



# Leading Issues Journal

November 2016



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ACLW's online Leading Issues Journal started in September 2000. It is published annually. Its aim is to present significant advances in leadership and women's issues in the community and organisations, in Australia and internationally. Articles and interviews focus on views, reflections, research, practice and media discussions.

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#### **Edited by: Dr Diann Rodgers-Healey**

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## EDITOR'S INTRODUCTION

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Women make up half of the nation's workforce but earn only 77 per cent of men's average full-time income, according to the latest gender equality scorecard released in November 2016 by The Workplace Gender Equality Agency (WGEA).

The new data shows that progress continues to be slow and inequality continues to be persistent. The average full-time female employee took home \$26,853 less than the average male employee in 2015-16, with the salary difference rising to \$93,884 at the top level of management. Women are also under-represented in leadership roles: holding just 16.3 per cent of CEO and 37.4 per cent of all manager roles.

However, the scorecard shows improvement in key gender equality indicators with lower pay gaps, greater movement of women into management roles and increased action from employers to address gender equality.

Among the key figures included in the scorecard (with percentage point movement since 2013-14):  
Gender pay gap (full-time total remuneration): 23.1% (down 1.6 pp)  
Largest industry gender pay gap: Financial and Insurance Services: 33.5% (down 2.6 pp)  
Key Management Personnel who are women: 28.5% (up 2.4 pp)  
Employers with policies to support gender equality: 70.7% (up 4.5 pp)  
Employers who have conducted a gender pay gap analysis: 27.0% (up 3.0 pp)  
Appointments of women to manager roles: 42.6% (new data point)

"The data confirms gender pay gaps in favour of men in every industry and the under-representation of women in management and leadership roles...At the same time, it shows employers are stepping up to the challenge in greater numbers with proactive gender equality policies. For the first time, more than 70 per cent of employers reported they have policies in place to support gender equality," WGEA Director Libby Lyons said

This year's report highlights the sharp divide between male and female-dominated industries, showing that 60 per cent of Australians work in an industry dominated by a single gender and graduates are overwhelmingly entering fields dominated by their own gender.

"42.6 per cent of those appointed to managerial roles last year were women. So even though only 37.4 per cent of managers are currently women, we can expect that figure to trend up as more women rise through the ranks. Your boss today is still much more likely to be a man, but the data shows we are moving toward gender equality among managers," Ms Lyons added.

The Workplace Gender Equality Agency (WGEA) in December announced the list of 2016 WGEA Employer of Choice for Gender Equality (EOCGE) citation holders. Despite more rigorous criteria this year 106 organisations received the citation, up from 90 last year and 76 in 2014.

Trends among this year's recipients include:

- flexibility for all employees across an organisation
- programs to support women into leadership and technical positions
- tailored parental leave and return-to-work policies
- supporting men's caring responsibilities
- robust analysis and correction of gender pay gaps.

2016 EOCGE citation holders range from small professional services firms to very large organisations including universities and banks, with male-dominated, female-dominated and mixed industries represented.

See how EOCGE employers are finding new ways to progress gender equality at <https://www.wgea.gov.au/eocge-articles/eocge-employers-find-new-ways-progress-gender-equality>

This edition features a resourceful national website, Centsable that features a range of online resources to access to assist women with financial and other issues of concern. The Baulkham Hills African Ladies Troupe Film which will be released for community viewing in 2017 is a must see film that documents the stories of four African women, Aminata, Rosemary, Yordy and Yarrie who play themselves in a moving film based on their own terrifying experiences of civil war, rape, sexual abuse and violence. The film and original play has been a sell-out success from its very first show. Also included is the new work and published writing of Lin McDevitt-Pugh on Networking and visionary personal reflections on the art of care by Marita Mayengehama, a Registered Nurse.

Best wishes for the festive season!

Diann Rodgers-Healey

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## NATIONAL WEBSITE TO ASSIST WOMEN



By Karen O'Connor

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CENTSABLE at <http://centsable.org.au/> is a national website to assist workers in the community services sector to have informed financial conversations with women on low incomes.

