



# Women Driving Success

Tony Gibson | April 2014

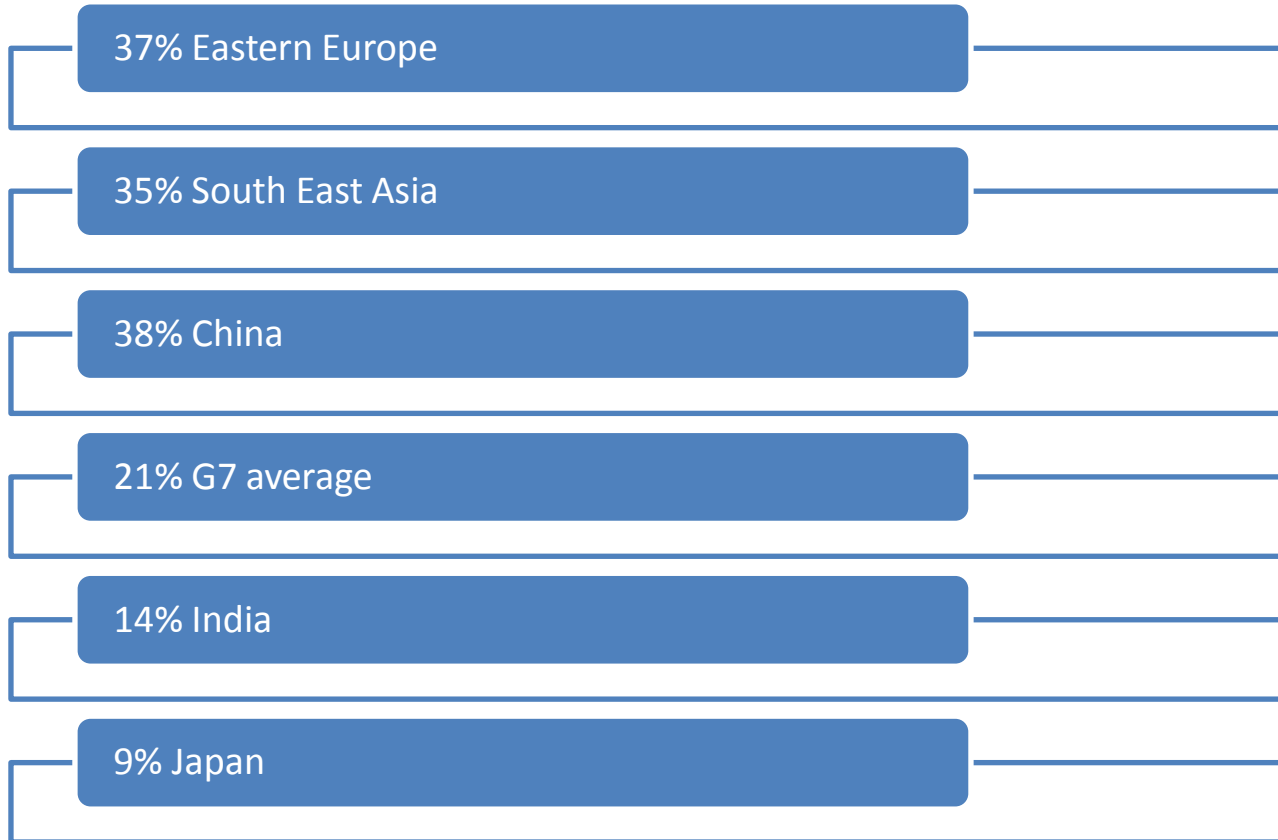


I am proud to support women – it makes good business sense

But I am not so sure every agrees with me when I see these figures which represent women in senior positions in some of the most female friendly countries on the world.

