EURAM 2010 10th

19th-22nd May, Rome
Back to the Future
Tor Vergata University, Rome, ITALY

I wish I'd known what to do when . . . Reflections on a sexual harassment workshop for women engineers.

Author: LINLEY LORD - Email: linley.lord@gsb.curtin.edu.au

Track: 1. Gender Equality and Diversity in Management

Co-author(s): Melissa Marinelli (Curtin University of Technology)
/ **Marie Finlay** (Nexus Strategic Solutions)

Organisers:

University of Rome "Tor Vergata"

E I
A S M

EURAM
European Academy of Management

Track: Gender, Equality and Diversity in Management

I wish I'd known what to do when . . .

Reflections on a sexual harassment workshop for women engineers

Abstract

Western Australia has experienced extraordinary growth as a result of its minerals boom. Despite the growth in the minerals sector women, many of whom have formal qualifications, comprise just 18 percent of those employed in this sector (Minerals Council of Australia and Australian Government Office for Women 2007). There have been a number of initiatives to improve attraction and retention rates of women in the resources sector. However women remain under represented and underutilized and subject to harassment and discrimination (Minerals Council of Australia and Australian Government Office for Women 2007).

Late in 2009 a workshop on sexual harassment was run for a group of women engineers with an emphasis on strategies for resolving sexual harassment at the local level rather than through formal complaint mechanisms. The workshop was the fasted filling of any workshop offered by the organisation in 2009.

This paper suggests the need for new approaches to addressing issues of sexual harassment if women's continued underrepresentation in a sector that has the need for labour and in particular skilled labour is to be addressed. The approach taken in the workshop is outlined, as are some issues that were raised and some of the implications for organisations are discussed. It makes a contribution to this track through the sharing of the women's stories of their experiences within gendered organisational cultures and the pre-eminence of hegemonic masculinity of organisations many of which operate globally and thus potentially export their culture as well as the resources.

Introduction

Western Australia has experienced extraordinary growth as a result of its minerals boom. Although the global financial crisis has resulted in a slowing of the economy, some job loss and underutilization of labour, the impact has not been as keenly felt as in other developed and developing economies. Women comprise nearly 46% of the total Australian workforce and just over 43% of Western Australia's total workforce (Australian Bureau of Statistics 2009). However women's representation in the resources sector is considerably lower with women comprising just 18 percent of those employed (Minerals Council of Australia and Australian Government Office for Women 2007).

There have been a number of initiatives by government, universities and industry to improve attraction and retention rates of women in the resources sector. An area of considerable focus has been on increasing the number of women in engineering both at university and in the paid workforce. However women remain under represented and underutilized and remain subject to harassment and discrimination (Minerals Council of Australia and Australian Government Office for Women 2007).

This aim of this paper is to provide commentary, some reflections and suggest that new approaches to addressing issues of sexual harassment are needed if women's continued underrepresentation in a sector that has the need for labour and in particular skilled labour is to be addressed. This paper is not an empirical research paper, rather its genesis stems from

the discussions by the authors regarding issues that had been raised as a result of a workshop on sexual harassment and how some little workplace practices appeared to have changed despite legislative and policy frameworks that have been in place for over three decades.

The paper is structured so that an overview of women in engineering in Australia is provided. This is followed by an explanation of the legal framework for dealing with sexual harassment. The approach taken in the workshop is detailed, some of the issues that were raised by the participants and some of the implications this has for organisations are then discussed. The paper makes a contribution to this track through the sharing of the women's stories of their experiences within gendered organisational cultures and the pre-eminence of hegemonic masculinity of organisations many of which operate globally and thus potentially export their culture as well as their resources.

Women in engineering in Australia

Despite the efforts to increase the number of women in engineering they make up less than ten percent of the engineering profession in Australia. Perhaps this is not surprising given engineering schools promote an image of engineering students as dominant, forceful and masculine and unlikely to be feminine or likable (de Pillis and de Pillis 2008)

Despite the less than welcoming messages regarding what an engineer might look like women tend to hold higher qualifications than their male counterparts. They are more likely to hold a doctoral degree or masters degree in engineering than their male counterparts and a

higher proportion of women than men hold bachelor level qualifications. It was only at the diploma and advanced diploma level that men outnumber women (Kaspura 2008).

The Association of Professional Engineers, Scientists and Managers, Australia (APESMA) conducts a range of annual surveys to determine the prevailing market rates of pay and to get members views on a range of issues that are relevant to these professional groups. In 2007 APESMA conducted the Women in the Professions Survey, the intention of which was to obtain the views of women professionals on a range of issues so that their needs could be identified and appropriate action taken by government, industry and professional associations (Association of Professional Engineers Scientists and Managers Australia 2007).