CENTSABLE has gathered in one place handbooks, videos, posters, checklists and web-links for workers to inform clients about the following:

- Concessions and helplines
- Smart loans and budgeting
- Managing bills and money traps
- Domestic and financial abuse

Women's Health Goulburn North East (WHGNE) has provided effective No Interest Loans Scheme (NILS) programs since 2007. With funding from the Ian Potter Foundation, WHGNE has recently launched a national website to assist workers to access information about NILS and other financial options to benefit women on low incomes.

### WHY WAS CENTSABLE DEVELOPED?

NILS worker at WHGNE Karen O'Connor: "I constantly meet with women who are on limited incomes and through no fault of their own are not aware that there are options which could help them to make better use of their money.

They arrive with utility bills they are embarrassed about, but do not realise their concession has not been applied and that they can also ask for it to be back dated twelve months, or that they can apply for a grant to assist. What they then owe is a much more manageable amount! I meet women on low incomes who are paying three times the price for essential white goods through rent-to-buy services because they are just not aware that No Interest Loans are available. I realised that given the opportunity to look closely at their bank statements and debts, in a supportive and non-judgemental way, can lead to potential savings of hundreds of dollars a year for some women. I see many women who believe that they have no hope of ever saving any money and consequently their lives are full of the stress of trying to manage on a restricted income.

Knowing that women experience financial disadvantage far more often than men due to a number of factors including interrupted career paths, part-time work and the pay gap, and that workers are already stretched to the limit, led me to see the need for a resource which would have all the financial information needed in the one website.

Across Australia, three out of four NIL'S participants are women and NILS is often a trusted source of information. So it made sense to develop a website for workers to use when talking to women about money.

We also have a specific Domestic Violence NILS and I am well aware that one of the major factors influencing a woman's decision to remain with an abusive partner is financial dependence. Therefore building women's financial independence and security is critical to enabling women to permanently exit domestic violence.

I want CENTSABLE to change the story so that women on low incomes are informed of all the possible financial services and options, and have the opportunity to improve the financial wellbeing of themselves and their children."

### WHY USE CENTSABLE?

CENTSABLE provides workers with easily accessible information to have informed financial conversations with women. Providing disadvantaged women with relevant options, at a time when they are more likely to be receptive to strategies and ideas to better manage their limited income will make the most of this unique opportunity.

### HOW DOES CENTSABLE WORK?

Workers can:

- Use the interactive guide 'LET'S TALK ABOUT' at <http://centsable.org.au/wp-content/uploads/2015/02/310316-Centsable-Financial-Wellbeing-Guide.pdf> to have conversations with clients to identify issues and challenges that reduce their capacity to manage their money well.
- Raise awareness of money traps with posters about payday loans and rent-to-buy compared to a No Interest loan.
- Get the conversation started with posters about financial abuse
- Hand out to clients the TIP SHEET for less financial stress.
- Listen to one woman's story of financial abuse. <http://centsable.org.au/domestic-violence/financial-abuse/a-woman's-experience-of-financial-abuse-audio>.
- Keep up to date with what is happening in the community sector by subscribing to the e-newsletters listed.
- Learn about the FOUR STEPS to respond effectively to domestic violence.



Centsable provides information about domestic violence services such as the information below. Domestic violence is about POWER and CONTROL. It can be financial, physical, emotional, social, spiritual or cultural.



DOMESTIC ABUSE INTERVENTION PROJECT  
 202 East Superior Street  
 Duluth, Minnesota 55802  
 218-722-2781  
 www.duluth-model.org

You can find more information by searching 'domestic violence counselling and support' for your location at <http://centsable.org.au/>

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## THE BAULKHAM HILLS LADIES AFRICAN TROUPE

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***The Baulkham Hills African Ladies Troupe*** is an inspirational new documentary, celebrating the remarkable resilience and spirit of four African Australian women from Eritrea, Kenya, Guinea and Sierra Leone.

Traversing four decades and four African countries, *The Baulkham Hills African Ladies Troupe* Film follows these bold and charismatic women work through their harrowing pasts to come to perform in front of sell-out audiences.