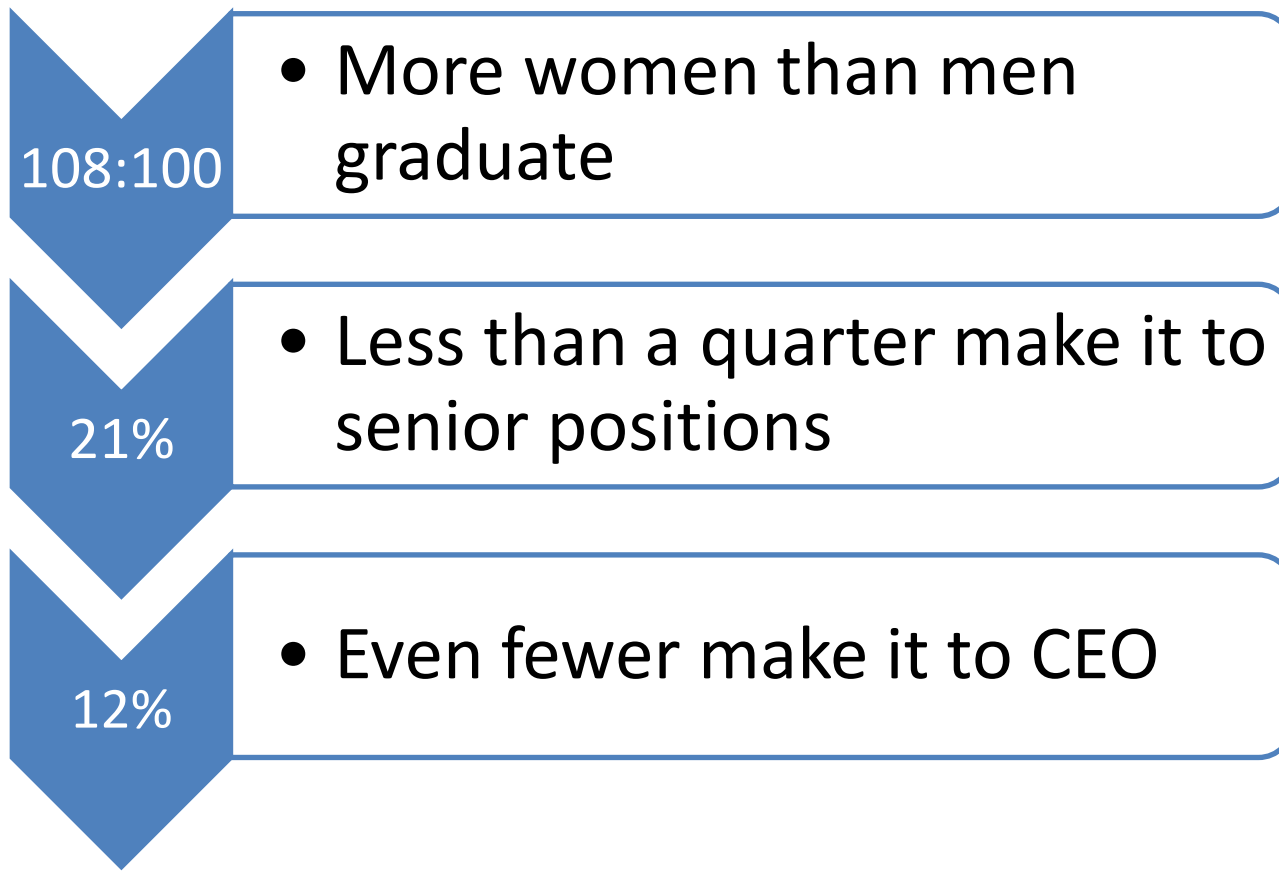
	2012	2013	2014	
UK	20%	19%	20%	
Australia	24%	22%	22%	
New Zealand	21%	24%	31%	
Source: GRANT THORNTON INTERNATIONAL BUSINESS REPORT				

