



RETURNER READINESS ASSESSMENT

- Maturity Assessment
- The Organisational Eco-system
- Action Plan

Maturity matrix

A business culture that does not support the needs of Returners can have a harmful effect on the most resilient of individuals. Use the assessment below to map your businesses' current state, as you may wish to focus on maturing other areas before you can reap the benefits of this initiative.

	LEVEL ONE FOUNDATIONAL	LEVEL TWO EMERGING	<div style="border: 1px solid red; padding: 2px; display: inline-block;">RETURNER READY</div> ↓	LEVEL THREE MATURE
FOCUS	Maintaining the status quo, solvency, labour shortages	Increasing female representation, levelling the playing field		Leveraging diversity to create business value
LEADERS	<ul style="list-style-type: none"> Little appreciation or awareness of the benefits of a diverse and inclusive workplaces Managers promoted through technical pathways or based on tenure 	<ul style="list-style-type: none"> Leaders recognise that women are essential to efficient, productive and innovative businesses Manager capability varies across the business 		<ul style="list-style-type: none"> Leaders own and communicate diversity and inclusion strategies through the business Managers are capable and confident, enabling high performance in mixed gender environments
TALENT MANAGEMENT	<ul style="list-style-type: none"> Lean HR focused on transactional activities Few or no strategies in place to direct talent management Actions are often reactive Poor or inconsistent workforce data and reporting 	<ul style="list-style-type: none"> Medium HR team, compliance based with isolated HR initiatives Diversity and inclusion initiatives are owned and conducted by HR Effective at implementing essential talent activities (performance management and recruitment) Workforce planning based on current workforce model Basic data reporting including annual surveys and operational reports 		<ul style="list-style-type: none"> HR is a core enabler of strategic business outcomes Fully developed and integrated talent strategies aligned to strategic outcomes Ongoing examination of workforce models, considering cost, capability and capacity Metrics, dashboards and benchmarking to drive performance
PRACTICES & POLICIES	<ul style="list-style-type: none"> Policies meet legislative and regulatory requirements Policies are infrequently reviewed or updated Regulated approach to flexible work. Often used as a benefit or reward for high performance or for trusted individuals 	<ul style="list-style-type: none"> <i>Ad hoc</i>, informal or stand alone initiatives such as leader and unconscious bias training, mentoring and employee resources and events Managers accommodate individual requests for flexible work. Application is siloed and segmented 		<ul style="list-style-type: none"> Progressive diversity and inclusion approach reflected in policies and the employee experience Flexible work is the norm, reflecting the diversity of workers, work and workplaces Policies are continually reviewed and updated to ensure they are relevant
WORKFORCE	<ul style="list-style-type: none"> Largely homogenous workforce Ageing and male dominated workforce Reliance on unskilled and lower skilled labour 	<ul style="list-style-type: none"> Higher female workforce representation, working in stereotypically female roles with lower levels of compensation 		<ul style="list-style-type: none"> Workforce is demographically diverse with diverse skillsets Business forecasts future capabilities and workforce needs Commitment to continuous analysis of workforce and skills impact
NORMS	<ul style="list-style-type: none"> Legacy clubs / cliques or passive exclusions exist Slow to respond to change Low trust environments Time, tasks and tenure are the primary performance measure 	<ul style="list-style-type: none"> Localised teams, hierarchical in the main Teams accommodate formal flexible arrangements Employees adapt to change or leave the business 		<ul style="list-style-type: none"> Flat, multidirectional structure Strong learning culture Relationships are underpinned by trust, cooperation and fairness Outcomes measure employee performance
INFRASTRUCTURE	<ul style="list-style-type: none"> The physical work environment is poorly maintained, unsafe or unclean Uniforms, equipment facilities and amenities are non-inclusive Limited access to mobile technology and modern workspaces 	<ul style="list-style-type: none"> The physical work environment is safe, clean and well maintained Uniforms, equipment and facilities cater for both men and women Greater emphasis on mobile technology 		<ul style="list-style-type: none"> The physical workplaces enhances the mental and physical health of employees Office design enables communication, social connectivity and interaction Mobile technology enables flexible work

The organisational ecosystem

There are many interrelated factors that contribute to overall business maturity. These include foundational factors, attraction, and recruitment and retention. Suggested focus areas for **foundational**, **emerging**, and **mature** businesses are outlined below. It will be incumbent on the individual businesses to determine the areas that require the most attention. The Action Plan Template on [Page 27](#) may support the maturation process.



FOUNDATIONAL FACTORS

LEADER SPONSORSHIP

Recognition and commitment from senior leaders that women are essential to an effective, modern, and high performing organisation.

MANAGERIAL COMPETENCY

Managers are fully engaged and educated on how they might contribute to effective performance in mixed-gender environments, including knowing individual aspirations and providing realistic pathways for opportunity.

WORKPLACE PRACTICES

HR practices, rituals, communication, and team structures are inclusive, accommodating and flexible.