The four African women, Aminata, Rosemary, Yordy and Yarrie play themselves in a moving story based on their own terrifying experiences of civil war, rape, sexual abuse and violence. Aminata, Rosemary, Yordy and Yarrie all fled violence and sexual abuse in their homelands, eventually finding a safe haven in Australia. For years they each held their pain within, until they decide to join a theatre group and speak out.

Under the nurturing guidance of acclaimed theatre director Ros Horin, the four women came together to let their life stories be transformed into an extraordinary theatrical experience, which became a sell-out success from its very first show.

Filmed over three years this new documentary charts the personal journeys of Aminata, Rosemary, Yordy and Yarrie, from their first theatre group meeting through trauma, healing and public triumph, as *The Baulkham Hills African Ladies Troupe* travels from western Sydney, to the city, to the international stage.

*The Baulkham Hills African Ladies Troupe* had its World Premiere at the Sydney Film Festival in June and was named one of the top five Australian documentaries in the Audience Awards. Following two sell-out screenings at the Melbourne International Film Festival, it came third in the Audience Awards for documentary.

The film is an extension of the work of *The Baulkham Hills African Ladies Troupe* theatre



production in western Sydney. Going international, the film has enabled the troupe a chance to share their message of hope and support to women and children who have suffered, either in the context of war or in a domestic situation, around the world.

Following the premier sell-out season at Riverside Theatre in May 2013, the production went on to play a further 5 week sell-out season at Sydney's prestigious Belvoir. The play was subsequently invited back for a return season at Riverside in 2015, followed by another separate season at the Sydney Opera House.

Then the Baulkham Hills ladies were invited to tour to the UK. The show was performed as a centre-piece of the WOW FESTIVAL (Women of the World Festival) at the prestigious Southbank Centre in London in March 2015. It also toured to the Nottingham Playhouse.

Film-maker, Dr George Miller, AO has remarked:

*In the theatre it was a remarkable and unforgettable piece. Not only because of the powerful mosaic of stories told by the women, but that it achieved that rare thing...it transcended the immediate subject matter. It leapt from the specific to the general, illuminating deeper truths.*

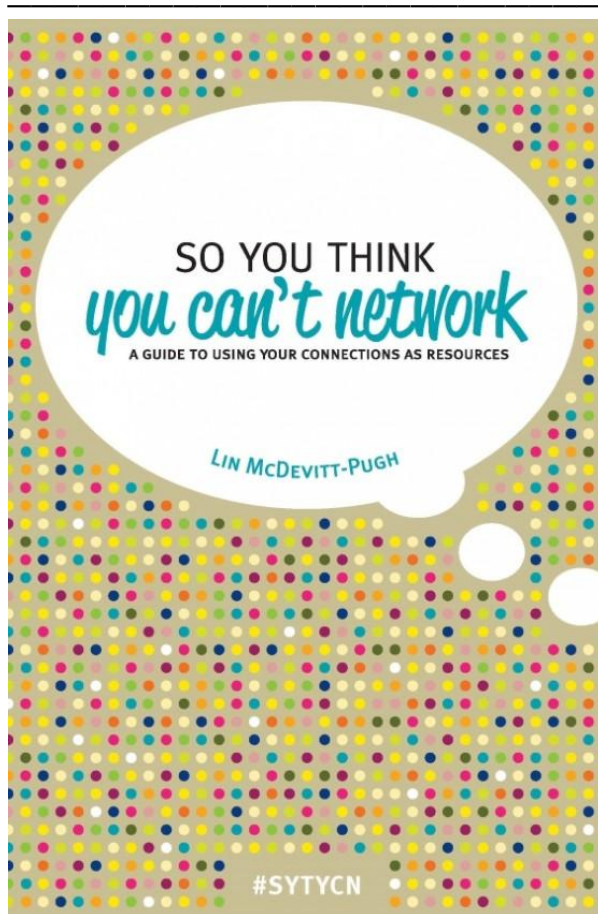
Trailer of the film can be seen at:

[https://www.youtube.com/watch?v=OIUrvM\\_tKxI](https://www.youtube.com/watch?v=OIUrvM_tKxI)

The film will have community screenings throughout 2017. People can also request a screening via the film website: <http://africanladiestroupe.com/where-to-watch/>

## So you think, you can't network

By Lin McDevitt-Pugh



Lin McDevitt-Pugh was born in Australia. She moved to the Netherlands to network and stayed. She works around the world as a gender expert and network expert. Lin is author of the book *So You Think You Can't Network*. Read Lin's Introduction to her book.