# Some regions are better than others!



Source: GRANT THORNTON INTERNATIONAL BUSINESS REPORT

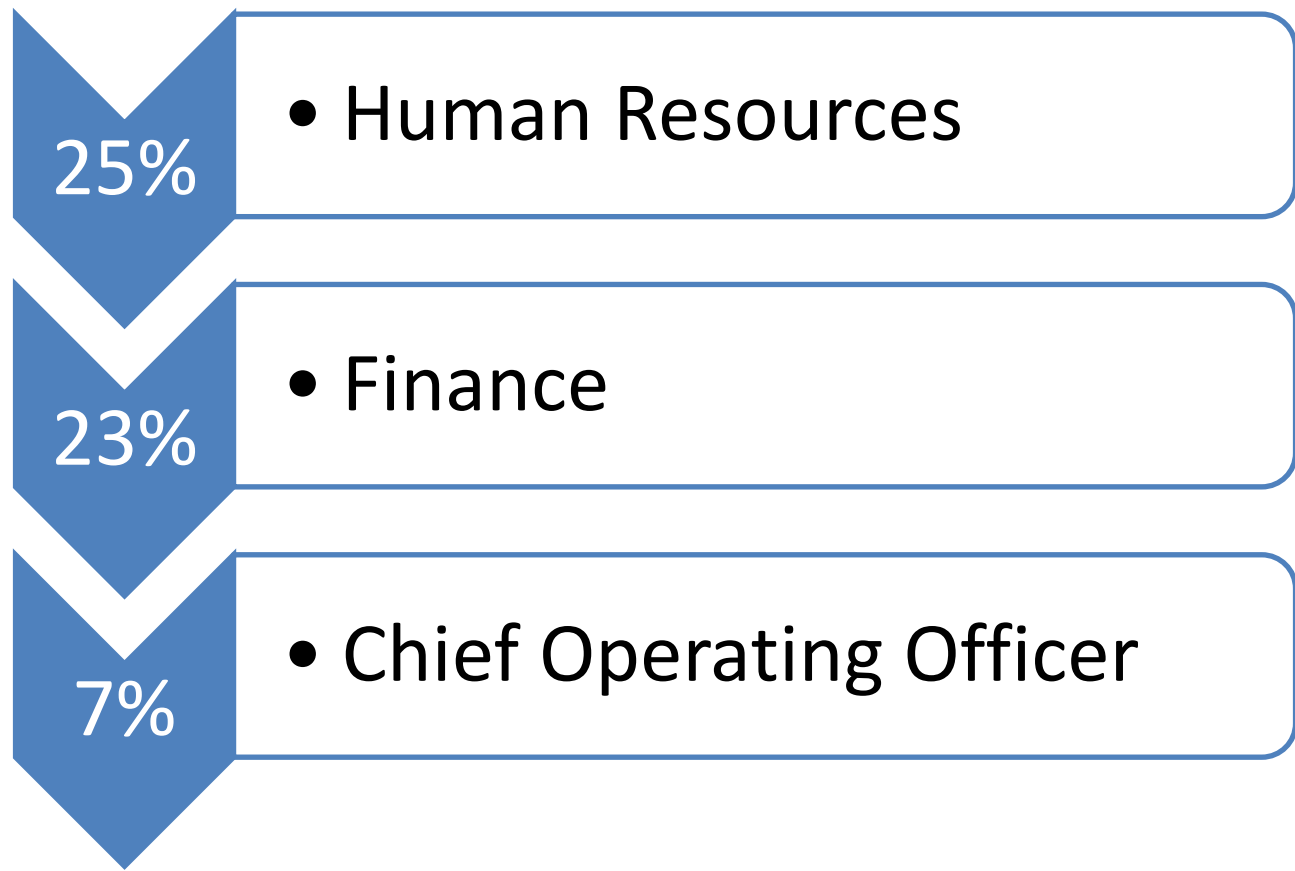
## Some Facts: Global Averages



- Women currently hold the top job at 4.6% of Fortune 500 and Fortune 1000 companies.
- They held just 14.6% of executive officer positions at those firms last year.
- While those figures are rising (in 1995 no Fortune 500 company employed a female CEO) change has been slow.

*Source: Brande Stellings, of Catalyst (a nonprofit that tracks women in business) reported in the Wall Street Journal, March 2014.*

## The Position Breakdown is Revealing



## *The Historical Situation at Ports of Auckland*

- POAL has traditionally been a very male dominated environment, largely due to the very physical requirements of the job.
- Where there were women in Ports, they tended to be in administrative and support roles rather than in substantive positions.
- In the isolated cases where women did reach senior positions it tended to be in the traditional corporate areas such as finance, and communications.
- Before 2011 there had never been a women at Executive Level.

## *Our Context for Change*

- Advances in technology mean that the need for physical strength is reducing.
- A better understanding of the core competencies required for each job has clarified our skill needs.
- Statistical, logistical and problem solving skills, with innovative and customer focussed thinking have become the key skills we are looking for.
- These skills are in short supply.
- **By overlooking women, we are reducing our potential choice of skilled workers by 50%.**

# What We've Been Doing

- The first thing we needed to do was to level the playing field by changing our recruitment processes.
- We had been relying heavily on longevity of experience, which heavily favoured men.
- We have moved to a more skill based approach, relying on actual competency.
- This meant women had a more equal opportunity to compete for positions.
- When we restructured and were appointing to people to management roles based on competency, many women emerged as high contenders. Some would have been overlooked under our previous recruiting practices.