Survey findings showed that the retention of women in engineering is falling. In 1996, 18 percent of all engineering graduates were women but by 2006 only 11 percent of all engineers with seven to ten years professional experience were women. Women leave engineering at a rate that is nearly forty percent higher than their male counterparts. Women who are remaining in the profession are beginning to move into more senior roles but they remain underrepresented at the most senior levels. The small number of women at senior levels makes remuneration comparisons difficult. The data that are available suggests that female engineers initially earn the same as their male counterparts however this parity it not maintained and at most levels male engineers earn more than female engineers. When asked to identify the factors that had the most impact on their career over thirty five percent named balancing work and family. The second highest factor was workplace culture with nearly a

quarter of respondents citing it as having a major impact on their career advancement (Association of Professional Engineers Scientists and Managers Australia 2007).

The Federation of Australian Scientific and Technological Societies released a major report in late 2009 titled *Women in Science in Australia Maximising Productivity, Diversity and Innovation.*

The author commenting on the lack of progress that has been made notes that the report took as its

> *. . . benchmark the 1995 Women in Science, Engineering and Technology Advisory Group's report to the Australian Government, titled 'Women in Science, Engineering and Technology'. The similarities between the two reports are telling. Most obviously almost a decade and a half has passed since the first report, yet the issues are yet to be addressed. A comparison between the two reports reveals that any changes have been minimal. The 1995 report, like this report, noted that women were seriously under-represented in some specific disciplines of science, engineering and technology (SET), and were not well-represented at the most senior levels in all disciplines* (Bell 2009:9).

Among the key recommendations in the report and of particular relevance for this paper is a focus on organisational culture and inclusive decision making. The recommendations in this area call for positive organisational cultures that are family friendly, equitable and where diversity is valued. Also recommended was women's increased participation in policy making and decision making forums and boards. The need for improved data and the

collection and reporting of gender data was also called for as was the need for a clearing house for best practice (Bell 2009).

Organisational climate has been found to be more important to women than men and can influence their decision to stay or leave a particular work environment. Bell as others have also noted (see for example Bagilhole 1995) comments on the dilemma women face in masculinised work environments. Women are disadvantaged if they behave in stereotypical masculine ways or stereotypical feminine ways. Being overly feminine results in women being seen as less competent than their male counterparts whilst acting in a masculine way characterizes them as too aggressive (Bell 2009).

The Careers Review of Engineering Women report also found that the culture of engineering workplaces tended to be female and family unfriendly. Women were less satisfied with the workplace culture and with conditions that related to promotion, recognition and rewards. Half of the female respondents reported experiencing harassment and discrimination (Roberts and Ayre 2002). As Roberts and Ayre (2002:6) note

> *Some of the key explanations of women engineers' workplace disadvantage arise from organisational structures, selection and promotion criteria and processes, lack of mentoring, paternalism, sexual harassment, and discrimination.*

Sexual harassment

There is reasonably comprehensive Australian legislation at State and federal level that defines sexual harassment and the procedures for lodging a formal complaint under the relevant jurisdiction. Under Western Australian legislation sexual harassment is defined as an unwelcome sexual advance or request for sexual favours or unwelcome conduct of a sexual nature. The person who is the object of the harassment must have reasonable grounds to believe that they will be disadvantaged if they reject the sexual advances. A single incident can constitute an unlawful act under the legislation (Equal Opportunity Commission).

At the federal level sexual harassment is recognized as a form of sex discrimination. It is defined as unwanted and unwelcome sexual behaviour that makes someone feel offended or humiliated and it would be reasonable to feel that way in the circumstances. Organisations have a responsibility to provide a safe working environment for employees which includes providing a working environment free from sexual harassment. Employers can be held liable for the actions of their employees and are required to take all reasonable steps to prevent sexual harassment (Human Rights and Equal Opportunity Commission 2004a).

A 2004 report by the Human Rights and Equal Opportunity Commission detailed the results of a national survey of sexual harassment in Australia. The survey found that 41 percent of female respondents aged between 18 and 64 and 14 percent of male respondents had experienced sexual harassment, two-thirds of which had occurred in the workplace. The survey also showed that 14 percent of respondents had witnessed incidents of sexual harassment in the workplace. Most had taken some form of action which ranged from

offering support and advice to the person being harassed to confronting the harasser (Human Rights and Equal Opportunity Commission 2004b).

