

# Step out with Confidence

LGMA - Tasmania

Jude Munro  
Chief Executive  
Brisbane City Council

12 March 2010

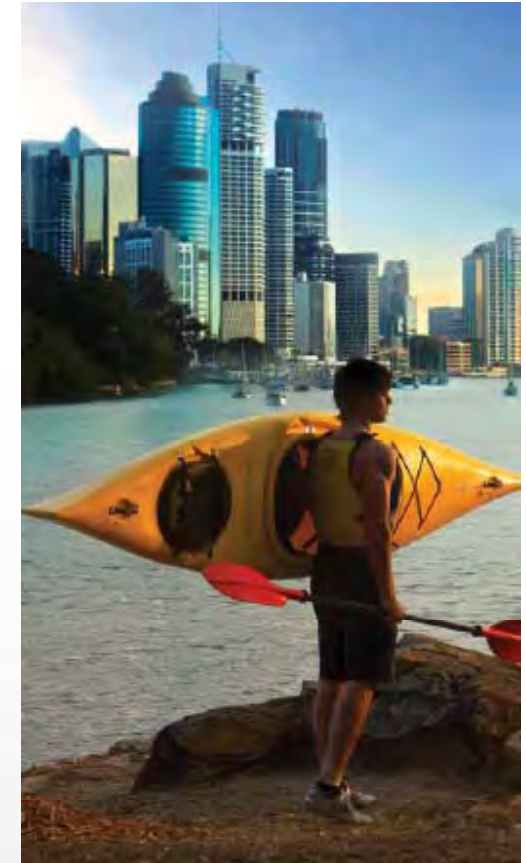


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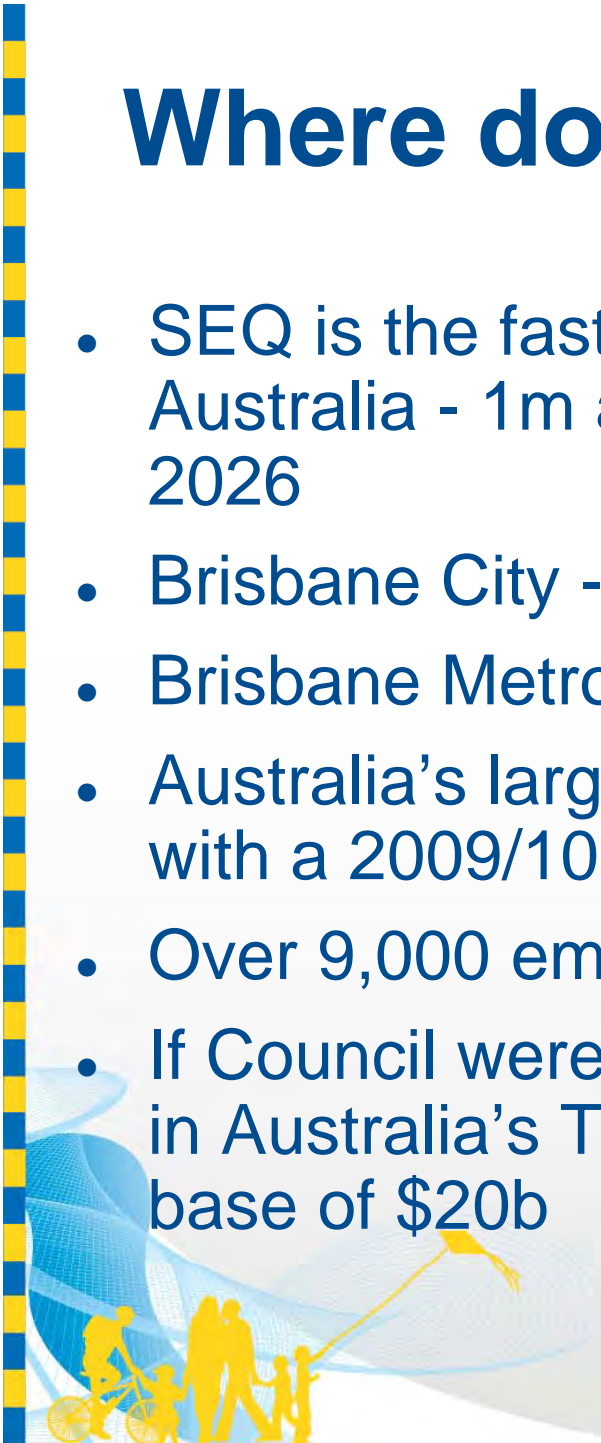


# Where does Brisbane sit?

- SEQ is the fastest growing region in Australia - 1m additional residents by 2026
- Brisbane City - current pop 1m
- Brisbane Metro - current pop 1.8m
- Australia's largest local government, with a 2009/10 budget of \$3.45b
- Over 9,000 employees
- If Council were a company, it would be in Australia's Top 40 - with an asset base of \$20b



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# Brisbane is in the business of ...