## What We've Been Doing

We are working on a range of initiatives to attract and retain our best women:

- Selecting managers based on leadership ability rather than just experience and longevity
- Rethinking career pathways
- Introducing aptitude testing for roles to create a level playing field for both men and women.
- Reducing barriers for women e.g. flexible work hours.
- Reducing unconscious discrimination.
- Creating support networks for women.

# What We've Been Doing

- Identifying core leadership competencies and using these as the base for all managerial appointments.
- No quotas for women but when these competencies were applied a number of women stood out who had previously been overlooked.
- Appointed our first woman to the Executive Team.
- Appointed women into key senior operational management roles.
- Several other women identified as future operational managers, in areas such as Port Infrastructure, Planning and Logistics.

## Selecting for Skill and Leadership Ability

Selecting on skill and leadership ability led to the appointment of our first female Executive in 2011.



Diane Edwards  
General Manager People  
and Processes

# Selecting for Skill & Leadership Ability

It has also lead to several significant managerial appointments for women who had previously been overlooked for senior roles (2 are here today).



Angelene Powell – Manager Organisational Development and Business Improvement (formerly Manager Control and Planning)

Leigh Robins  
Manager Marine  
and Cruise

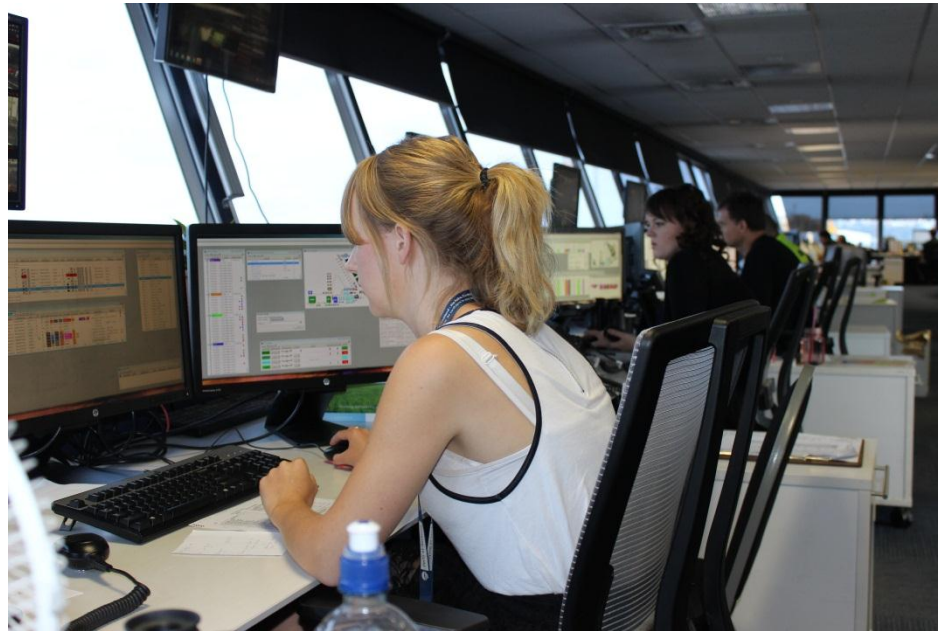


# Rethinking Career Pathways

- We questioned whether it is really necessary for straddle drivers to have spent several years as lash hands.
- We developed stevedore career paths that are competency and performance based, rather than time based.
- We are giving women access to career pathways based on their skill and potential, opening up new opportunities for progression.
- More consideration is being given to the provision of cross departmental experience e.g. stevedores seconded to control and planning, project work etc.

