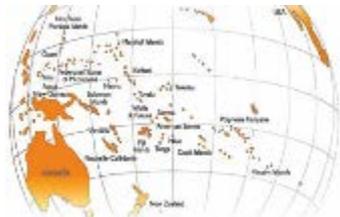


New Zealand Women's Watch



Report

and Proceedings of

8th Annual Conference

Saturday 16 November 2013

Looking Ahead - Increasing Women's Participation and Status in Public and Private Life

Western Springs Garden Community Hall

956 Great North Road

Western Springs

Auckland

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Note: The material in this report can be reproduced on condition that the source is acknowledged.

Disclaimer: While every attempt has been made to accurately represent the opinion expressed by women attending the workshops this report does not claim to cover every individual's contribution.

Programme

- 9.00 am **Welcome and Introduction:** Jane Prichard, President, NZWW
- Keynote Address:** Denise Lievore, Policy Director, Ministry of Women's Affairs:
Developing the 'Pipeline' to higher roles in Management and Leadership for Women
- Launch of NZWW Educational Leaflet on CEDAW**
(Convention on the Elimination of All Forms of Discrimination against Women)
- Speakers' Panel:** *Moderator* - Jane Prichard
- Kataraina O'Brien, President, Maori Women's Welfare League:
Improving pathways to management roles for Maori Women
- Jan Logie, Member of Parliament, Green Party: ***Making elected office more attractive to women – Where are the Barriers?***
- Pauline Winter, Chief Executive, Ministry of Pacific Island Affairs:
Overcoming Challenges to women's access to Management Roles and prospects – Focus on the status of Pacific Island Women
- Morning refreshments**
- 11.00 am **Guest Speaker:** Professor Sarah Leberman, Massey University:
Women in Leadership - What might the future look like?
- Workshop parallel sessions:**
- Workshop facilitators* - Professor Leberman, Jan Logie, Kataraina O'Brien and Pauline Winter will lead conference participants in *Identifying issues and exploring strategies with which to overcome challenges...*
- Sarah Leberman's workshop topic: Finding Strategies to raise the Profile for Women and Girls in Sport and their access to Funding and Decision-making Roles*
- Rapporteurs: Nicky Spicer, Jaclyn Bonnici, Mere Ratuva, Sara Chin - NZWW Board
- 12.35 pm **Report back from Workshop discussions –**
Key Points and Next Steps presented by workshop rapporteurs
- Recommendations from the Conference and ratification of short Press Statement
- 1.00 pm **Thanks and closure of Conference**

Looking Ahead - Increasing Women's Participation and Status in Public and Private Life

Introduction by Jane Prichard, President, New Zealand Women's Watch

Kia Ora Tātou Warmest greetings

I am delighted to welcome you all to this New Zealand Women's Watch 8th Annual Conference. We hold our Annual Conference around the same date each year, just before 25 November, the date of the International Day for the Elimination of Violence against Women. The date was designated on 17 December 1999 by the United Nations General Assembly, the anniversary of the day of the brutal murder in 1961 of the Mirabal sisters. The three sisters were fervently opposed to the dictatorship in the Dominican Republic of Leonidas Trujillo. The 25th November also marks the beginning of the 16 Days of Activism against Gender Violence. The end of the 16 days is the 10th December, designated as International Human Rights Day. This year we also celebrate the 120th anniversary of women's suffrage in New Zealand.

We recognize today Dame Georgina Kirby, Maori Women's Welfare League and Dr Jackie Blue, Human Rights Commissioner for Equal Employment Opportunities. We have a number of apologies but in particular I would like to mention four women Members of Parliament, Hon Nikki Kaye, Maggie Barry, Carol Beaumont, Louisa Wall

The theme for our conference is significant – *Looking Ahead – Increasing Women's Participation and Status in Public and Private Life*. The intersection of the theme with the current objectives of the Ministry of Women's Affairs is clear, as we explore developing the pipeline to higher roles in management and leadership for women. The further empowerment and advancement of women will be a key objective in the post-2015 framework following the 15-year review of the Millennium Development Goals, with many of the targets aiming to complete a transformation by 2015 – and the 20-year review of the Beijing Declaration and Beijing Platform for Action. We're nearly there – do we know how to proceed? Three pillars stand out for post-2015 frameworks:

1. A dedicated goal on gender equality and women's empowerment
2. Concrete targets to increase women's participation and influence in political and public life
3. A combination of objectives and self-reported indicators to track change.

Current work by New Zealand Women's Watch is foreshadowing these pillars – establishment of a Parliamentary Select Committee on Human Rights; development of a National Action Plan for New Zealand Women with indicators and targets to measure progress; work towards eliminating sexual and domestic violence and forced and underage marriage. Next year we will collect data and write the NGO New Zealand reports for the 20-year review of the Beijing Declaration and Beijing Platform for Action and the 15-year review of the Millennium Development Goals.



Jane Prichard

Key note address

Launch of New Zealand Women's Watch CEDAW leaflet

Dr Denise Lievore, Policy Director, Ministry of Women Affairs

Developing the pipeline to higher roles in management and leadership for women

Thank you, Jane, for your introduction. Good morning everyone, particularly my fellow speakers, Jan Logie, Pauline Winter, Kataraina O'Brien, and Professor Sarah Leberman.

It is a pleasure to be here today to speak to you about developing the pipeline of women into higher management and leadership roles and to be asked to launch the New Zealand Women's Watch leaflet on the Convention on the Elimination of All Forms of Discrimination against Women, or CEDAW. To begin, I am going to talk about how the issue of the leadership pipeline fits within the work of the Ministry of Women's Affairs.

The Ministry of Women's Affairs priorities

The Ministry has three priority areas of work:

The first of these is greater economic independence for women. Our main focus here is on working with others to support women with low qualifications and low wages into sustainable employment, providing support to Canterbury women to engage with the rebuild and recovery from the earthquakes and developing policy to encourage more young women to consider careers in non-traditional work.

We are also focusing on more women in leadership. We are working to ensure that more women have the opportunity to be appointed to state and private sector boards, and on strengthening the pipeline of women into leadership roles.

Our third priority is increasing women's safety from violence. We have a particular focus on preventing sexual victimisation and on primary prevention of violence against women.

There are some clear links between these areas. Not the least, each of these priorities speaks to the status of women in New Zealand society and they are good barometers of our progress towards gender equality and non-discrimination – two of the fundamental principles underlying CEDAW. Each of these areas is covered by CEDAW articles.

The Ministry's approach is to develop new knowledge through initiating projects and to add value by working with partners to build on and share that knowledge, and by supporting champions to succeed. We work to support the Minister of Women's Affairs and make sure she has the information she needs.

Pipeline Project

In September this year, at the first suffrage event to celebrate 120 years of New Zealand women winning the right to vote, the Minister of Women's Affairs, Hon Jo Goodhew, released the Ministry's report - *Realising the Opportunity: Addressing New Zealand's leadership pipeline by attracting and retaining talented women*.

The report aims to inform discussion, support initiatives already underway, and more importantly, encourage new actions so that organisations recruit and retain more talented women in leadership roles.

The leaking pipeline

While New Zealand has a strong pipeline of talent, at every management level significant proportions of talented women drop out of or stall in their careers below senior management and top leadership positions. This is known as the leaking pipeline of women in leadership roles. New Zealand is not alone in this – it is seen in most countries.

Just think about these figures: women make up 51 percent of our population; 65 percent of our university graduates are women¹; but according to the Human Rights Commission, women comprise only 21 percent of management roles that report to the Chief Executives of the top 100 listed companies on the New Zealand Stock Exchange.²

It is clear that most organisations are missing out on the opportunities and potential offered by their female talent pool.

What are the barriers to women reaching top leadership roles?

The report identifies three specific areas of focus.

Firstly, it talks about unconscious bias. Secondly, it looks at processes that organisations can use for women who are re-entering the workplace following career breaks. Thirdly, it looks at flexible working arrangements that can better meet individual and business needs.

What is unconscious bias and why does it matter?

Unconscious bias comes from a person's unconscious knowledge – what they know – and their unconscious thinking processes – how they think. Unconscious bias is the basis of stereotypes and many people have stereotypical views about gender and leadership.

The research shows that people unconsciously see men as natural leaders, whereas women have to prove they can lead. So stereotypes can narrow the range of effective leadership behaviours and styles in the workplace.

These leadership stereotypes create challenges for women leaders, because women are evaluated differently from men and their leadership may be less valued.

As an example, men are often evaluated for advancement on their *potential* but women are likely to be evaluated on what they have *already achieved*. This can mean that women might not be considered for 'stretch' roles, whereas men will be considered for those roles on the basis of their perceived potential ability to take on the role.