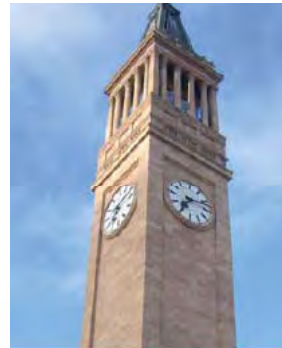


Libraries



Waste

City Administration



Community and Health



Traffic and Transport

Planning and Building



Environmental Management





**So how did I get here?**

# My Career

- Born in Fitzroy, Melbourne 1951
- Grew up in Port Melbourne.  
Educated at MacRobertson Girls High School
- Part-time waitress, factory hand - 1970-1975
- Media officer, Australian Union of Students - 1976
- Victorian Teachers' Union - Sexism in Education Project - 1977-80
- Regional Social Planner, Community Services Victoria - 1980



**Australian  
Union of  
Students**



# My Career

- Regional Manager, Community Services Victoria – 1985
- Director, Home and Community Care (HACC) – 1986
- Director, Child Development Care - 1986
- Executive Director, Operations - 1987
- Regional Director, Inner East - 1987



# My Career

- CEO, City of St Kilda - 1991
- Interim CEO, City of Moreland - 1994
- Manager - Recreation and Health, City of Brisbane - 1994
- CEO, City of Adelaide - 1997
- CEO, Brisbane City Council - 2000



Moreland City Council



A grayscale photograph of several runners in motion on a track, with the text 'My inspirations' overlaid in a bold blue font. A vertical decorative bar with alternating blue and yellow segments is on the left side of the image.

# My inspirations

# Dame Roma Mitchell



- Born 2 October 1913, died 5 March 2000 (age 86)
- Admitted as a barrister 1934 (age 21)
- Queen's Counsel 1962 - first woman QC in Australia (age 49)
- Judge of Supreme Court of South Australia 1965 - first woman appointed to a superior court in Australia (age 52)
- First Chair of the Australian Human Rights Commission 1981-86 (age 68-73)
- Chancellor of University of Adelaide 1983-1990 - first woman Chancellor of a major Australian university (age 70-77)
- Governor of South Australia 1991-1996 - first woman Governor (age 78-83)
- Chair of the Ministerial Board of the Ageing in South Australia (age 85)



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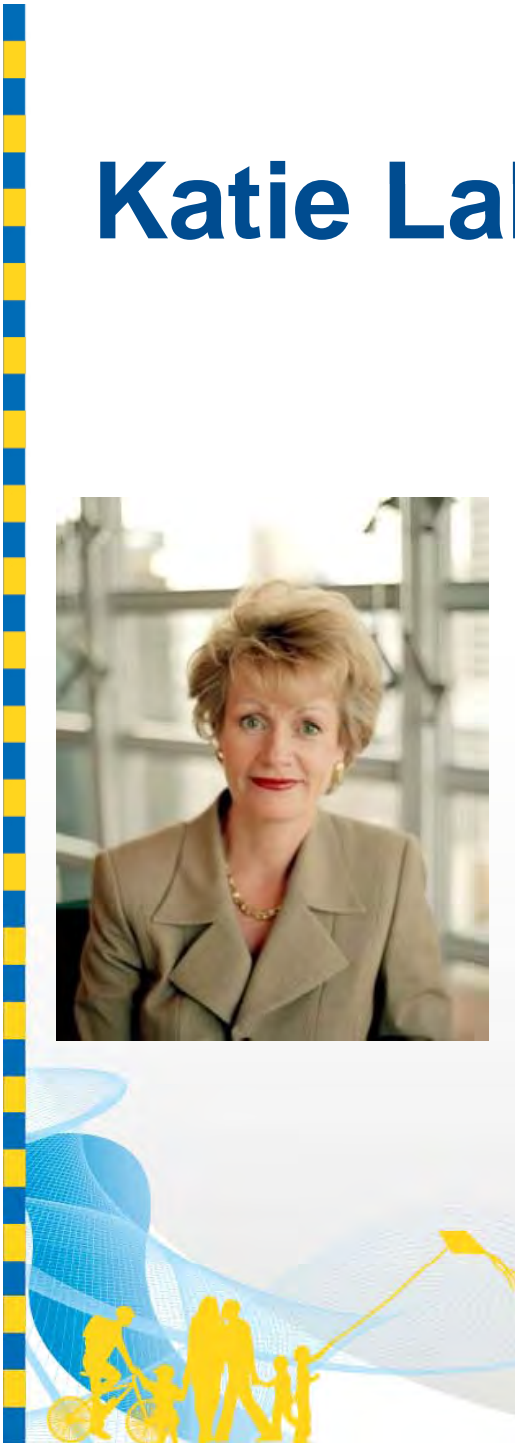
# Katie Lahey



- Bachelor of Arts (Hons) and MBA Melbourne University
- Victorian Public Service positions, including Deputy Director General of the Department of Property and Services
- 1989 to 1992: Chairman and Chief Executive of the Victorian Tourism Commission
- 1993 -1995, CEO Sydney City Council
- 1996-2001: CEO of the State Chamber of Commerce (NSW) for five years. Developed Sydney 2000 Olympics Commerce Centre and launch of Chamber's on-line strategy
- Since 2001 Chief Executive of the Business Council of Australia
- Director of David Jones Limited, the Major Performing Arts Board
- 2003: awarded Centenary Medal for her contribution to Australian Society in the area of business Leadership



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# Ann Sherry



- Ten years in the Victorian public sector.
- 1987-89 Director of the Office of Pre-school and Child Care
- 1990-91 Director, Primary Care, Health and Community Services
- First Assistant Secretary of the Office of the Status of Women advising the Prime Minister
- Has now been with Westpac Group for over 10 years
- 1995: Human Resource function for the International and Institutional Bank, Team Manager for HR, change management and public affairs for the merger with the Bank of Melbourne.
- 1999: Group Executive People and Performance
- 2000: CEO Bank of Melbourne
- 2002: CEO of Westpac Trust (5,500 staff, 1.3 million customers)
- First female CEO of a bank in NZ.