Each one of us is connected. This is what lies at the heart of networking. Networking is more than going to local and industry meetups. It's about how you engage with and leverage your existing contacts.

Whenever you take on anything that is more than what you can take on by yourself, you will probably use your networks. Whether it is learning a new skill, making crucial changes in the way people interact in the workplace, or bringing public attention to an issue that is close to your heart, you will no doubt bring in other people. The question is: do you engage the people you know and the people you meet as well as you could? Open door. The answer is probably not.

That is because most people have not explored what it is, that networks provide. You may know who is in your network, but you may not know what resources are in your network. To illustrate this point: when you go to a conference and it gets to the 'drinks' moment, sometimes called the 'networking event', who do you talk with and what do you talk about? Do you walk up to a stranger to give them your embossed business card, and chat, and make notes on the card about what this person is interested in? Or do you find the people you know and have chit chat about your next holiday, make a pub date with them, and maybe share generalities about how work/research/your project is going?

Or do you follow up on a previous conversation, tell the person what you are up to, tell them what kind of resources you need, and ask them what they are up to and what kinds of resources they need to take whatever it is that they are up to, to the next level? And when you find out what they are up to, do you think of all the people you know and offer to connect this person with people – resources – they may find useful?

In my research on the added values of employee networks to companies<sup>1</sup>, I discovered I had entered a field that was wholly unexplored in management studies. As philosopher Manuel Castells argues: “On the one hand, [networks] are the most adaptable and flexible organizational forms, so following very efficiently the evolutionary path of human social arrangements. On the other hand, in the past they could not master and coordinate the resources needed to accomplish a given task or fulfill a project beyond a certain size ... Thus, in the historical record, networks were the domain of the private life, while the world of production, power, and war was occupied by large, vertical organizations, such as states, churches, armies, and corporations that could marshal vast pools of resources around the purpose defined by a central authority.”<sup>2</sup>

My research interfaced current theory on human resource management with network theory (mostly being produced in the academic realms of sociology and anthropology). I found that formal and informal networks, whether managed around sexual identity, gender, age, ethnicity, religion or a diversity of other characteristics, can contribute to human resource management, to productivity, to building trust in the organization. Networks, I found, have three defining characteristics: they give all the people in the network access to people that are beyond the reach of most members of the network (a structural benefit); they are uniquely capable of building competitive knowledge (a cognitive benefit); and they operate in the realm of trust/distrust, insider/outsider (a relational fact that may or may not be a benefit).

I interviewed HR managers, diversity network leaders and diversity network members in six Dutch corporations. I found that the networks were offering more than the corporations were able to handle. The corporations were not yet equipped to capitalize on the value of the interconnectivity between their employees, and were ignoring the value that the vast network of connections their employees have with people and resources outside the company offers.

As it happens, my interest is not so much in the success of corporations but rather in the success of people to live fulfilled lives. I wanted NGOs, entrepreneurs, schools and individuals to benefit from what I found out about how to make the best use of the networks you have and developed a series of workshops. The workshops have been delivered in the Netherlands, Australia and several countries in Africa, to entrepreneurs, schools, NGOs, universities and public administrations. In these workshops, I illustrate points with both examples from my own networking background promoting women’s rights and LGBTI rights and with the stories of the women and men who have attended my workshops. At the core of the workshop is developing mastery in four key networking behaviours. The first is: know what you need. Let other people know what you are up to. The second is: recognize that your goals in life are bigger than you. Let other people know what you need. The third is: recognize that you are a resource for other people. Ask how you can contribute to them. And the fourth is: when asked, give generously.