Gender stereotypes can also mean that women's career aspirations are not taken as seriously as men's. This is because we are still expected to want to take time off to have a family and we are also expected to be the primary caregivers. So there is a perception that women's career aspirations come second.

Women re-entering the workforce after career breaks

Research shows that career breaks and non-traditional career paths can count against women's career progression in leadership roles. There can be both 'push' and 'pull' factors at play.

Career breaks are often due to women having children. The 'pull' factor of family responsibility can deter women from returning to the leadership pipeline. So for women to progress in their careers, they need to be able to manage work and family responsibilities

¹ Ministry of Education (2011) *Gaining Qualifications*. Education Counts

² HRC (2012) *New Zealand Census of Women's Participation*

through flexible work opportunities. There is evidence that women working part-time can get stuck in their careers because the organisation does not see them as candidates for senior roles.

Women who are re-entering the work force need opportunities to fully utilise their talents and manage their careers. There are a number of 'push' factors – features about the job or the work place – that encourage women to leave. These include a lack of meaningful work, under-stimulation and lack of opportunity. Women with families, particularly those working part-time, are seen as less committed to their careers. As a result they may be overlooked for more prestigious projects and roles.

If women have to choose between career and family or personal life, they may trade down their skills in order to gain other benefits such as flexible work arrangements. There is some research to suggest that women in business sectors are more likely to be pushed off their career track by dissatisfaction with work than by being pulled by external demands.

Flexible work arrangements

Flexible work arrangements are critical for many women, and men, who are caregivers. Many flexible work options exist but they are not widely used.

Studies have shown us that flexible working has a range of benefits for both organisations and employees. These include:

- improved productivity and performance
- time and cost savings
- increased customer satisfaction and net profit
- better recruitment and retention and
- higher levels of employee engagement and satisfaction.

A global survey indicated that, although 80 percent of employees would like to have more flexible working options, people would only use them if there were no negative consequences at work.

However, flexible working can negatively affect women's jobs and careers. They may be seen to be on a 'mummy track' and not interested in progressing their careers. Because they are not visible – they may be working part-time or not available after hours for networking events – this may negatively affect career progression. There can also be a view that flexibility is not possible in leadership roles, particularly not in senior or managerial roles.

Addressing the leaking pipeline

It is clear that there are links between unconscious bias, factors affecting women's re-entry into the workforce and flexible work arrangements. What can be done to overcome these barriers?

Addressing unconscious bias effectively requires a strategic approach and top level commitment from the Chief Executive and the executive team of an organisation, as well as engagement with a broad cross section across the organisation. The implications are:

- we need to raise awareness of unconscious bias so that individuals understand how this affects their judgements and decision-making
- policies and processes need to be reviewed and redesigned to minimise bias against women's career progression into leadership roles
- workplace cultures need to change, particularly patterns of decision-making, and behaviours, that can undermine efforts to address unconscious bias.

It is also essential that human resources roles and people actively involved in recruitment and career development have in-depth training on these issues. To be effective, awareness-raising needs to be put into practice and this can be done in different ways, such as mixed-gender recruitment panels, transparent performance selection and promotion criteria, to ensure that decisions are based on merit not bias.

There are things that organisations can do to ease the return to work after career breaks. The United Kingdom *Executive Women in the Workplace Inquiry* recommends that organisations formalise women's career break and return to work schemes, to ease the transition period when they return to work. This can include helping women keep in touch with their colleagues and catch up with their managers from time-to-time while they are on career breaks. It could also be useful to have a refresher programme when they return to work.

Finally, there are things organisations can do to change the culture around flexible work arrangements. Flexible working needs to be seen as a business imperative to meet the needs of the whole workforce – younger workers wanting work/life balance, men wanting a greater role in childcare, midlife workers with responsibilities for eldercare and older workers wanting semi-retirement. So making flexible working arrangements available to all employees, regardless of gender, family responsibilities and age, can overcome negativity and stigma.

Organisations with a proactive approach to flexible work are likely to have a competitive advantage in attracting and retaining talent. Seeing successful examples of senior women working flexibly is also critical to flexibility becoming mainstream. For example, New Zealand accounting firms have demonstrated that partners can work flexibly despite the widespread belief that it is not possible in professional firms such as accountancy.

Women leaders in the community and voluntary sector

I thought it would be interesting and relevant to talk about a recent New Zealand research report on women leaders in the community and voluntary sector. This was a small pilot study with 48 male and female leaders from a range of community and voluntary organisations.³ Overall, women in the community and voluntary sector appear to be well-represented in leadership and governance positions in New Zealand. In around 60 percent of organisations taking part in the research, women held over half of the available governance roles and the leadership teams predominantly comprised women.

However, despite the sheer numbers of women undertaking most of the activities, from grass-roots to the leadership, there is still a tendency for men to hold the senior leadership roles at the Board or Committee level particularly in the larger organisations. This reflects women's experiences more generally, as being less likely to be seated at the Board table.

Bringing it all together: what do we make of this?

The benefits of attracting and retaining talented women and assisting their development through the pipeline to management and leadership roles are clear. Clear too are the existing barriers to women's career progression. These barriers need to be overcome to support women to make the most of their potential and advance in their careers.

Organisations that will succeed in the future will be those that have strategies in place to utilise women's skills through career-enhancing jobs, raise awareness and develop actions

³ Heathrose Research Ltd (2013) *Te Mana Tu o te Wahine: Women as Leaders in the Community and Voluntary Sector. Women in Leadership Aotearoa (WILA)*

to address unconscious bias, support talented women to return to work or re-enter the workforce, and support effective flexible working arrangements.

Our success as a country relies on all New Zealanders being able to realise their full potential. This rests on recognising the value of diversity and the value of experiences outside the workforce and in communities.

We have an expanding pool of talented women in this country who are highly skilled and qualified. The challenge is for us to make the most of this valuable resource by doing everything we can to ensure that women have equal opportunities to contribute to our economy through successful careers.

How does this link to CEDAW?

CEDAW is often described as an international bill of rights for women. It defines what constitutes discrimination against women and sets up an agenda for national action to end it. The New Zealand Government reports to CEDAW every four years on measures it has taken to comply with its treaty obligations. The Ministry of Women's Affairs collates that report across government. The 2010 report, which was presented to the CEDAW Committee in 2012, was well received. The Committee's Concluding Observations did raise concerns about the low representation of women in high-level and managerial positions on boards of private enterprises and the legal profession, in particular, while recognising that we have made some progress in the public sector. Changing this picture needs input from all sectors in society, and it is pleasing that there is some movement.

The Ministry of Women's Affairs' work on the leadership pipeline has been well received and is inspiring action. Business is also recognising the importance of gender diversity in leadership. On Suffrage Day this year, I was present at the inaugural White Camellia Awards, which honour organisations that have committed to increasing gender equality in the workplace by signing up to the United Nations Women's Empowerment Principles. So far at least 30 New Zealand companies have signed up to the Principles.

Non-governmental organisations play a vital role in promoting gender equality. Since 2001, Pacific Women's Watch New Zealand has been a leading light in advocating for gender equality, both through its own practices – by mentoring young women into leadership positions – and in an impressive range of forums, seminars and workshops at home and internationally, including shadow reports to the CEDAW Committee.

The topic of this presentation and today's conference is particularly - but not only - relevant to CEDAW Article 5, which relates to stereotyped roles for men and women. Of course, CEDAW is much broader than this and it is vital that our communities know about and understand the importance of this international convention for ending discrimination against women.

I welcome this educational leaflet on CEDAW and commend New Zealand Women's Watch for producing it. It provides an accessible and handy overview. It has great potential to foster increased awareness and interest in CEDAW, and the valuable policy work being done to end discrimination against women. I am sure it will be well received.

Thank you.

New Zealand Women's Watch Press Statement

18 November 2013

As well as recognizing the International Day for the Elimination of Violence against Women on 25 November the New Zealand Women's Watch (NZWW) Eighth Annual Conference this year in Auckland celebrated the 120th anniversary of Suffrage. The Conference theme *Looking Ahead – Increasing Women's Participation and Status in Public and Private Life* focused attention on the barriers still holding women back from realizing their full potential as leaders in society.

A panel of speakers agreed that women's advancement to higher positions and status was greatly hindered by "unconscious bias." Also, men were still seen as natural leaders. Women's career aspirations were not so valued. Women from leading non-governmental organisations and a diversity of cultures attending the Conference, many of whom were younger women, were challenged to suggest new strategies to move forward the attainment of full gender equality. They agreed that changes could only come through a new model. The current model, where women are evaluated differently from men, has not delivered the true equality implied through the right to vote.

Many barriers for Maori and Pacific Island women and girls in accessing higher career opportunities are still to be overcome. Gaining higher qualifications in their education was seen as the key.