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# Elizabeth Proust



- BA (Hons) La Trobe University & Bach. of Law, Univ. of Melbourne
- Seven years with BP Australia International Ltd.
- 1982: Advisor and then Principal Advisor to Premier of Victoria
- 1987: Dep. Director-General of the Department of Industry, Technology and Resources
- 1988: Secretary of the Attorney-General's Department (Vic)
- 1990: CEO of Melbourne City Council
- 1995: Secretary/CEO of the Department of Premier and Cabinet (Vic)
- 1998 - 2005 ANZ - finishing as Managing Director, Esanda.



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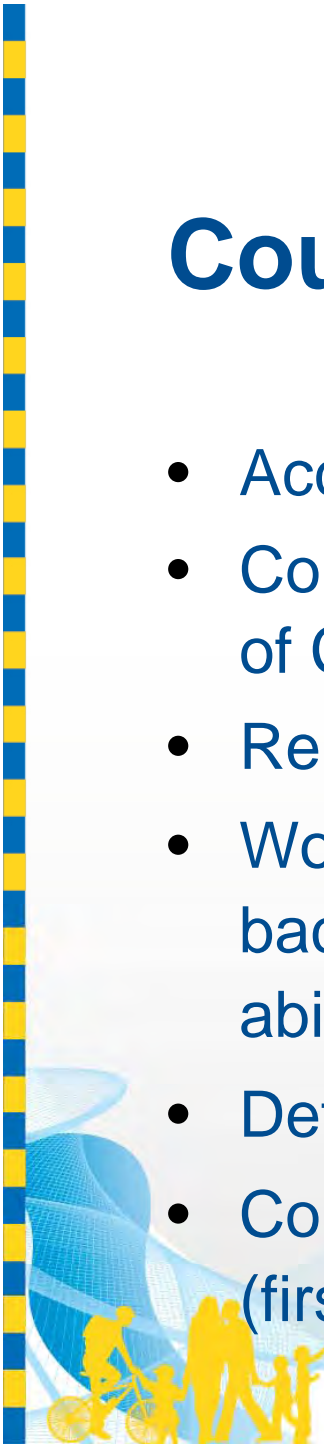
# Inspiring Council

# Council's Vision and Commitment

- Accessible & inclusive city (Vision 2026)
- Council to be known as a diversity-friendly Employer of Choice
- Representative of the community
- Workforce to be made up of employees with different backgrounds, cultures, racial origins, ages, genders, abilities, and experiences
- Defining diversity broadly and inclusively
- Commitment to employing EEO groups since 1991 (first EEO Committee)



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# BCC Workforce Data - Gender

Women in BCC (3378)	33.7%
Women in Senior Management Roles	23.0%
Women in Chief Executive Role	100.0%
Women in EMT	22.2%
Elected Local Government Officials	44.4%



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# How does Council compare?

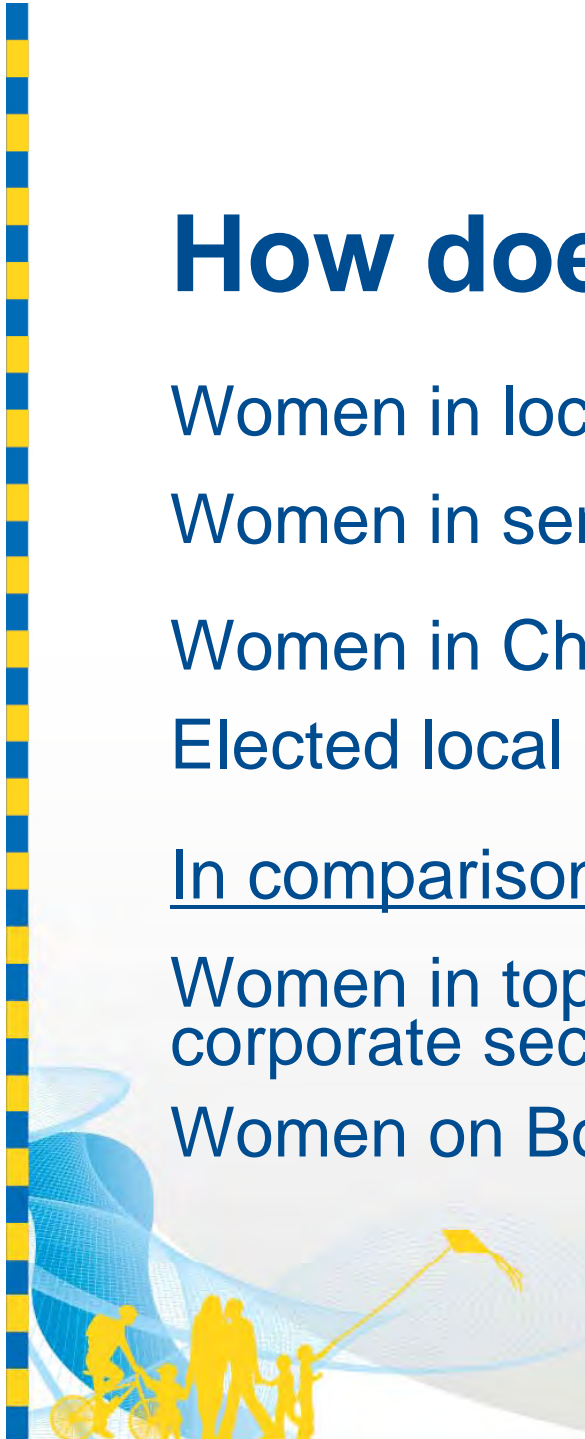
Women in local government	51%
Women in senior management roles	10 - 20%
Women in Chief Executive Roles	5%
Elected local government officials	< 30%