The book is practical. Kinga Jelinska, international reproductive rights activist, describes the book as “A powerful insight into what networking is really about - connectivity, honesty, passion and courage to have things done because our ideas matter and are bigger than ourselves.”

*So You Think You Can't Network* is available at: [https://www.amazon.com/You-Think-Cant-Network-connections/dp/9463010416/ref=sr\\_1\\_1?ie=UTF8&qid=1468240887&sr=8-1&keywords=so+you+think+you+can%27t+network](https://www.amazon.com/You-Think-Cant-Network-connections/dp/9463010416/ref=sr_1_1?ie=UTF8&qid=1468240887&sr=8-1&keywords=so+you+think+you+can%27t+network)

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<sup>1</sup> McDevitt-Pugh, L. 2008. “GLBT Corporate Networks in the Netherlands: An Exploration.” Unpublished Masters of Business Administration dissertation, Henley Management College, UK.

<sup>2</sup> M. Castells, and G. Cardaso (eds). 2005. *The Network Society; From Knowledge to Policy*. Washington, DC: Center for Transatlantic Relations.



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## PERSONAL REFLECTIONS –

### The Art of Care is the Ideal Care Concept

By Marita Mayengehama

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My name is Marita Mayengehama Care Team Manager for Warena Gardens BaptistCare. I have worked as a registered nurse and a midwife from the 1985 to date. I have worked in Zimbabwe, Great Britain and Australia and gained vast wealth of knowledge and experience in nursing. I am a wife, a mum, a carer and a bread winner for my family. I work full time as a Clinical manager in an Aged Care Facility. From 2007-2011 I ran a home business successfully on food distribution with the help of my family. I serve in my church as a worship singer, I am in the hospitality team, in women's ministry leadership and I sit in the church board as a secretary. I am also a volunteer in the Vana Ministry, a charity organisation in Zimbabwe founded by an Australian couple in Queensland. I help raise money

every year for the ministry and have done so for the past 4 years. In the past 4 years I have walked with a group of supporters here in Sydney we have raised the most amount Australia wide.

My passion is unconditional care and what drives is "Do unto others what you want done to you". I am a Christian and my beliefs and values are centred on word of God. I have worked for Moran Health Care for 6 years and looked after the elderly. I joined BaptistCare in 2010 where I am working as a Care Team Manger to provide care for the elderly. My achievements and contributions have always been centred on providing comprehensive care to the elderly, creating strong teams of carers that can care passionately and remain united and committed to their care work. I have mentored young RN's and carers who have a passion for care in the industry and helped them establish their own careers. I created good relationships with families of those I have cared for in order to provide the best care to their family members.

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## THE ART OF CARE IS THE IDEAL CARE CONCEPT

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Having worked in the aged care industry for more than 14 years I have come to the conclusion that we cannot separate caring from humanity. The two go together and whatever we do to care we need to work from the heart if we are to do it effectively. It's not everybody that has the capacity to care for old people. Hence the need to ensure that industry is well represented.

Care is not about showering, grooming and feeding only, but certainly something much bigger than that. I have been looking at all sorts of definitions for the word CARE and these are the synonyms that came along; safe keeping, supervision, custody, charge, protection, keeping, control, management, ministration, guidance, superintendence, responsibility. The ART of CARE that I am advocating for has not been embraced by the Industry as much as it should. There is a level of care that should be afforded for them to feel that they are in a home. A home is not just made out of the building, fancy furniture, and rules/regulations alone but it is also made out of the people who care. The atmosphere of a home is set by the people. Until we establish that the people who come to care for the elderly are passionate about care and understand care then we still have a long way to go in achieving the goal of Care.