The most recent examination of New Zealand's performance in implementing the Convention on the Elimination of All Forms of Discrimination against Women, known as CEDAW, called attention to the lack of full gender equality for women and girls.

As a special contribution to the 120th anniversary of Suffrage, the keynote speaker, Denise Lievore, Policy Director in the Ministry of Women's Affairs launched the NZWW educational leaflet on understanding CEDAW. NZWW President, Jane Prichard, urged all those at the Conference to use the leaflet to make CEDAW, the 'Bill of Rights' for women and girls in New Zealand, well known. Ms Prichard said "Only when all New Zealanders know how to use CEDAW as an instrument for attaining full human rights will gender equality be realized".

Jane Prichard
President

New Zealand Women's Watch
Phone: 09 528 3727

Panel Presentations

Kataraina O'Brien, President Maori Women's Welfare League

120th Anniversary of Suffrage - Improving pathways to management roles for Maori women

Kia Ora Mai Tatou katoa kua Tatu Mai mo tenei hui. Warm greetings from Te Ropu Wahine Maori Toko I Te Ora, the Maori Women's Welfare League. Tena Koe Jane, the President of NZ Women's Watch, our other guest speakers, our past National President Dame Georgina Kirby, all of the women who represent many organisations present today as well as some of our League ladies, Nga mihi nui Kia koutou katoa.

I have been asked to talk about pathways to management for Maori women and am humbled to be asked as I acknowledge the many Maori women who would be more qualified and experienced than I. I also acknowledge the women in this room.

My speech today is brief and my message is simple. The lens that I am going to share with you is one through the eyes of a grandmother, mother, teacher and a life member of the Maori Women's Welfare League. That lens is important because my experience has been more about Maori women's leadership as opposed to management. Management is a subset of leadership because management is linked to a formal title and role - manager of this and manager of that - it is an exclusive club whereas the overarching umbrella or korowai is leadership and leadership is inclusive - it exists everywhere and is not necessarily linked to title or role - everyone has the potential to be a leader and to display extraordinary leadership skills, a mother, a grandmother and in organisations the cleaner through to the CEO. So through my lens, I have seen the most outstanding Maori female leaders in the League, in my whanau, on the Marae, in the kitchen regardless also of age. These women have displayed leadership skills that are taught in the best leadership programmes in the world and the latest books on leadership. In addition to management skills they also have characteristics like:

- being driven by a collective vision or kaupapa that is about love for what they do, why and who for
- being informed by servitude and selflessness
- being organised and clear about roles and responsibilities
- being genuinely humble
- being courageous
- having an incredible work ethic focused on getting the work done

Do you recognise those characteristics in yourself or in women you know who aren't CEOs or managers - they are teachers, mothers, the secretary of the Marae committee and so on.

So in terms of pathways to management and leadership - it is in the first instance about recognising the magical leadership skills that Maori women already have - themselves and by others. It's about recognising those existing skills and providing mentoring and support to pathway those women into management and leadership positions where they can make the most difference. What I'm saying is that leadership is not elusive - you don't need to go to Harvard or Stanford to learn about the latest theories in leadership - the practices those theories promote exist in our communities already, they exist in this room, they exist in you.

I will conclude with a power point showing some Maori women in roles that are not the norm, however are now starting to improve and increase. My role models were my mother, my aunts, past National Presidents like Dame Georgina Kirby, the late Dame Whina Cooper, and the late Dame Mira Szaszy. Today we also have other role models like Dame Iritana Tawhiwhirangi and another past national President Dame June Mariu.

No Reira, tena koutou, tena koutou, tena Tatou katoa.

Pathways

- Critical to understand our history
- Intervention strategies
- In Contest – The Mindset
- Māori Organizations
- Leadership

Critical to understand our history

- Women petitioned the government on land rights, argued for women’s suffrage along with their European counterparts achieving this in 1893
- Advocates, such as Meri Mangakāhia of Te Rerawa and others
- Actively participated in the Kotahitanga movement, the Māori parliament based at Pāpāwai, Wairarapa
- Formed women’s committees and argued for the right of women to not only vote but also to stand for the Māori parliament, something they achieved in 1897.



Intervention strategies - MWWL Rapuora: Health and Maori women

- Produced in 1984 using new methods based on Māori cultural practices
- Research, kept management of the study in-house
- Developed project with close community involvement
- Led by research director Elizabeth Murchie, League President Georgina Kirby, and writer, Mīria Simpson.



" THE GOVERNMENT SAYS WE DONT HAVE ENOUGH WOMEN MANAGERS. WILSON, GET A SEX CHANGE !"

In Context – The Mindset

The research shows we do not have enough women on our Boards

Māori organizations: Te Kooti Whenua Māori – the Māori Land Court & Te Puni Kokiri (TPK)

- In the past the court facilitated the transfer of land from Māori ownership.
- In the 1970s Māori issues – including land issues – became more prominent.
- In the 2000s, as the Māori Land Court, it had a very different focus – to keep land in Māori hands and to promote its use and development.
- In 2011 Judge Caren Fox was appointed as the first Māori woman Deputy Chief Judge of the Māori Land Court
- In 2013 Michelle Hippolite becomes the first Māori woman Chief Executive of TPK (Ministry of Māori Development)



Leadership

Enduring

- World War 2, tribes came together in the Māori War Effort Organization.
- The 28th Māori Battalion was organized on a tribal basis.
- After the war, many people from tribal areas moved to cities.
- The Māori Women's Welfare League was formed in 1951.



Sarah Leberman, Professor of Leadership,
 Head of School of Management, Massey University

Women in Leadership - What might the future look like?



Massey University

NZWIL



I remember Dame Sylvia Cartwright speaking at a conference in 2005. She said we would be naïve to think that Helen Clark would be replaced by a woman, and that people like me would be too. She was right.

The barricades have not come down, the revolution is not won. In New Zealand there are no female CEOs of large companies and the executive teams of those companies are still largely male. Having said that, I do think the way is a little easier for women because women's experience is now a topic of discourse.

But I don't think the path to the top is as easy or complete as teenage girls growing up now expect. I tell young women all the time to celebrate the choices they have, because they can get taken away.

Theresa Gattung – June 2013

The 10 greatest

 Wiremu Tamihana 1863 <small>Throne of Maori to ally to parliament in 1877</small>	 Kate Sheppard 1893 <small>Leading fight for and first female New Zealand</small>
 Ernest Rutherford 1908, 1911, 1919, 1932 <small>Father of modern nuclear physics</small>	 Apirana Ngata 1916, 1926, 1928 <small>Leading politician, campaigner for Maori rights and architect</small>
 Katherine Mansfield 1920 <small> literary giant of the 20th century</small>	 Jean Batten 1936 <small>Aviation pioneer</small>
 Michael Joseph Savage 1936, 1937, 1938, 1960 <small>Architect of the welfare state</small>	 Dame Whina Cooper 1951, 1975 <small>Maori activist and leader of the Women's League of New Zealand</small>
 Ed Hillary 1953 <small>13th British member of expedition's party</small>	 Richie McCaw 2011 <small>The greatest of a New Zealand's</small>

NZWIL: New Zealand Women in Leadership Programme - Developing Women Leaders in the Tertiary Sector

NZWIL Steering Group was formed in June 2006 – see:

<http://www.universitiesnz.ac.nz/aboutus/sc/hr/women-in-leadership>

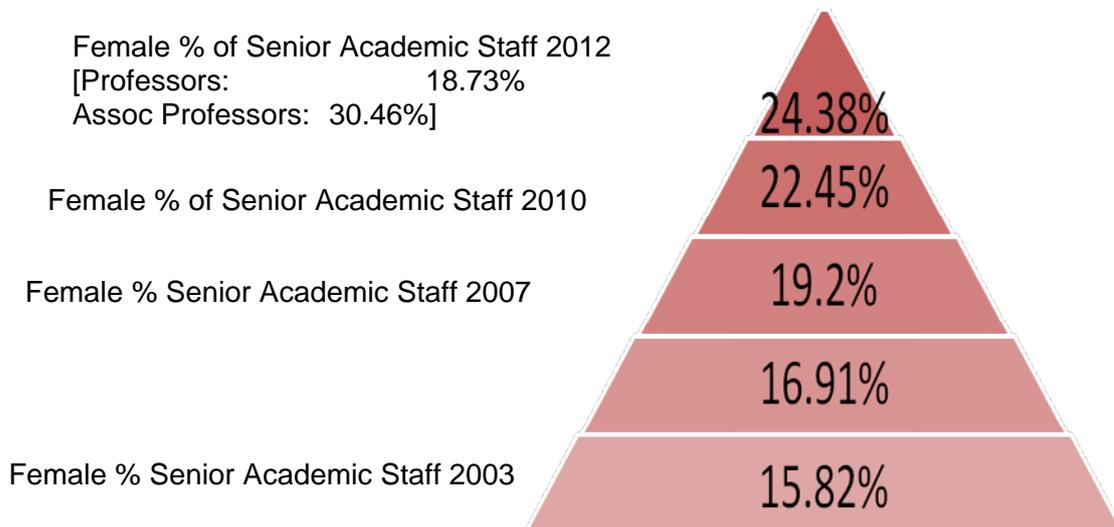
Rationale

The Human Rights Commission NZ 2004 Census on Women's Participation provided evidence of female under-representation in New Zealand Universities:

- Women held only 15.82% of senior academic positions in New Zealand's eight Universities
- Women represented only 15.65% of professors and 15.97% of associate professors
- Time for change!!!