## In comparison:

Women in top executive roles in corporate sector	8%
Women on Boards	8.3%

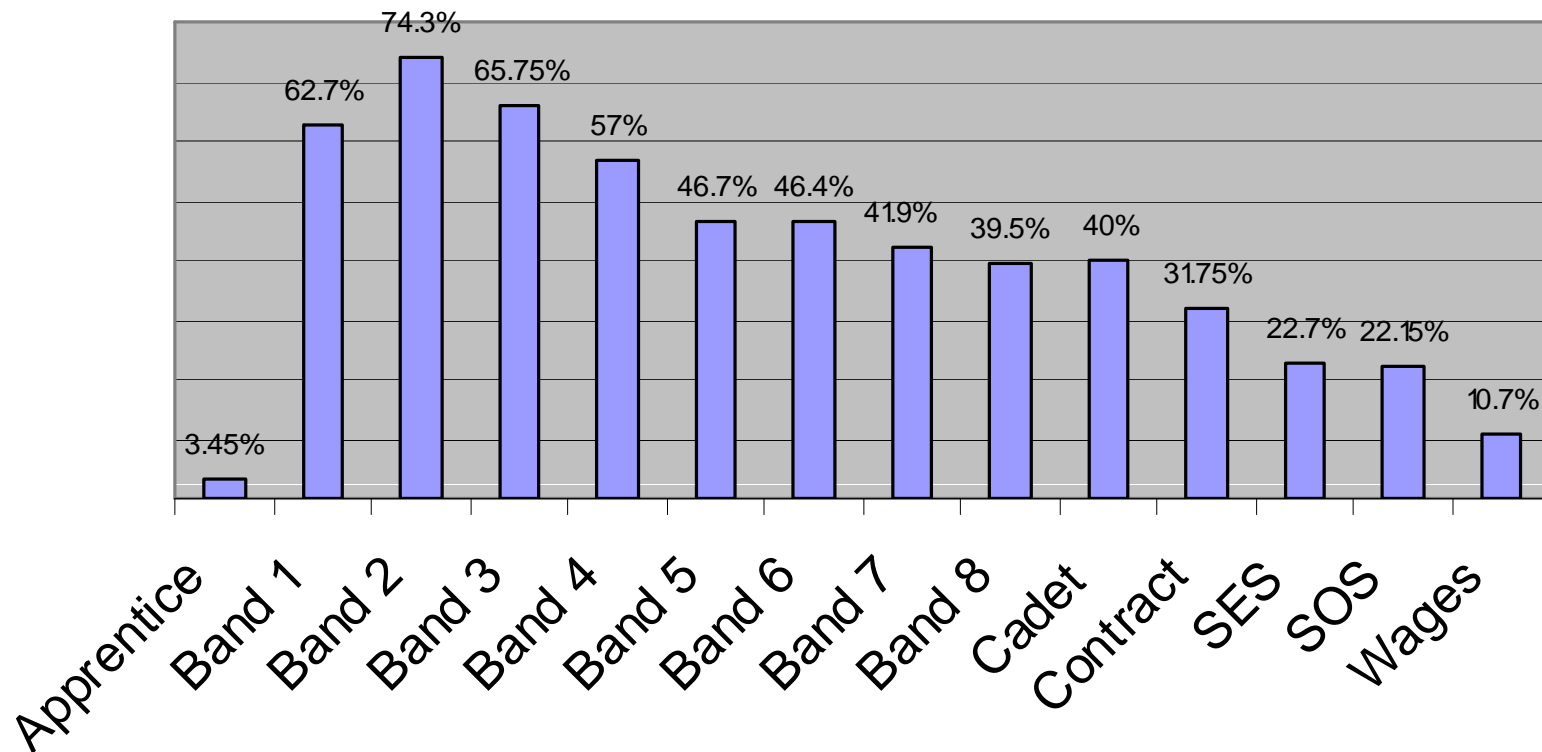


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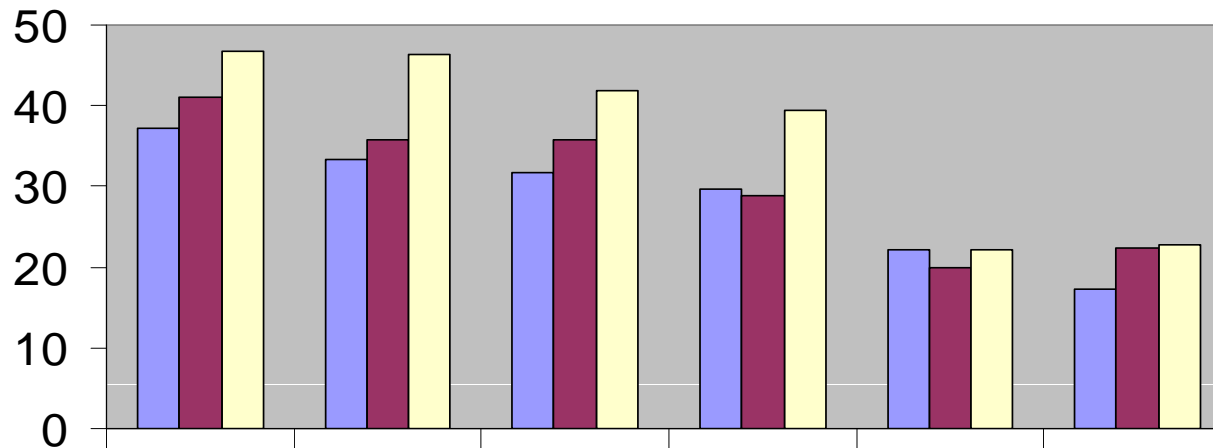
# BCC Workforce Data

Women's Representative X Band  
As at 31 August 2009



# BCC Workforce Data

**Women Band 5-SES 2003-2009 in %**



	Band 5	Band 6	Band 7	Band 8	SOS	SES
Jun-03	37.2	33.3	31.8	29.7	22.1	17.2
Aug-06	41.1	35.7	35.8	28.9	20	22.4
Aug-09	46.7	46.4	41.9	39.5	22.15	22.7

■ Jun-03 
 ■ Aug-06 
 ■ Aug-09



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# BCC Gender Strategies

- Three separate targets for women
- Women in Council Forums
- Cross agency partnerships
- Consultation (Women's Reference Group)
- Promotional events (i.e. International Women's Day)
- Lunchbox sessions
- Divisional initiatives
- Mentoring



# BCC Targets for Women

	Target	Current levels
Female wages employees	10.5%	<b>10.4%</b>
Female salaries employees	46.0%	<b>49.6%</b>
Female Band 5 and above	41.0%	<b>42.3%</b>



*Women's Work in Rates Department 1949*



# Women's Reference Group

Provides an effective consultation mechanism for Council's Equity and Diversity Consultative Committee on issues relating to employment and career development for women.

2 sessions are held each year

Approximately 200 participants each session



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# Gender Strategies – What Other Organisations are doing

- ASX Corporate Governance Council - targets
- Telstra – mentorship program
- Intel – women career days
- Johnson & Johnson – supervisory programs
- The Public Service Commission – mentoring and career development



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# BCC Attraction and Retention Strategies

- Learning and development opportunities
- Remuneration
- Wellness centre
- Flexible work etc.
- Reward and recognition
- Carers rooms (8 work locations)
- Childcare Referral Service



# BCC's Emerging Leaders Program

## Who are they?

- Employees at a senior level who have been identified by the executive as having the potential to become senior leaders in the future
- Approximately 90 individuals from across all areas of Council



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# BCC's Emerging Leaders Program

## What is the strategy?

- CEO discussions on key issues
- Small project teams - “Brains trust”
- Mentoring, shadowing, rotations and role swapping program
- Ongoing, informal forums with the CEO and senior executives
- Connecting the cohort to L&D



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# BCC's Emerging Leaders Program

## Initial outcomes have included:

- Increasing awareness of leadership practice
- Networking is valued
- Mentoring activities with EMT members are also valued
- Employees and their Divisions are engaged



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**How can you drive  
your career?**

# Building a Career

- Move laterally, stretch yourself
- Leave your comfort zone
- The role of study and qualifications
- Irons in more than one fire
- Go for jobs
- Be a holiday planner