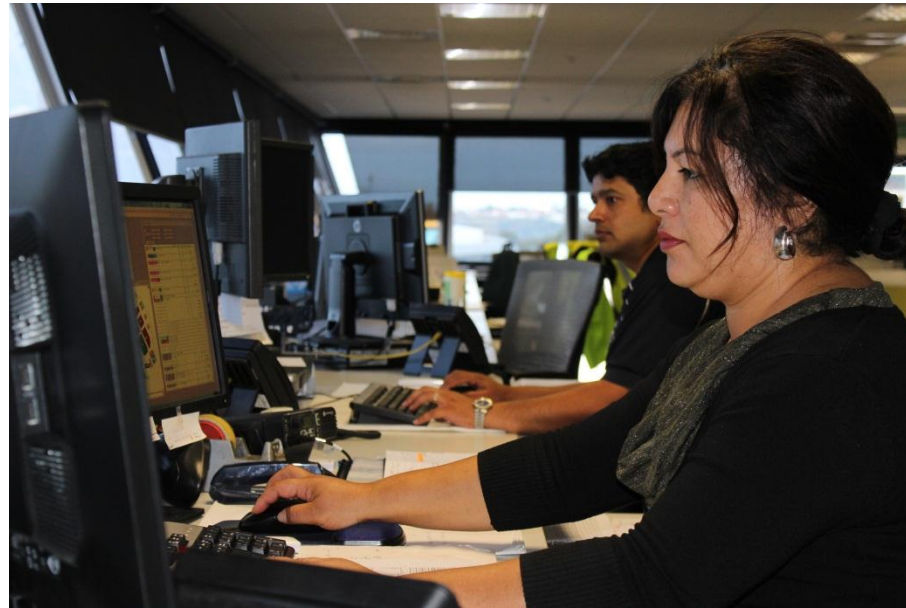
# Rethinking Career Pathways

Following recruitment into stevedoring roles less than a year ago, Hayley Kirwan and Megan Howson showed exceptional promise and were given the opportunity to train as controllers.



## Rethinking Career Pathways

They join Liz Lui who was a controller but is now a competent ship planner. She is also gaining experience through project work assisting with the development our new terminal operating system.



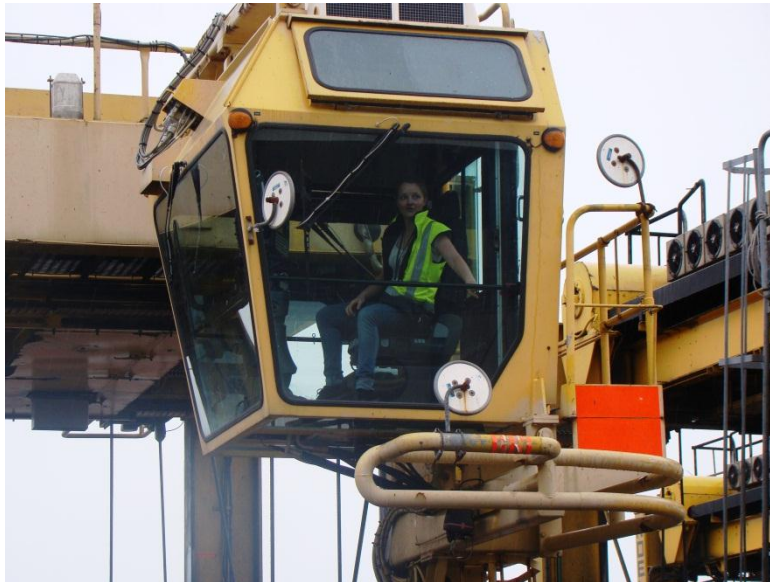
# Introducing Aptitude Testing

- We used 6 Sigma methodology to identify the reasons for training and performance discrepancies.
- We realised that we needed to pay more attention at the recruitment stage.
- We introduced aptitude testing as a recruiting tool for crane drivers.
- We benchmarked those recruited following aptitude testing against those recruited under or previous practices.
- We've reduced training times by 25% while increasing our crane rates – our aptitude tested recruits are out performing long time crane drivers. The top performer is a woman.
- This approach was so successful we are now extending it to other roles.

# Aptitude Testing

Aptitude testing for stevedoring roles has unearthed some amazing female talent

Alanna Migliacci is showing the men the way when it comes to productivity.



## Aptitude Testing

And our stevedore recruit Johanna has just become one of the world's youngest female qualified crane drivers by outshining all the male applicants on the aptitude test for crane driving.



# Creating a more flexible roster system.

- Flexible and/or part time work is more readily available.
- Some shifts can be tailored to fit in with specific commitments e.g. around school start and finish times.
- Operational requirements still have preference but we find we can accommodate most of the time. We expect get better at this as people adapt to flexible rostering.
- Good for both men and women who are balancing work and home lives.

## What Has Changed



Most of our male managers are very supportive of women in business. However, they have needed some education about ways in which they have been unconsciously discriminating.

# Unconscious Discrimination

Examples of thing we are being educated about:

- Boardroom has no bathroom facilities for women (it took a female Executive to point that one out!)
- Insisting that all stevedores must start as lash hands (our catalyst for reviewing job skill sets).
- Always assuming in workshops that the women in the room will be scribing (even the women had not noticed this until it was pointed out).
- Forgetting to consider the differences between male and female body shapes when purchasing work clothing (previously women put up with it but now we now have suitable protective clothing and shoes for both sexes).

