the speakers included are Susan Halliday, Sex Discrimination Commissioner, Irene Moss, Director of the Independent Commission Against Corruption, Fiona Krautil, Director of the Equal Opportunity for Women in the Workplace Agency, and Trudie McNaughton, Executive Director of NZ's EEO Trust. For further information and bookings read the enclosed brochure and/or contact Pam Morpeth, Programme Manager PH: 61 2 9850 8985 Fax: 61 2 9850 6155 email: [pam.morpeth@mq.edu.au](mailto:pam.morpeth@mq.edu.au)

## Dr Mary Mattis talk - great value to EEO Employers Group members

Dr Mary Mattis, a world authority on women's career development in business and the professions, gave an Auckland talk in April which was offered at a special price to EEO Employers Group members. Dr Mattis heads the research and advisory services division of Catalyst in New York, America's leading non-profit organisation working to advance women in business.

One of the highlights from the international perspective her talk gave was that corporate organisations with inflexible cultures could be contributing to the faster turn-around of women in corporate organisations. By contrast, she suggested that companies behind the needs of women could improve their image with shareholders, foster innovation and identify markets that may be going unnoticed. Although many of the US occupational statistics she gave for women were similar to those in New Zealand, it was heartening to note that we are doing considerably better in numbers of women as corporate board directors – 15% in New Zealand versus 11.2% in the US. These figures do not include the numbers of women as chairpersons or directors of Crown Company boards in New Zealand, which the EEO Trust's 1999 Diversity Index showed had risen from 19% in 1997 to 30% in 1999 – the result of pressure from the Government to increase diversity on these boards.



Dr Mary Mattis

# The EEO Trust Work & Life Awards 2000

A dinner event, the EEO Trust Work & Life Awards will be held this year at Centra Auckland Hotel with the Prime Minister, Rt Hon Helen Clark, presenting these prestigious awards to New Zealand's best employers in work and life. The EEO Trust Work & Life Awards profile these employers, not as models of perfection but as examples of those leading the way in the emerging area of work and family practices in New Zealand.

Don't miss out on the 'Earlybird' ticket price of \$85 each by booking and paying before 31 July 2000. There are also concessionary tickets for sale at \$85 each to those:

- from not-for-profit community sector agencies
- booking 4 or more tickets at once (tables seat 10)
- students and those not in paid employment.

The standard ticket price is \$95 each with no refunds given for cancellations after 1 September 2000.

Book your tickets directly via our website: [www.eeotrust.org.nz](http://www.eeotrust.org.nz) or Phone 09 525 3023, Fax 09 525 7076.

## BLACKMORES® THE BEST OF HEALTH

The EEO Trust gratefully acknowledges the support of the EEO Trust Work & Life Awards 2000's major sponsor Blackmores (NZ) Ltd.

We also thank Centra Auckland Hotel, Bailey Printing Ltd and Montana Wines Limited for supporting the EEO Trust Work & Life Awards.



Trudie McNaughton, Executive Director EEO Trust, with Pauline Mooney, Science Capability and Portfolio Manager at Hort Research, winner of the 1999 EEO Trust Work & Family 'Walk the Talk' Award. Pauline is being presented the Award by the Hon. Georgina te Heuheu.

## EEO Resources

### Coming up from the EEO Contestable Fund

EEO & Pacific Peoples, a series of six newsletters produced by Niu Pacific to educate and raise the awareness of employers about EEO and Pacific Island peoples. Available free from the EEO Trust they provide practical advice to employers about EEO and Pacific Islands people, including issues such as recruitment, retention and career development.

Stop Press!  
The Value of the  
Older Worker,  
published by the  
Open Polytechnic  
of New Zealand,  
available soon.

Available later in the year will be a booklet on designing and implementing remuneration policies and practices, as well as auditing current remuneration practices, by Top Drawer Consultants who specialise in equity and organisational development issues. The booklet will be a practical tool employers can use to ensure they are not disadvantaging groups of staff on factors such as gender, ethnicity, sexual orientation or disability.

### EEO Resources in stock now

Check out the EEO Trust Website for the large range of specialist resources – books, manuals, videos – that we have available as practical tools for implementing EEO policies and practices. They include such resources as *Midwinter Spring – Smart Business and Older Workers* (a three part kit consisting of research, video and guide exploring why it is critical to value older workers), *Work and Family - A Guide for Managers* (a step by step look at what makes an organisation family friendly) and *Managing Diversity* (a video which presents dramatised stories of today's workplaces with some of New Zealand's leading actors dealing with themes of gender, cultural diversity and disability). And in relation to our front page story – *Benchmark Your Workplace Progress on Age*, which demonstrates how employers can gain competitive advantage through valuing both older and younger workers.

If you would like information about the Equal Employment Opportunities Trust services or resources, please contact:

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Penrose, Auckland

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admin@eeotrust.org.nz  
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