The telephone survey was repeated in 2008 and some improvement was shown in that 22 percent of women and 5 percent of men reported experiencing sexual harassment in the workplace. However one in three women can expect to be sexually harassed in the workplace during their working life and as the Sex Discrimination Commissioner notes

> *Disturbingly, the 2008 survey finds that there is a significant lack of understanding as to what sexual harassment is. Around one in five respondents who expressly said they did not experience sexual harassment according to the definition in the Sex Discrimination Act 1984 (Cth) went on to report experiencing behaviours that may in fact be sexual harassment under the law. . . . After nearly a quarter of a century of legal protection, sexual harassment remains an unfortunate reality (Australian Human Rights Commission 2008:5)*

Both State and federal jurisdictions have provisions that enable people to lodge complaints if they believe that they have been sexually harassed. However, it relies on individuals to take action and the onus of proof lies with the person who is making the complaint. In addition the complaint must in most circumstances be lodged within twelve months of the incident.

Workplace sexual harassment results in lower levels of job satisfaction, job performance and organisational satisfaction for those subject to harassment. It also results in higher levels of

psychological distress and physical problems (Gutek and Koss 1993; Science News 2008). A survey by employment site CareerOne found that almost two-thirds of respondents reported being bullied at work and one third reported being sexually harassed. However, most were reluctant to take any action fearing that a complaint would impact negatively on their career (News.com.au 2009).

Minerals Council of Australia report

Research was undertaken by the Centre for Socially Responsible Mining at the University of Queensland, and the Women in Social and Economic Research unit at Curtin Business School. The research focused on the impact of existing workplace policies, structures and cultures on the attraction and retention of women in the mining sector. A range of strategies, policies and practices were recommended including a number of recommendations that related to organisational culture and the provision of safe working environments.

The recommendations included holding senior managers, managers and supervisors accountable for improvements in organisational culture. There was a focus on eliminating the tolerance of discrimination, sexual harassment and bullying in the workplace. It was also recommended that reward systems be examined to ensure that they aligned with inclusive behaviour. A need was also identified for safe reporting of complaints or concerns relating to sexual harassment, harassment and bullying and to understand why complaints weren't formalised (Minerals Council of Australia and Australian Government Office for Women 2007)

The discussion by workshop participants which is detailed below would indicate that many of the issues identified in the research undertaken for the Minerals Council of Australia and other major reports on women at work (for example Association of Professional Engineers Scientists and Managers Australia 2007; Bell 2009) continue to impact on women's work life with limited options available to them to deal with the harassment they encounter. The workshop process and an overview of some of the key points of the workshop discussion are detailed below.

The Workshop

Late in 2009 a workshop was run for a group of women engineers. It was developed in response to a request from a professional association for a workshop that focussed on strategies for responding to or dealing with harassment. The focus was not on formal complaint resolution procedures either within the organisation or external agencies. It was about recognizing harassing behaviours and then having a repertoire of ways in which to respond effectively to situations to resolve issues effectively at a local level.

The workshop was advertised through the professional association as part of its professional development program for women engineers. The workshop was the fasting filling of any workshop offered by the organisation in 2009 and had quite an extensive waiting list. The speed at which the workshop filled and the eagerness of participant's to share their

experiences and to find ways to improve their work environment surprised the authors who were involved in organising and facilitating the workshop. It appeared a sad indictment of the organisational cultures within which the women worked. It also raised questions for the authors regarding the impact within organisations of legislative frameworks that make sexual harassment unlawful and of various initiatives at a sector level that had focussed on improving the attraction and retention of women engineers. It appeared that despite legislation and organisational policies and programs, women were looking for ways to effectively engage with and change the organisational cultures within which they were currently operating.

The workshop was facilitated by an experienced practitioner and an academic both of whom had developed, delivered and evaluated a range of women's programs including specific programs for women in engineering. This workshop was scheduled to run after work and it had been expected, based on the professional development workshops that had been run for women engineers throughout the year that at most around twenty to thirty women would attend. In fact over fifty registered to attend the workshop and registrations had to be capped at this number so that it didn't become merely a lecture or presentation 'at' the participants. One male attended the workshop.