NZ University Professors and Associate Professors 2012 – 8 Universities surveyed

<http://www.hrc.co.nz/2012/11/25/commission-releases-census-of-women%E2%80%99s-participation-2012/>



NZWIL Success Ingredients

- Strong joint organising group which continues to evolve the NZWiL programme and support new initiatives
- Retention of founding leaders in a NZWiL advisory capacity
- Universities NZ support and political interest
- Nationwide approach removes institutional competition
- Two participants from each university per programme increases the pool of influence and on-going support
- Programme design:
 - Good balance of 'context' and 'personal'
 - High calibre speakers from different arenas
 - Evolving programme content drawing from feedback

Achieving Career Excellence (ACE) programme



Piloted 2010

2012 on Albany and Wellington campuses

Consistently very positive feedback

Speakers included . . .

Judy McGregor, EEO Commissioner at the time

Maggie Robertson, Head of Customer Services and HR, TelstraClear, Wellington

Mary Hancock, Associate, Genratec, Wellington

Marise James, Director, Staples Rodway Taranaki Limited

Clare Parkes, Managing Director, Clarian HR

Wendy Pye MBE, owner and Managing Director of the Wendy Pye Group, publishers of educational products

BUT . . .

- Most graduates are women (61%) and they still have a pay gap one year out from graduation

NZ women picking up men's slack

Females doing more housework than 10 years ago – and more hours of paid work

Heather McCracken

Kiwi women are doing more unpaid work around the house than 10 years ago, despite also spending more time in paid jobs.

Meanwhile, New Zealand men are putting in less unpaid work than a decade ago – bucking international trends and falling behind their Australian counterparts.

A new OECD report shows that on average, New Zealand women do 15 more hours of unpaid work a week than men – one of the highest gender gaps in the group.

The latest wellbeing report, titled *How's Life?*, shows women are still bearing the brunt of unpaid household chores.

But the gender gap is shrinking in most OECD countries, with women spending more time in paid employment and less in unpaid work, and the reverse for men.

However, women in Australia and New Zealand are doing more unpaid work, as well as putting in more hours in paid jobs.

Unlike Australian men, who are

putting in 11 more hours around the house on average than 10 years ago, New Zealand men are spending less time in unpaid work.

Kiwi men are working six more hours in paid employment per week, on average.

AUT Professor Judy McGregor, a former Equal Employment Opportunities Commissioner, said she wasn't surprised by the results, which were backed up by local research.

The latest local time use survey showed women and men spent roughly equal time working, but 63 per cent of men's work was paid, and 65 per cent of women's work was unpaid.

Dr McGregor said unpaid work included housework, childcare, caring for elderly relatives, and community work. Women shouldered the bigger burden of that work because of "socialisation and tradition", she said. In paid work, New Zealand women were faring better than others around the world, with the gender wage gap the smallest in the OECD.

The biennial OECD wellbeing report ranks the group's 34 countries across 11 indicators.

– APNZ



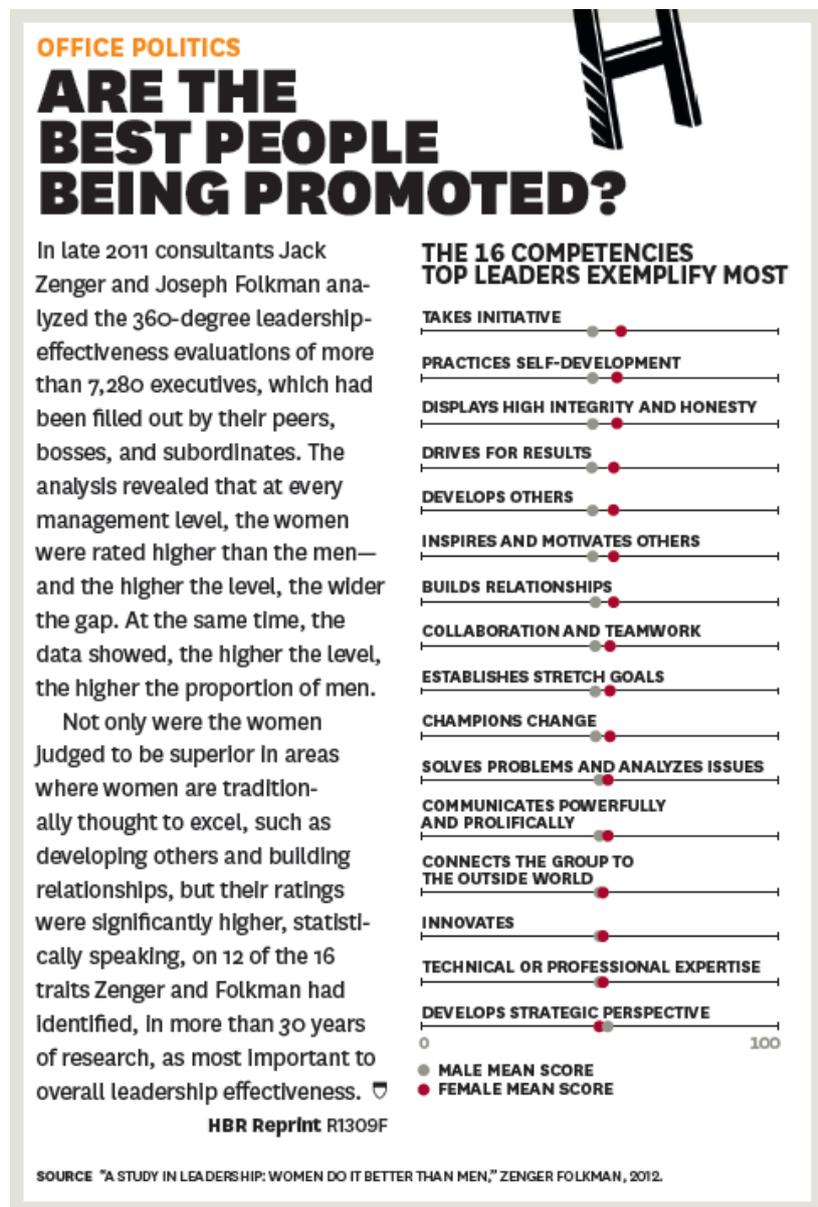
Asilomar Declaration & Call to Action on Women and Leadership⁴

1. Increasing Equality in Power and Decision-Making
2. Helping Girls and Young Women Become Leaders
3. Expanding Leadership Education and Development Worldwide
4. Advancing Women in Leadership
5. Identifying Critical Areas of Future Research

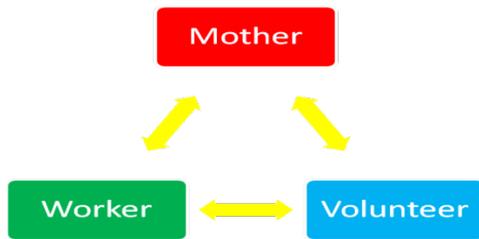
Helping Girls and Young Women Become Leaders

- • Ideal would be no need for NZWiL and ACE programmes
- • Seems all good until end of primary school and then something happens
- • Leadership programmes at school tend to be for those fitting the traditional model e.g. prefects, house captains etc.
- Some topics still not really talked about – marriage and children

ARE
THE
BEST
PEOPLE
BEING PROMOTED?



⁴ Report can be found at the following link: http://www.ila-net.org/Communities/AG/asilomar_declaration2013.pdf



SALIENCE PERCEIVED

RELEVANCE

The Orange Line

Detjen, Waters and Watson (2013)

Feminine Filter Assumptions

- Do it all
 - I am primarily responsible for home and family and taking care of everyone.
 - My commitment to something is measured by how much time I devote to it.
- Look Good
 - I need to be perfect in behaviour and appearance at all times.
 - I am not good enough.
- Be Nice
 - Tangible, material rewards are not supposed to be important.
 - If I follow the rules, good things will happen.