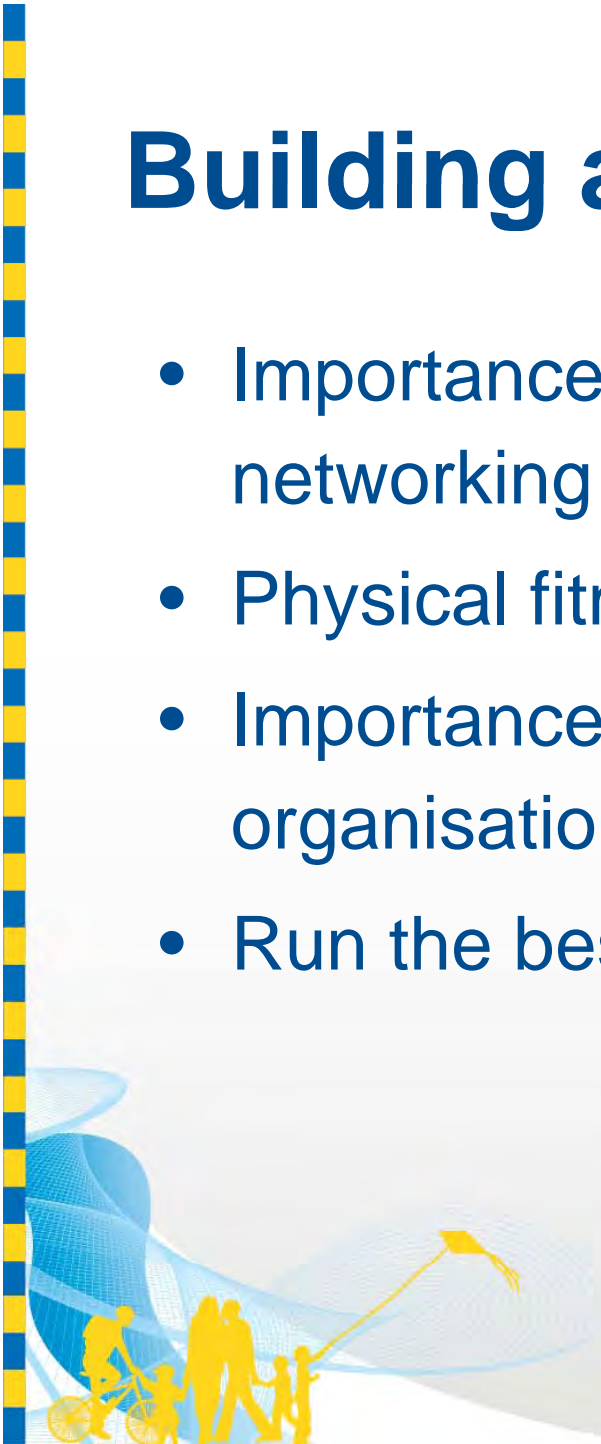


# Building a Career

- Importance of friends and the value of networking
- Physical fitness and activity
- Importance of congruence of personal and organisational values
- Run the best race you can and prepare well



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# Building a Career

Passing on the baton to others

Run a good race

Preparation

Receiving the baton

Grab it and run with it

Be proud of your achievements



# Building an Organisation

- Love the big picture
- Build the vision co-operatively
- Spell out the vision and communicate it broadly
- Get to know employees and how their work contributes to organisational goals
- Use projects to quickly move vision into action



# Building an Organisation

- Task-oriented and outcome-focused
- Analyse organisational culture - develop corporate values
- Utilise the skills of others and always try to recruit the best possible talent
- Build a strong executive team
- Get to know key stakeholders external to the organisation and work collaboratively with them and build partnerships
- Recruit collaborative individuals



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# Building your team

To survive and thrive, you will need a team full of collaborative individuals.

Team characteristics:

- Proactive
- Empathetic
- Transforming
- Creative
- Politically skilled
- Networking
- Mature
- Intuitive

*(From David Limerick and Bert Cunnington's Blue Print for Organisations and Strategic Alliances called Managing the New Organisation.)*



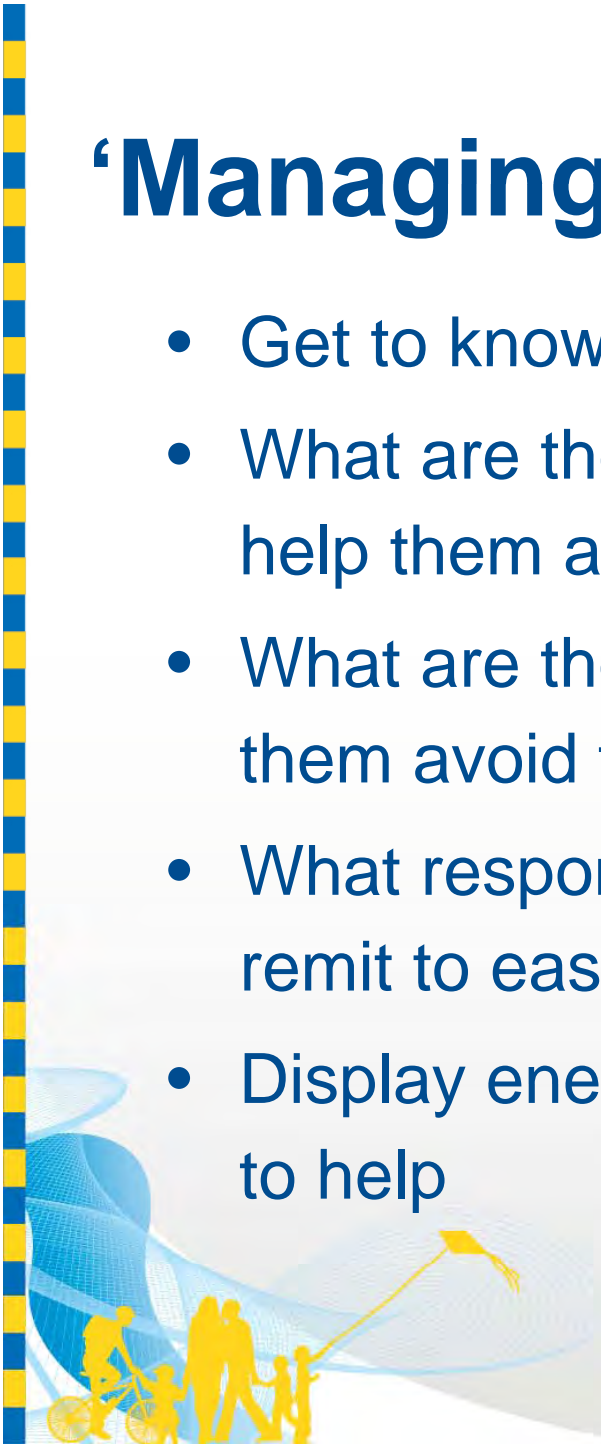
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# ‘Managing Up’