# Creating Support Networks

- Internal morning teas and mentoring sessions for women working in stevedoring.
- Involvement of our senior women in IAPH committees (Communications, Cruise and Women's Forum).
- Linking our women to WISTA NZ – one is a founding Board member).
- Sponsoring Global Women (an association for top business women involved in international trade and overseas development) bringing development opportunities for our most senior and high potential women.

# Women Driving Success

These initiatives are now all paying off.

- Our women are contributing at every level.
- They are leading a shifting change in culture.
- A disproportional number of women are now in our top 10% of performers.
- Following an objective assessment of our high potential staff across all areas, where gender was not even being considered, we found that the majority of our highest potential staff were women.

# Women Driving Success

- At Executive level our female General Manager has played a critical part in the helping me manage the major changes needed to modernise our port.
- At Manager level, our 6 Sigma and business improvement programme is led by a women who is driving and supporting others to deliver the key changes we need at operational level.
- On our front line our female straddle drivers are leading the way on productivity. The same is beginning to happen with crane operations.
- Our women are also driving proactive change on the ground by taking the initiative on continuous improvement.

# Women Driving Success

- Female stevedores recruited under our new system are achieving on average 1.28 extra moves per hour than their young male colleagues recruited under the same system.
- When compared to an average of our long standing stevedore workforce, they achieve on average 2.46 more moves per hour.



## Women Driving Success

The highest rating woman was achieving an average of 2.69 moves per hour more than her contemporary male colleagues and a staggering 4.43 more than the stevedoring average.

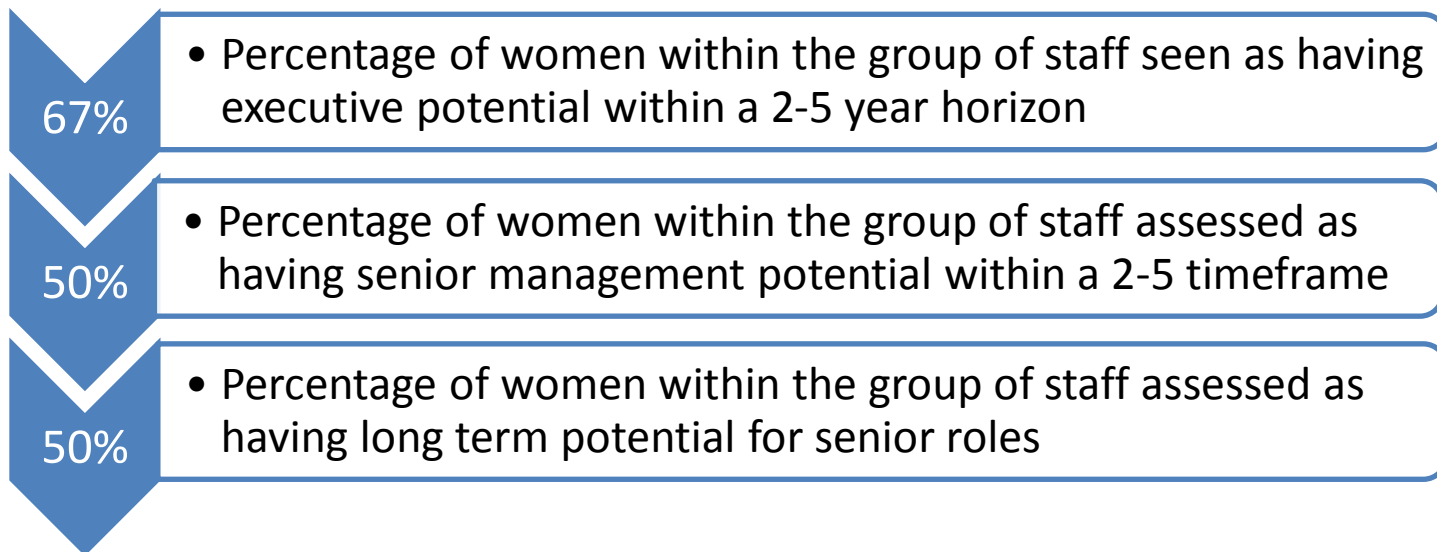
She is driving success because the competitive instinct has clicked in  
**men don't want to be shown up by a woman!**

This has contributed to a steady rise in overall productivity.



# Women Driving Success

And our future is looking good



This is exactly where we would expect it to be – men and women represented in roughly equal numbers, achieved through the recognition of competency and performance – not quotas.

# One Last Thought