WORKPLACE POLICIES

Workforce models and arrangements allow employees to vary the amount, time, and location of work to the mutual benefit of the individual and organisation.

INFRASTRUCTURE

The physical environment is safe, suitable, clean, and well maintained.

Carers have access to affordable, accessible and flexible childcare.

MONITORING PROGRESS

There is ongoing monitoring of women's' participation, and insights are addressed in a timely and efficient manner.

TRANSPARENT COMMUNICATION

There are high levels of transparency across the organisation. Leaders are open about career opportunities and how they tie promotions, pay and progression.

SOCIAL NORMS

There is an implicit understanding and demonstration of respectful workplace behaviours. Staff feel supported, encouraged and psychologically safe.



ATTRACTION AND RECRUITMENT OF WOMEN

REPUTATION

Organisations have a positive reputation in the broader community and are recognised as an employer of choice.

WORKFORCE PLANNING

The organisation understands future business opportunities and workforce needs. Strategies are informed by demographic analysis, workforce profiling, and analytics.

JOB DESIGN

Job design is optimised to support female participation.

RECRUITMENT AND ENGAGEMENT STRATEGIES

The organisation has optimised the recruitment and engagement activities to broaden its pool of applicants.

SUPPORTED RETURNER PROGRAMS

An employer funded program offering women a supported transition back to the workplace (after a caring related career break, typically up to 2 years).

ADVERTISEMENTS

Channels, language and, imagery used are framed and optimised for women seeking employment.

UNIQUE VALUE PROPOSITION

Organisations can define and effectively communicate the value proposition for employees and understand the value proposition for women returning to work.

SELECTION

The selection process is open, transparent, free of biases, and encourages women to participate in the selection process.



RETENTION OF WOMEN

ONBOARDING

Organisations communicate the activities they have in place to support women who are returning to the workforce.

ENGAGEMENT AND AWARENESS

Policies and opportunities are clear and accessible for all staff to support up-take of opportunities.

PARENTAL LEAVE PROGRAMS

Parental leave programs assist employees to transition in and out of the business when undertaking caring responsibilities, providing clarity around entitlements, supports, and expectations.

CAREER PATHWAYS AND MOBILITY

Flexibility is built into career models with pathways allowing for different life stages and changing requirements. There are clear and well-targeted career pathways and opportunities to access care development options.

ROLE MODELLING AND MENTORSHIP

Mentoring, networking, and sponsorship are in place to support women to enter and progress.

FEEDBACK AND RECOGNITION

Women receive appropriate encouragement and recognition of their skills and how those skills can be used to progress their careers.

Action plan

The action plan (below) can support you to focus, plan and, monitor your efforts. Use the tiles on pages 25 and 26 to help focus your efforts.

ASPIRATION

Build business maturity to introduce a supported Returner Program.

CORE ENABLERS



Strength (Leverage)

These are the tiles on pages 25 and 26 which currently apply to your business, and therefore you can leverage.



Quick Win (Address)

These are the tiles on pages 25 and 26 which your business can quickly implement and are therefore 'quick wins'.



Strategic Priority (Invest)

These are the tiles on pages 25 and 26 which require longer term investment from your business.

EMPLOYEE VALUE PROPOSITION

LEADER SUPPORT

JOB DESIGN

Activities

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> Staff survey to gather employee input on qualities, behaviours and input that make our business great | <ul style="list-style-type: none"> Leaders co-design a behavioural statement around the role of leaders in fostering diverse and inclusive environments. | <ul style="list-style-type: none"> HR team to participate in training to support job design capability uplift. |
| <ul style="list-style-type: none"> Validate message and findings with new employees and community test group | <ul style="list-style-type: none"> Workforce data (including number of female applicants for roles, promotion and attrition) to be presented at monthly leadership meetings. | <ul style="list-style-type: none"> Develop Resource Request Template and toolkit to support managers to think critically about inclusive job design. |
| <ul style="list-style-type: none"> Incorporate EVP into employment brand and advertisements | | |

Measures of success

- | | | |
|---|--|---|
| <ul style="list-style-type: none"> Employees agree that EVP aligns with their experience of the business | <ul style="list-style-type: none"> Statement included in performance agreements. | <ul style="list-style-type: none"> Annual survey reflects increased awareness of inclusive job design across manager group. |
| <ul style="list-style-type: none"> Recruitment data indicates diversification of applicant pool including 5% increase in female applicants | <ul style="list-style-type: none"> Leaders have visibility of workforce participation and lead improvement efforts. | <ul style="list-style-type: none"> Evidence of job diagnosis and re-design occurring across the business. |
| | | <ul style="list-style-type: none"> Awareness of at least three areas of business where a Supported Returner Program might be viable. |

Responsibilities

Who	By when	Who	By when	Who	By when
Natalia T.	November 2020	Kathy H.	October 2020.	Katharine B.	December 2020