- Get to know your boss and how they tick
- What are their performance goals – how can you help them achieve them?
- What are their ‘pain points’ – how can you help them avoid them?
- What responsibilities can you take on outside your remit to ease their load or improve outcomes?
- Display energy and enthusiasm plus a willingness to help



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# ‘Managing Down’

- Get to know your direct reports (but keep a professional distance)
- Give them clear mandate and direction
- Talk to them regularly about work and other influences in their lives – make sure they’re tracking ok
- Set them challenges and support them as they to tackle them

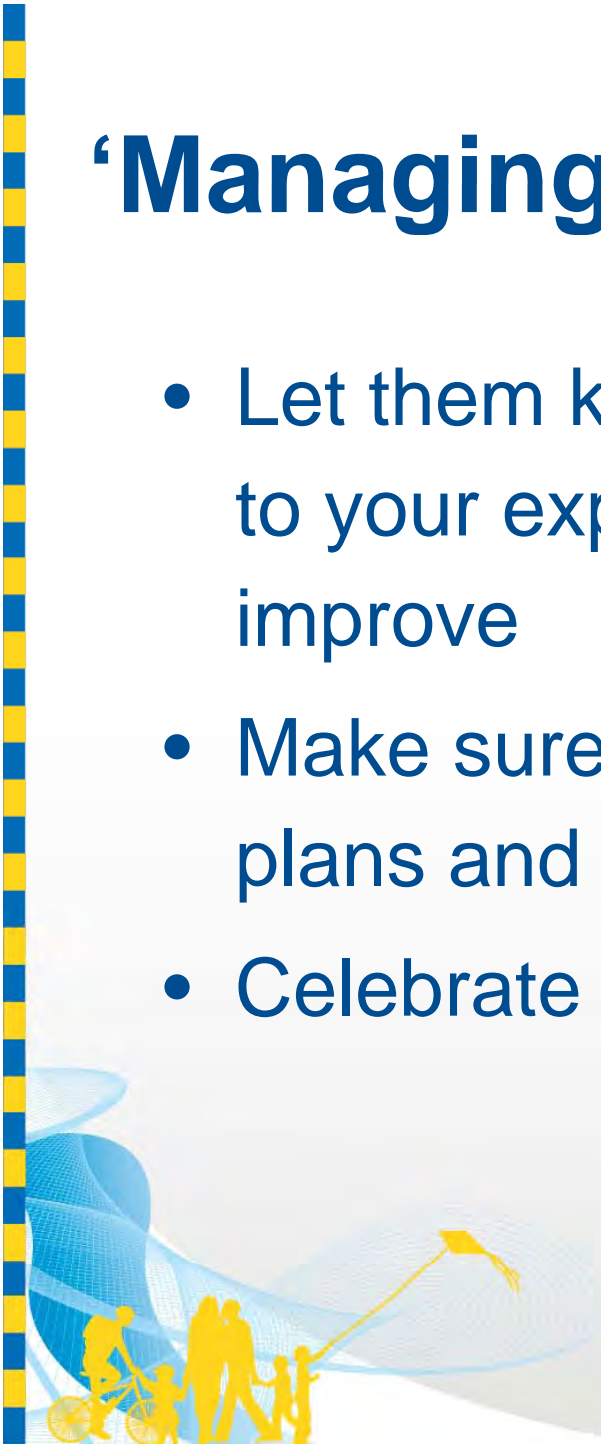


# ‘Managing Down’

- Let them know when they don't perform to your expectations and help them improve
- Make sure they have robust development plans and are working towards them
- Celebrate success and acknowledge effort



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# Managing the rest of it ...

- Beware the “Bete Noire”
- Know your own strengths and limitations
- Be kind to yourself
- Affirmation and visualisation
- Don't take yourself too seriously
- Plan and enjoy holidays