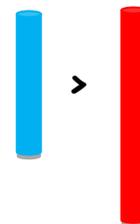


Three Core Principles

- Do what's required
 - Add value to yourself, your family and your organisation
- Do what's right
 - Figuring out what's right for you physically, emotionally and spiritually, while honouring and respecting others
- Be authentic
 - Being aligned with your values and are not easily persuaded to behave in a way that feels contrary, is taxing or unrewarding

'Lengthen your line'

She who receives an idea from me, receives instruction without lessening mine; as she who lights a taper (candle) at mine, receives light without darkening me. (Thomas Jefferson)



Ma te huruhuru, ka rere to manu.

It is only once it is sufficiently prepared that a bird can fly

Jan Logie, Member of Parliament, Green Party

Making elected office more attractive to women –

Where are the Barriers?

NZ women make up 32% of MPs and 30% of councillors, and roughly the same for inside and outside of cabinet. That's quite a long way from 50% or 51% as would be representative of the population. We once had 35% but we have never had a higher percentage than that in the Green party however between these two groups.

There's plenty of evidence that gender balance in governance leads to better governance and I can testify to that⁵. 57% of our caucus are women. Last term, due to a couple of women retiring early we ended up with just 30% of the caucus being women. I am told that there is a marked difference in culture.

There are significant social and political barriers to women's participation and you'll hopefully not be surprised that I'm not going to talk about our weaknesses or how women need to develop more skills to be electable or employable.

If you look at parliamentarians; male and female across all parties you will see a very wide range of skills and levels of competence. There are many different ways to be an MP. So there isn't necessarily one skill set that is best. Some MPs are great community networkers, some are brilliant alliance builders, some keen strategic thinkers, and some have the gift of the gab, others great legal / technical law-making skills and many have various combinations of the above. There is no one way to be a good MP.

We need to be very critical when people start talking about the 'best person for the job'. One critical role of MPs is to represent and I would suggest it really helps our society if we have representative MPs to do that.

I would now like to talk about some of the structural barriers to women entering elected office.

The first and most important is the patriarchy. The dominant society that we live in is still in many places and in many ways deeply misogynist.

We see that in the levels of gender based violence and our systems response to it.

We see that in fact the number of women on state appointed boards is actually declining and the number of women on boards in the top 100 companies has remained so low for so long.

We see that in State Services too when the last available review of gender pay and equity review showed that 75-100% of the lowest paid staff were women. That men and women are still starting on unequal salaries and the gap just gets wider the longer they're employed. Women are less often represented at senior management levels.

We see that in the high numbers of women in low paid and precarious employment.

There are many points I could cite in this list.

⁵http://blog.greens.org.nz/2013/07/05/quotas-for-women/www.eoruoepanpwn.net/files/women_on_boards_canada.pdf

We have a smaller pool of women available compared to men as women experience much higher levels of violence – which can be debilitating – in the short term at least.

Although of course I know some extraordinary women do manage but sadly exceptions do not make the rule.

Also, being more likely to be in precarious/low paid/undervalued employment makes it more difficult to be selected. If our work, paid/ unpaid, is not valued by society it is much harder to make others see what we might have to contribute - let alone have the time or money to run for office.

Patriarchy reduces the pool of available women and it particularly reduces the number of Māori, Pacific, migrant women and women with disabilities or women who don't present in a gender typical manner. Despite this we have made progress in some areas and a large though not particularly diverse pool of women have made it through the system to be electable.

But of course the patriarchy isn't absent from party dynamics and structures. The photo in the *NZ Herald* of the National Party leadership in John Key's lounge the day after the election showed us that. It was a photo of John Key, Bill English, Murray McCully, Steven Joyce and Gerry Brownlee. Not a woman in sight. This can't be explained by list ranking or Auckland residence. Parties reflect power structures in wider society unless they consciously create rules to prevent that.

Then it's no surprise that there is also of course a gender bias in the selection process. Princeton University research found that despite efforts to recruit and retain more women, a stark gender disparity persists.

“In a randomized double-blind study science faculty from research-intensive universities rated the application materials of a student—who was randomly assigned either a male or female name—for a laboratory manager position. Faculty participants rated the male applicant as significantly more competent and hireable than the (identical) female applicant. These participants also selected a higher starting salary and offered more career mentoring to the male applicant. The gender of the faculty participants did not affect responses, such that female and male faculty were equally likely to exhibit bias against the female student.”

This dynamic exists in universities and workplaces and undoubtedly within political parties and we need policies to address it.

We need to be proactive. We need policies and plans that address the whole society not just the political processes.

Pauline Winter,
Chief Executive Officer, Ministry of Pacific Island Affairs

Overcoming Challenges to women's access to Management Roles and prospects – Focus on the status of Pacific Island Women

Thank you Jane and trustees of NZ Women's Watch, staff, my colleagues here on the panel, Dame Georgina Kirby and all of you here today. I am delighted to be here to look at this important issue of increasing Women's Participation and Status in Public and Private Life.

Before I start I want to share with you a quote from Marilyn Munroe, someone I have come to respect as I work through her life, experiences and thoughts – here is one that I will reflect on later in this presentation:

“Success makes so many people hate you. I wish it wasn't that way. It would be wonderful to enjoy success without seeing envy in the eyes of those around you.” - Marilyn Monroe

Firstly, it has been a year since I became a Public Servant – something a little different at my stage of life and career. Whilst the year has been busy, stimulating, frightening and challenging, it has also been exciting and I am enjoying a new adventure.

It would be remiss of me to not outline the Ministry of Pacific Island Affairs and what we do.

The Ministry of Pacific Island Affairs advises the government on policies and interventions for achieving better outcomes for Pacific peoples in New Zealand. Additionally, the Ministry conducts and facilitates two way communications between government and Pacific communities.

The Ministry is a boutique agency and as such has determined that it will focus on the following priorities:

- Increasing the number of enrolments into early education
- Increasing NCEA level 2 achievement
- Focus on young people's achievement

For us to be successful we work alongside other government agencies and engage with Pacific families.

This year we worked with the Ministry of Education to develop an innovative approach to support the focus on increasing the number of Pacific children taking part in quality Early Childhood Education (ECE) in the Auckland area. The approach is through a SMARTBUS which is essentially a van filled with ECE information and early learning resources, staffed by fully-trained personnel who can share information with Pacific families about the importance of engaging in early education. The smart part is that it has been travelling to where Pacific families are – festivals, markets, sports grounds etc.

Currently 86.8% of Pacific children have attended an ECE service prior to starting school and we are working to increase this to meet the government goal of 98 percent in 2016. We are delighted with the 49 ECE enrolments already by SMARTBUS.

The other initiative with the Ministry of Education is the *Pasifika Power Up* for NCEA to help Pasifika students prepare for NCEA exams. Over the past three years achievement has been rising from 56.5 percent in 2009 to 64.8 percent students last year.

We acknowledge this increase but know that there is still some way to go to achieve at the same rate as other students in the system. So, with the Ministry of Education eight Power UP Stations were set up in churches, community centres and schools as places where students and their family learned how to best plan, prepare and study for NCEA (New Zealand's National Certificates of Educational Achievement).

We are delighted that over 1600 Pasifika students and their families attended the eight week study course and many signed up a family education plan. It has been an uplifting experience for our teams to have been part of such a positive programme that has empowered students and families to know and understand the education system better and utilize this information to make the right choices of study for future careers.

Our work with young people continues particularly with 25 schools in Auckland and Wellington who have the largest concentration of Pasifika students. Earlier in the year we brought together over 300 young people in Mt Roskill, Auckland. The gathering was to focus on school study and hints and tips for NCEA as well as exposure to a number of high profile Pasifika people who have been successful in business and or educational achievement.

I highlight the above as they describe the way the Ministry works – with others and with the Pasifika community – we understand that without the support of the family and community often our messages are overlooked or unheard.

One of the other important tasks the Ministry has is providing a nominations service. This is a service to provide names of those aptly qualified and willing to take appointments to public and state sector boards as well as a range of nonprofit organizations.

If you would like to be considered for appointments you should send your CV along to the Ministry.

What credentials are required for referral?

A core understanding of Governance is a must – however often people underestimate their experience here. We are often part of organizations as we move through life – sports clubs, early childhood centres, board of trustees etc. If you have been an office holder of any of these types of organizations, you will have a basic understanding of the difference between governance and management.

If you are ever in the position to be a board of trustee member, I thoroughly recommend it – they offer some of the best governance training I have experienced.

There are not enough Pacific people on boards in this country and this is a challenge the Ministry is taking up. Organizations benefit from diversity of thought which comes from having a diverse membership on governing boards, something that needs to be worked towards.