I totally understand that the industry is big business but what drives us should primarily be the care and then focus on the profit. The care cannot be compromised for profit at all. Even though we are caring for a bigger number of people in homes the concept of a home and of care and love cannot be ignored. It requires a lot of emphasis that is ongoing and staff should attend as many courses to care and love the elderly just as they should attend training for skills, knowledge and legislation. Staff should have a mindset that persuades them to care more than to carry out tasks. The Industry should be as concerned about the quality of care just as they are concerned about every level of compliancy. We are mandated to look after these elderly people with love, respect, and strive to maintain their dignity and comfort. We need to make give them a quality life during their last phase of their lives. They deserve to be appreciated as citizens and to be cared for in their vulnerability. They should never regret life in a nursing home and it is about time those decisions are made in higher offices to achieve these goals of giving our elderly a decent and worthwhile phase of life.

The industry is full of care providers who are task orientated but do not attend to the matters of heart. They don't do it purposely but they are under pressure to complete tasks. Completing a task for an elderly person is not the same as a younger one. Until issues like time, cognition and ability to do task are reviewed for the elderly the recommended ratios of carers for the elderly will never be effective. Decision makers need to review the numbers of those in need of care and carers. The care providers should be involved in creating the right ratios which will enable those who care for old people to do so well and effectively.

Staff are pressurised by the work load and expectations from families and so they push to meet the target but they fail to connect with the one who needs the care in the process. The weakness of staff being task orientated seems to have taken over in the care industry and the ability to connect with the care recipient is not being achieved. Care should be remoulded not only to be specific but to be effective and the results should be evident. At the moment the number of complaints from residents and family show that the Care concept is not ideal and something is missing.

The most crucial aspect of the industry is the resident. As long as the financial resources are not targeted at the CARE of the resident and the one directly looking after them then the elderly are not going to benefit in this industry. Emphasis should be on the resident and the one standing immediately next to the resident. The one who is there to see the resident eating, showering, walking etc. should be addressed first. The organisations can then structure their business and bring in other players to make the business successful after the ART of care has been established and achieved. I know that bringing an elderly person will never replace their homes but we should allow them to feel that the place is a home away from home. Elderly people deserve a chance to live their last phase of life comfortably and their families should be afforded that opportunity as well through the advocacy of the ART of Care. So many old people and their families have been disappointed by the system and something can be done and should be done very urgently.

The ART of Care is not rocket science. It requires the care provider to be prompted to have a heart that is patient, caring, considerate and loving. Some of these aspects are not highlighted in school but they should be highlighted in the industry when recruitment, induction and orientation is taking place. These should be pre-requisites for every care provider; otherwise we might as well leave these elderly folk in their homes if we can't care for them.

The availability of care providers are the reason why the old people are relocated into these facilities. The care is given 24 hours a day and the needs differ with time and with health challenges. It's time the government seriously looked at the care being given and ask whether it is appropriate for us when we age. We need our elderly to be safe and comfortable but if they are being left in the hands of very few over worked and frustrated people they become even more vulnerable. We cannot afford neglect in the aged care industry, and we cannot compromise Care for profit. Something has to be done urgently to address this. The elderly are frail and it is not hard to figure out what sort of help they want. You only

need to look at them to know what they need. They need help and help comes from the one standing next to them. Their quality of life can be improved by addressing this matter.

We owe our elderly community effective care and it should be reviewed and addressed with a sense of urgency.

**My heart's desire for this industry is to see the following achieved:**

1. To transform the training transcript for care providers and introduce the ART of CARE, caring from the heart.
2. To add the ART of Care in the audit process and hold each facility accountable for the Care they provide.
3. Ensure those who are passionate about care are employed.
4. Training staff to communicate better for the benefit of the resident.
5. Promote the CARE career and invest in it to attract the right people.
6. Cut on unemployment levels by prompting the untapped community that is capable of this kind of job and give them support all the way.
7. Empower the community with Caring skills and promote the ART even in Home Care and Community nursing.
8. Change the mindset of those who provide care and allow them to take pride in their career.
9. Remove the stigma on the Care industry and persuade people into the industry by promoting excellence in the way things are done and to setting a benchmark for excellence in the ART of Care in the Aged Care Industry.
10. Prompt our nation realise that the elderly folk deserve better even in their vulnerability and frailty.
11. Ensure the elderly are given back their voice and well protected by recruiting people who genuinely care for them.
12. Create an opportunity for this concept to be practiced in the industry.