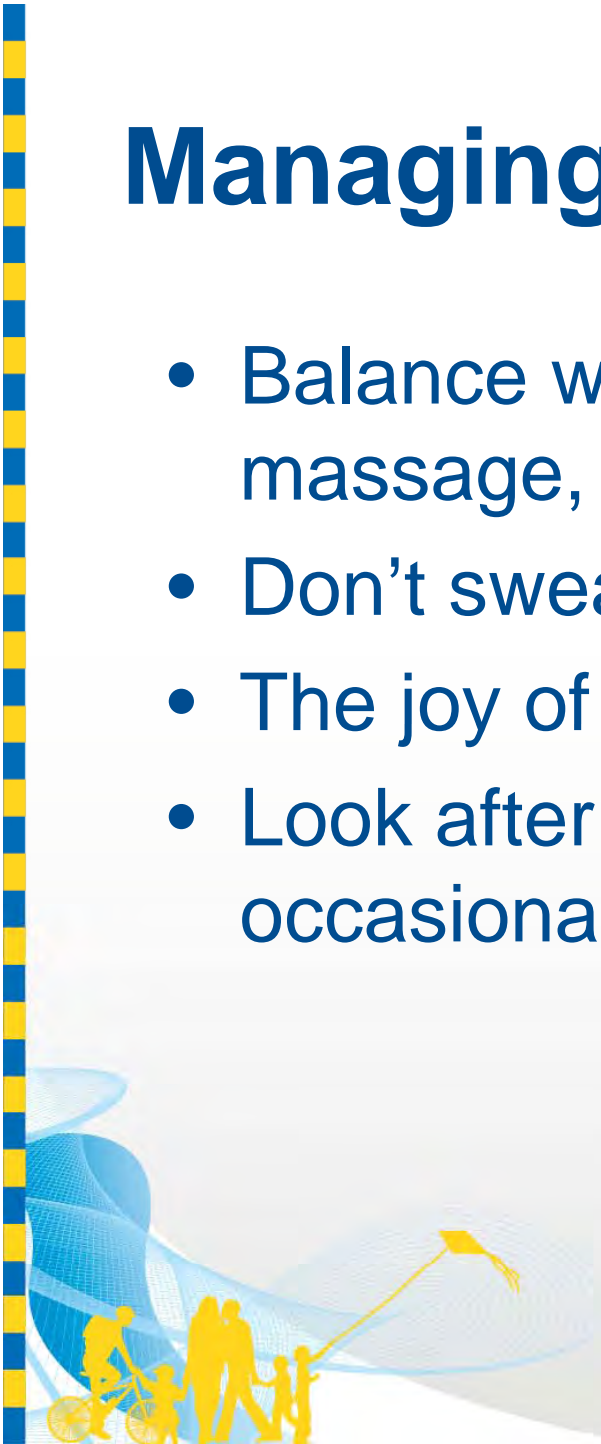
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# Managing the rest of it ...

- Balance work and personal life - yoga, massage, group support, exercise
- Don't sweat the small stuff
- The joy of friends
- Look after yourself and pamper yourself occasionally

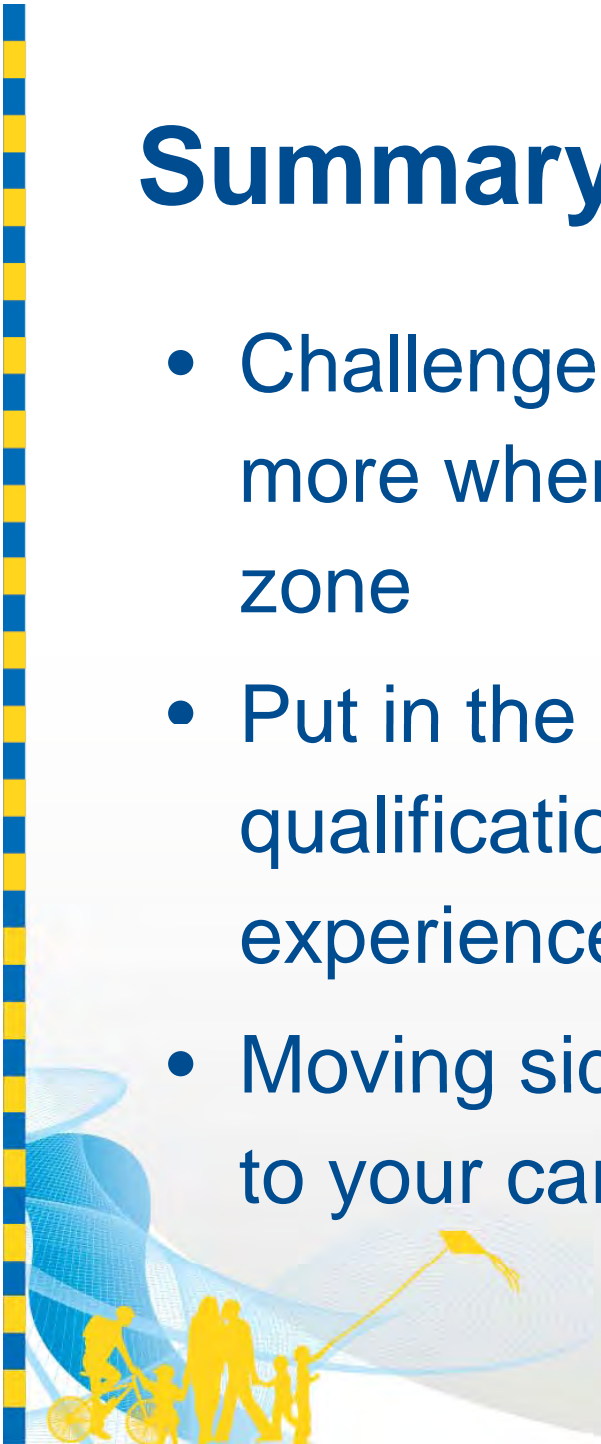


# Summary

- Challenge yourself continually – you learn more when you are outside of your comfort zone
- Put in the extra effort – seek extra formal qualifications as well as professional experience
- Moving sideways can be just as beneficial to your career as being promoted



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# Summary

- Don't put all of your irons in one fire – be prepared to move when and where opportunities arise.
- Make use of mentors and learn from their experience – particularly their mistakes and their approach to resolving them.
- Develop and nurture a good support network – both professional and personal. Bounce ideas off and raise issues with them.





# Questions?



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