I challenge you all to consider whether you have the time and experience for this type of work and if so, start building your CV and placing it with a Nominations Agency. The Ministry of Women's Affairs has their own database and where we can, we work together to ensure a diverse range of candidates are referred for consideration.

This is not the only action you should take. You need to network with others who are on boards and can give you some mentoring and advice. Having your name on a database is only one step in the pursuit of a successful nomination.

One of the important factors of success in this field is to have a support group that you can trust and rely on – often as we progress we are hit by the ‘tall poppy’ syndrome – an unhelpful by-product. However, it is something that we each need to remember when we are challenged by someone’s success and we should never miss an opportunity to give a helping hand to others when in a position to do so.

I have had so many people support my career over many years, family, friends, mentors, sponsors and others I have barely known – to you all I acknowledge and thank you and am so pleased you are or have been in my life.

Finally, congratulations to New Zealand Women’s Watch and the very important work you undertake on behalf of so many.

To everyone, I started with a quote from Marilyn Munroe and I leave you with the same quote -

“Success makes so many people hate you. I wish it wasn't that way. It would be wonderful to enjoy success without seeing envy in the eyes of those around you.”
— Marilyn Monroe



NZWW Conference 2013

Workshop Discussions

Workshop 1:

Facilitator: Mrs Kataraina O'Brien, National President, Maori Women's Welfare League (MWWL)

Rapporteur: Mere Ratuva, NZWW

Mrs Kataraina O'Brien facilitated this workshop and began by welcoming everyone present and invited each one to introduce herself. After explaining the discussion question the group was divided into two groups and the women sat in circles enabling them to discuss and dialogue easily. Each group negotiated a 'scribe' to do the write-up on large sheets of newsprint paper. After animated discussion, the groups came together to share their views, then two participants were invited to present these to the full conference. This report is a compilation of written notes and group discussions.

The discussion question / challenge was:

Think about a female leader whom you hold in high regard - not necessarily someone in a formal leadership or management role – and

- a) *brainstorm what skills and characteristics they have and*
- b) *how can we grow and share those skills and characteristics with other women especially our youth?*

*Huutia te tiro o te harakeke
Kei hea te koomako e koo?
Kii mai ki ahau, he aha te mea nui I te ao
Maaku e kii atu,
"He tangata, he tangata, he tangata"*

*Extract the core shoot of the flax plant
Then where would the bell-bird sing?
If you should ask me what is the greatest thing in the universe,
I would reply,
"It is people, it is people, it is people".*

- Whanaungatanga: family and community: context and content are based on the values, belief and relationships implicit in Maori whanau and communities;
- Kotahitahitanga – holistic development: the premise that development occurs as a result of consultation and consideration of all factors, that for a whanau to progress and develop the bigger picture of their situation,, a menu of options must be taken account of....
- Whakamana – empowerment: the commitment to strengthening the capability and capacity of whanau development and self-transcendence;
- Ngaa Hononga - relationships: the importance of relationships within the wider context of our environment re: sustainability, survival, harmony, growth, wellness and prosperity. Multi-Cultural relationships/bi-cultural matters – "but if the government cannot get it right with two peoples how can they get it right with the many?"

The women raised current significant cultural avenues and models of learning, teaching, mentoring and facilitation of women's perception and values of leadership for and by women and young women.

A particular issue highlighted was the greater need to acknowledge and restrengthen the Marae social structure and relationships looking more at a 'back-to-front' approach as a means to reinvigorate and encourage expression of women's leadership qualities and opportunities.

Below are further suggestions the group discussed that have the potential to influence Maori women leadership in a new and powerful way.

- Structure/Whanau - Marae: 'back to front' approach, 'if the back is operating well; those in front will stand with dignity;'
- Learning Tuakana - Teina: elders learning from the young; young teaching their elders;
- Over food/kai: as a venue/ social space for exchange of ideas / deliberation / negotiation / mentoring / sharing / nurturing...
- Storytelling: Tupuna korero, kanohi ki te kanonihī
- Role model: example Tuakana-Teina, Kahui - mokopuna
- Parenting and Relationships: to be able to communicate with respect and develop understanding of the different age groups and needs - whakawhanaungatanga

Mentoring support and training

The women discussed the importance of visibility and availability and facilitation of young women by women. They further raised the issue of training, support and mentoring and growing these women after they have been identified.

Complimenting women in particular through public recognition of women's accomplishments for their good work in private as well public life is often downplayed, even by women.

A concerted and sustainable drive to encourage women to compliment women individually and collectively is needed.

Generational / Whakapapa, waka

The women highlighted the role of resilience and how women were proven to have great potential for resilience but they also suggested how this could be abused...

They talked about struggle and the different types of struggles and how these could hinder as well as propel women forward in their careers and/or private life.

Another significant idea suggested was the sharing of both struggles and strengths to motivate women.

Te Ihi, Te Wehi, Te Wana, Ti hei Mauri ora

Identity and building harmonious relationships

The women discussed the significance of *whare tangata*, 'house of humanity,' a woman's ability to create life within their body. They said it was crucial for women to celebrate both the spiritual and physical power women play in procreation; also, to recognize the struggles women face when engaged in a nurturing and/or mothering role in current day-to-day life. Creating *mauri tau*, the absence of fear signifies the existence of harmony and balance. They also discussed the important role of *tapu and noa* in women's lives.

The group felt it was crucial for women to rethink, re-identify and reclaim values, *tikanga* and practices that celebrate women and recognize women's leadership qualities and that have been passed from one generation to the next. Also, knowing and drawing from one's *aiga's* collective consciousness could be a great source of courage and inspiration; also the principle of *hononga/connection*, suggesting that women already have full access to the environment. Particular mention was made of the role of the grandmother, *kawa mauri ora*, and her *tikanga*.

A significant discussion ensued on the topic of relationships and the different roles women and young women play in family context. These include *Te Whare Tangata/home and family* relationships such as grandmother and grandchild- *kuia/kaumatua*, *koka/mum*, *mokopuna/grandchildren*. The group felt traits passed from one generation to another were important to gauge, uphold and emulate.

Knowing where you belong, where you come from, your *turangawaewae* – ‘from which waters do you flow’... Further, speaking and understanding your language, *te reo* or *gagana* is important to help women make sense of the past and present in a wider multicultural society in Aotearoa; New Zealand especially in balancing contemporary and traditional life challenges.

The future: looking ahead:

The group agreed it was crucial to foster *kaiako*; to believe in and value one’s potential to change and make a difference, and to reclaim one’s position in life not only for oneself but also for other women, to set an example of resilience and bravery. Hence, making positive choices for now and the future is tantamount to change.

The group also raised the important role of *hononga* that is, to secure full accessibility to the environment through various media communications such as the internet, social networks and radio and television.

All participants agreed that women should be encouraged and supported to be open to sharing their struggles, weaknesses and strengths and to aspire for better conditions and positions in life. They emphasized that women could make positive choices, lead by example and stand up against wrong in both the public and private spheres of life. A key point raised was the historical and social impacts of mainstream schooling of Maori children and the introduction of corporal punishment such as the cane and strap. However, the women argued that there was great potential for healing, justice and transformation drawing from traditional women mentors and leaders and *tutangata*; social and spiritual connectedness, teachings via myths and legends; *tupuna korero* and *fagogo*, stories.

Contemporary avenues such as political and social activism, education and career development, social and economic wellbeing of women could be considered by women as well and it is vital for women to enhance female leadership skills further and value strong role models through out the community.

The group highlighted the urgent significance of recognizing *Tino Rangatiratanga mo Te Iwi Maori* that is the sovereignty of all the Maori people of New Zealand. This is imperative to advancing the Maori women’s leadership role in both private and public domains.

Report back recommendations

1. To facilitate influential Maori women leaders to be more visible and accessible as role models to younger Maori women
2. To recognise women’s existing mentoring and support skills to ‘pathway’ women into management and leadership positions where they can make the most difference.
3. To identify and facilitate the mentoring of current as well as emerging women and young women leaders
4. To grow and sustain a database of women mentors by Maori women for younger women.

Workshop 2:

Facilitator: Jan Logie, Member of Parliament - Green Party

Rapporteur: Jaclyn Bonnici, NZWW

Points to consider were:

Inequalities that exist at varying levels in New Zealand; the intersections of inequalities of

- Race
- Ability
- Gender
- Age
- Class

Importance of being strategic

- With our media
- With our campaigns

An opening question to Jan was:

Would things change if we had more women MPs?

Jan responded: “Maybe not. I’m not a liberal feminist *but* if we have more diversity in general then change is more likely to happen. My advice is to get *your* women in there to do your work – identify women in your organization who might want to become MPs and encourage them...”

What was wanted from this session was brainstormed:

The ‘nuts and bolts’ of how MPs are recruited / Alternative routes to becoming an MP

- Join a party
- Know what you’re interested in and pursue it
- Say you want to be an MP
- Ask people to support you

Question: What are the barriers other than gender barriers that are stopping people from becoming MPs?

- Training and understanding about misogyny and bias

What are the biggest barriers for women’s progress?

- Growing inequality – poverty, race, gender identity, disability
- The barriers we set up ourselves

How can women combine their areas of expertise to support women to become MPs?

This led to further questions and general discussion...

- Can we come up with a specific action to encourage women?
e.g. A petition to Parliament for a revised structure
- Is there a broader campaign that we can follow to raise the numbers?
e.g. Start with the energy generated by the Rape Club (“Roast Busters”) case and extend it – recognizing that this behaviour is nothing new – violence against women and girls is a human rights issue and is ‘found across everything’
- What are some of the structural challenges and why are things getting worse....?
“Why aren’t we getting any traction?”

Can we talk about patriarchy and the way that it is played out?

- Things shift through the generations and patriarchy used to be a part of everyday conversations for the Pacific community, especially in Auckland, and there is a concern that those conversations are not happening as much... There is also concern that as time has gone on, feminism has become a swear word again and talking about women's rights can be met with groans.
- We need to get men on board – and this is happening in some Auckland communities. The Project⁶ does a lot of work with men eg including a covenant between brothers and sisters.

Much of the discussion was directed towards inputs and outcomes rather than looking at underlying structural bias and the barriers that are preventing women's access to higher level positions. A range of views was brought forward by group members, including 'holding ourselves accountable / holding Government accountable' – food for thought and action....

Some examples:

"In terms of participation and change there are different levels to attack – one is at the Government level and one is at the Ministry level and there is an enormous amount of control and manipulation exercised at that level and that has implications for legislation/policy etc."

A comment was made that there is much dishonesty and lack of vision. "We (community organizations) can sit at a table with Ministries and feel completely invisible. We are ignored."

"There is a concern that women are simply appeasing men in government spaces."

"Changes in welfare and justice that are so negative to women are often led by women. Why are we punishing women that are already being punished by society?"

There was a lot of emphasis on unconscious bias but bias is often very conscious. It could be argued that ministries are buying into "a soft approach towards righting the wrongs of gender injustice. "

"New Zealand has not delivered on CEDAW and our record there is tarnished. But still, what is being done about it?"

"At CSW57 in 2013, UN, New York – for the first time in 9 years violence against women was the topic. We came back, after such a strong, high-level meeting and took the outcome document to the Taskforce on Family Violence, but it was not added to the agenda."

"At a forum like today, why aren't we up in arms about how much we are ignored – especially around the work we achieved at CSW?"

"In Parliament, there needs to be community voice for anything to have 'weight' behind it. A tactical media strategy would be very important in order to get stories out there, do the education with the public, create the pressure for change. By following the approach of "working with" central government, NGOs are losing influence and women in our community are ultimately 'losing out' "

"Women's Refuge is only one of the paid services that are constantly advocating for women and taking a stand on various issues – however for some others, fear is enough to shut down people's voices."

"Racism is entrenched - Palagi and Pacific contractors are treated differently"

eg at middle management, official, taskforce levels – a Pacific woman will ask a question and the answer will not be directed back to her.

⁶ Pacific Islands Safety & Prevention Project Inc.

“However, in defence of the Public Service, there has been so much restructuring that staff are exhausted, new, scared of losing their jobs, their contracts etc. – this keeps the power held in one place.

Challenge: *How do we get more people to understand what is happening?”*

Significant barriers include racism between individuals and also within systems, said barrier is claimed to affect contracts and NGO operations/environments and be a barrier to having a voice in advocacy. There is real concern about a loss of voice on behalf of women and girls. Ideas about what can be done include talking to unions (e.g. PSA) about strategies

Another barrier is use/ misuse of language when campaigning eg the realities of violence and the language around violence when talking about men’s violence against men and more so, men’s violence against women. “Family violence” makes it sound as if violence against women only happens within families – also it can make it harder to prosecute when it has happened within the home as it treated as a “domestic” issue – consciously or unconsciously.

Election campaign

How can one work across political parties and also organizations who are non-partisan?

With a general election in 2014, ideas were brainstormed to get some traction on high-level current issues that have high impact on women and girls eg media opportunities triggered by the Roast Busters case. By working with ‘change.org’ – a petition raised 100,000 signatures and grew beyond “being angry at boys” to being bigger/wider, creating an opportunity to put pressure on the government as well as raising the profiles of women and women’s groups and their importance as voters.

Workshop 3

Facilitator- Pauline Winter, CEO Ministry of Pacific Affairs

Rapporteur: Sara Chin, NZWW

Discussion questions and participant responses

1. Are you interested in management roles?

Pauline has conducted surveys with groups of young women and found that many display very little interest.

2. What is management (focusing more on NGOs)

- Participation in public and private spheres.
- Discussion drew a clear distinction between management and leadership

3. What are some particular barriers/challenges?

The buddy system: the buddy system does not work as well as it should....
Is it because women have more difficulties with confrontation?

Access to information

There is a possibility that women and young girls are lacking in information in terms of career opportunities. However, it is also said that with education and experience, women gain more knowledge about where they want to go.

Lack of critical mass to change engrained cultures

Dr Jackie Blue shared her parliamentarian experience: "It is a male dominated field". She agreed with Jan's speech about how women's involvement changes the culture and dynamics. Labour is aiming to have 50% women's participation by 2015; National currently only has 20%. Until the critical mass is reached, things will not change. The adversarial system on which the Parliament runs may not be necessary; the alternative could be a consensus Parliament, which would in turn encourage dialogue amongst the members. However it is also acknowledged that there is a huge tradition to confront to succeed in changing to a consensus Parliament.

Methods of recruitment

Selective leadership roles are being given priority (e.g. head girls). Alternative modes of leadership or leadership roles need to be taken into account and considered also.

Competition

The general conception is that we need to be the best in wherever we are, or in whatever we are doing, however, participants felt that this scope is focused too much on top-tier management roles, ignoring those on other levels.

It could be that women are not choosing to 'climb the ladder' but are nevertheless in leadership type positions. Some may also choose to focus on expertise as opposed to operating in the management areas, so it is a matter of choice also.

Limited information to battle gender roles

Over the years, girls' choices of careers have not changed much - they still choosing to be air hostesses, kindergarten teachers and so on. This speaks about career choices and how

conversations are not happening between the older and younger generations to expose them to more variety. It may be the case that parents themselves are not aware of the choices available either, as things like media portrayal of gender roles remain very traditional.

Shyness

Girls and women are still shy about putting themselves forward. We need to learn to break out of that, to start networking and find out how the system works.

Expectations

Many women and girls are still living to other people's expectations as opposed to their own.

While it was suggested that education and life experience tended to expose girls and women to more information, and thus wider career choices, the group agreed that there was not necessarily a lack of girls (particularly in the Pacific) who received good educations and were well-exposed to options but - where were they going?

It was suggested that the Pacific community generally operates on a culture of reciprocity. However, the second generation has a vastly different way of seeing and doing things. Many are opting to free-lance, so there are not necessarily the same standards of expectation.

There is, perhaps, wisdom and ability at top management levels to extract information from middle to lower management, so even if women may choose not to move up the career ladder, their wealth of knowledge can nevertheless be utilised.

Suggested solutions

Skills of existing management

Current management need to be able to tap into the skills and knowledge of women to benefit the workforce and working culture instead of waiting for the system to change or for us to climb to a higher position.

Dealing with youth

Current management also needs to learn how to deal effectively with youth. The youths of today will make up the workforce of tomorrow. Youths are more interested in how they can benefit from certain pursuits and this sort of method of operation is very much informed by the competitive environment that youths of today had to grow up in.

Need to capture different leadership qualities

Some of the short-comings in today's hiring and dealing with contingencies include management's lack of ability to deal effectively with youths as well as the tendency to put a huge burden on them to do volunteer work and to continuously prove themselves. There is also the problem of not being able to deal with individual differences. There is a need to be more compassionate and listen to other people's opinions no matter how long his takes.

It was suggested that it may be that current management have insecurities towards the new workforce, as they are challenged by differences, which are immediately assumed to be problematic. Hence old structures are continuously being used, allowing the reproduction of similar challenges and barring more women from entering into management level.

There is perhaps a need to adopt innovative methods of recruitment, HR practices and management; to “tip things upside down to have different conversations”. At least, methods which allow women’s strengths and knowledge to be show-cased deservedly should be adopted. For example, management could take up a strength’s based approach, delegating projects and tasks according to individual’s strengths. Top management could also come down to different levels within the structure of their organisation and discover the talent they already have within their organisation, but the problem is that currently there is not enough visionary leadership.

One of the reasons there were fewer women in management positions could be the existing employer’s fear of cultural differences. Some in the group suggested that perhaps CEOs need to get out and experience diversity, to ensure that tolerance was put into practice as opposed to being limited to rhetoric.

At the end of the day, there are real challenges that prevent women from entering into senior management. There could also be cases where women choose not to climb the career ladder due to fear of the costs they see in being at higher levels. Nevertheless the most pertinent point is that there needs to be ways to acknowledge and take into account women’s skills and knowledge; or at least, to introduce and encourage a culture that is not destructive to women reaching for higher achievements.

Report back recommendations:

1. The most pertinent point is that there needs to be ways to account for women’s skills and knowledge nevertheless, or at least inculcate a culture that is not destructive to women reaching for higher achievements
 2. There is perhaps a need to adopt innovative methods of recruitment, HR practices and management; to “tip things upside down - to have different conversations”.
 3. Processes and practices need to be adopted which allow women’s strengths and knowledge to be clearly visible
 4. At the very least, methods need to be adopted which allow women’s strengths and knowledge to be recognised and deservedly show-cased. For example, management should adopt a strength-based approach, delegate projects and tasks according to an individual’s strengths. Top management could also come down to various levels within the structure of their organisation and discover the talent they already have, but the problem is that currently there is not enough visionary leadership.....
 5. Some members in the group suggested that perhaps CEOs need to go and experience diversity, to ensure that tolerance was put into practice as opposed to being limited to rhetoric.
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Workshop 4

Facilitator – Professor Sarah Leberman, Massey University

Rapporteur - Nicky Spicer, NZWW

Finding strategies to raise the profile for women and girls in sport and their access to funding and decision-making roles

In this workshop Professor Sarah Leberman led a discussion about women's and girls' participation in sport including coaching and governance roles.

Sarah began the workshop by setting the current context of women and sport in New Zealand. Earlier in the month, the *Dominion Post* dedicated four pages to its weekend sports section but women's sport was only mentioned in one tiny four-line article. The brief item announced a significant and important international win by NZ women rowers. This is an example of the way news media consistently ignore women's sporting achievements, under the assumption that "no one is interested in hearing about women's sport". However, this is simply not true, with the London Olympics being dubbed the "Women's Olympics" because for the first time women competed in all events, and drew record crowds.

If you want to find out about women and sport in New Zealand, there is no official New Zealand institution or website dedicated to the subject. This is in contrast to Australia, the UK and the US which have dedicated institutions and corresponding websites to promote and inform people about women's participation in sport. The only website existing in New Zealand belongs to the NZ Olympic Committee and is focused on women in sports governance.

Women's participation in sport:

- As women get older they drop out of playing sport at a much faster rate than men do.
- Out of 43 NZ coaches in Beijing, only 3 (7%) were women compared to 46.7% of the competing athletes. The proportion of women coaches in New Zealand is less than in other comparable countries. Coaching courses are dominated by men. Sarah commented that some will not like to be the only woman on the course but would be keen to go if there were women only coaching courses.
- Women are not applying for positions on governance boards. This is not for lack of ability, but because of barriers preventing women reaching these positions. For example meeting times are often scheduled when women who are caregivers cannot attend. Some women have felt excluded by 'old boys' networks, or when included their views are not taken seriously or accorded respect. Sarah commented that people reach top sport boards by moving up from board to board, however it is hard to begin because local sports boards are elected. Often good players and 'mates' are elected rather than electing people for the skills they will bring. Sarah spoke of her own experience on a local hockey board as being "draining" - it is difficult being the only woman on a board.

Sport NZ has a governance programme which aims to encourage women to become involved in decision-making in sport. However, this is based in the big cities and does not reach women in smaller centres or rural areas.

- The Hillary Commission (government funding agency for sport until 2002) programme “Winning Women” was designed in 1993 to encourage women and girls to participate more in sport. However the programme was discontinued and women’s participation has dropped off the agenda. As part of the programme women guest speakers would go to all the regions and run workshops preparing women for participation on boards. They also gave media training to women sports stars so they could do better in interviews.
- In sports management courses the ratio of women to men is 40:60. Yet most women graduates going into the sector leave after a few years. The “boys club” is strong in the sector, plus the hours are difficult and the pay, especially for women in the sector, is not great. Recent research revealed that female graduates felt their courses had not prepared them enough for the realities of working in the sector. What they had learnt at university (theory etc) was not what they needed in the sector (soft skills like networking, communication and negotiating the difficulties for women in the industry). Interviews with ten current female CEOs in sport revealed they had all come from corporate backgrounds and then later moved over to sport. They had already made a comfortable amount of money and could now “give back”.

It was noted that the sexualisation of sport is an issue. For example:

- The existence of a “lingerie football” television programme where women players are dressed only in lingerie.
- Beach volleyball’s ‘dress code’ and other images of female sportswomen often promote the sexualisation of sport.
- The minimal attire female athletes wear now is seen by some as sexualising, although different generations of women tend to have different views on this.

It was noted that a few targeted women’s sports are reasonably well-funded, *but.....*

Report back recommendations

1. Resources are needed for a New Zealand focused women’s sports foundation and website. This should be a ‘go-to’ place for women and girls in sport with relevant information easily accessible.
2. Coaching training for women is a priority. Women should be encouraged and invited to coach and to participate on boards. Women can bring valuable skills and perspectives to boards from their different experiences and their access to different networks.
3. The media is powerful, they can make things visible or invisible - women’s sport should be given more coverage.
4. Sports roles need to be more flexible for women because of women’s other responsibilities, for example co-coaching could be a good option.
5. Research about girls’ participation in sport is needed.
6. Focus on women and girls in sport needs to be throughout the whole country including rural areas, not just in the main centres.

APPENDIX: New Zealand Women's Watch

Working for Gender Justice

About Us

Internationally, Pacific Women's Watch (NZ) Inc is an organisation in special consultative status with the United Nations Economic and Social Council ([UN ECOSOC](#)) since 2010; within New Zealand, PWW(NZ) is also known as New Zealand Women's Watch / NZWW.

Pacific Women's Watch (New Zealand) links with Asia Pacific Women's Watch [APWW], a regional network of women's groups which has five sub-regions (Central Asia, East Asia, South Asia, South-East Asia and the Pacific). At global meetings, eg annual UN Commission on the Status of Women meetings in New York, APWW speaks strongly for all its member 'Watch' groups. It is also joined by representatives from three major international women's networks: Isis International (feminist advocacy), APWLD (Asia Pacific Forum on Women, Law and Development), and ARROW (Asian-Pacific Resource and Research Centre for Women).

Asia Pacific Women's Watch was established after the UN 4th World Conference on Women, held in Beijing 1995. It collaborates with United Nations agencies, national governments and non-government organisations (NGOs) in empowering women and advancing their human rights. APWW works to recognise the universality of human rights as women's rights, forge new thresholds of gender equality, celebrate diversity and build peace through justice.

Pacific Women's Watch (NZ) / New Zealand Women's Watch holds open meetings and annual conferences which complement its aims to:

- Monitor the implementation of CEDAW, the Beijing Platform for Action, UN General Assembly outcomes documents, and other programmes for action in New Zealand
- Enhance women's leadership and promote gender equality in all decision-making processes
- Act as an agent of change by monitoring, reviewing and reporting, within New Zealand and to the UN, on the elimination of all forms of discrimination and violence against women eg CEDAW
- Pursue and uphold gender justice
- Encourage sustainable rights-based economic development
- Share information on good practice and lessons learned in advancing the status of women through effective communication

PWW(NZ) facilitated nationwide workshops for Beijing+10 and +15 Reviews via national longitudinal studies and focussed workshops; Beijing+20 Review scheduled for early 2014.

PWW(NZ) members have participated within New Zealand and overseas in

- Pacific Trafficking in Persons Conferences, 2009, 2011.
- Ministry of Women's Affairs Caucus on International Issues – bi-annual meetings
- Pacific sub-regional Beijing + 10 Workshop, Sydney
- Asia-Pacific NGO Beijing+10 Forum, Bangkok; Beijing+15 Forum, Quezon City
- Global Forum for Women: Beijing+15, 2010 and Commission on Status of Women, 2010, 2011, 2012, 2013, 2014 at UN, New York.

Pacific Women's Watch (NZ) reports / NZWW national publications are available on website: www.pacificwomenswatch.org.nz – look under 'Reports'

Pacific Women's Watch (NZ) membership is open to all women's organisations and groups without barriers and also to individual women. All welcome.

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