The workshop itself followed a fairly standard format and there were constraints in terms of group activities because of the size of the group and the physical restrictions of the room. Our aim was to create a safe space where sensitive issues could be raised. In developing the workshop we drew on arrange of literature that included areas such as bullying and dealing

with toxic bosses (Bell 2005; Scott 2006), gendered organisational cultures (Bagilhole 2002) as well as sexual harassment literature (see for example Bacharach, Bamberger, and McKinney 2007; Cortina and Wasti 2005; Gutek and Koss 1993; Handy 2006; Huerta et al. 2006; Raver and Gelfand 2006; Sims, Drasgow, and Fitzgerald 2005). Our reason for extending the scope beyond the sexual harassment literature was an expectation that women would report a range of issues and that recognizing and naming what was being experienced was in itself an important strategy. Also we were aware that harassing behaviors don't always fit neatly into precise definitions. Boundaries are crossed and issues such as race and culture can also intersect (Sigal et al. 2005). We also drew extensively on Debra Meyerson's work with respect to the development of a strategic approach to bring about change within the system in which participants were working (Meyerson 2003).

We began by asking the participants to identify issues, incidents and or experiences that they wished to have addressed during the course of the workshop. The issues generated are shown in Appendix 1. The issues raised by workshop participants are grouped together under key headings. The dot points that are listed under these headings are the specific issues that were raised by the workshop participants. Some issues are listed more than once indicating that different groups identified the same or similar issues.

The majority of the issues that were identified related to working in a masculine culture that either through active encouragement or benign neglect resulted in challenging work environments for women. This included comments on the women's appearance, not being taken as seriously as their male counterparts and feeling like they needed to 'act like a man'

to be successful. Concern was also raised by some of the participants regarding the impact on them personally and professionally of raising issues that were causing then concern.

The next stage of the workshop focussed on explanations of harassment and bullying and making a formal complaint including reasons for and against using formal complaint procedures. Participants provided further examples of their own experience and in particular the impact for at least one of the participants of making a formal complaint. One participant explained how when she had sought legal advice regarding a harassment situation she was facing that the lawyer had questioned whether or not she was strong enough to 'see it through'. This led to a discussion regarding the high personal cost of using formal organisational or external complaint procedures in seeking resolution for a complaint.

The next stage of the workshop focussed on a range of strategies that might be useful to consider. The examples that participants had generated at the beginning of the workshop (Appendix 1) were used as examples. As well as suggestions from the facilitators participants were asked to share their own strategies both successful and unsuccessful.

This stage of the workshop produced considerable discussion and at times debate particularly in relation to using formal organisational procedures. It was clear that making a formal complaint was considered by most an absolute last resort. Of interest was that there were participants in the audience who had human resource (HR) responsibilities in their organisation. Some had developed formal policy and procedures for dealing with sexual harassment complaints. However, the feedback they were receiving from the other

participants was that they didn't trust formal organisational procedures. Some related negative experiences of making a complaint or seeking advice from management or from the HR area. They had not been taken seriously or their complaint or concern had been dismissed. It was not an attack on those present at the workshop but it certainly highlighted the disjuncture that can occur in organisations between policy and practice. For those with HR responsibilities it perhaps provided an insight into why such policies are not as effective as organisations and they as practitioners expected or hoped for.

Others spoke about wanting to be skilled enough to deal with incidents that occurred, for many on a daily basis, which made their work environment less welcoming or at times hostile. Participants shared ideas and strategies that had worked for them and posed questions to the group about how to handle particular situations.

There was a suggestion that things had improved for women and that some of the examples that were being discussed no longer happened in the workplace. This suggestion was not supported by other participants and a range of examples were given. Of particular note was a quite harrowing story by one of the young participants that showed that women are still exposed to unsafe work environments where older men feel confident in making explicit sexual suggestions and when challenged claiming that they hadn't realized their behaviour could be considered offensive!

The workshop ran over its allotted time and participants were reluctant to leave. They wanted to continue the discussion, share ideas, and 'challenge' those with organisational

responsibilities (such as the HR practitioners who had attended the workshop) to find more effective ways to resolve such issues. A clear message for the organizers was that whilst there have been some changes in workplace environments that have benefited women there is a long way to go. Some issues and behaviours appear particularly resilient and enduring despite legislative and policy frameworks designed to improve working environments for women.

Discussion

The recently released report on women in science documents what is already known and understood about the issues and then looks in section four of the report at 'what we don't know' (Bell 2009:55). This discussion is framed in a similar way. Much of what was covered in the workshop was known, at least to the authors who had worked across a range of gender equity issues as researchers and practitioners. This forms the first part of the discussion. This followed by a focus on what we don't know and need to gain a greater understanding of, if we are to see changes in organisational culture that result in more equitable and less harassing work environments. Finally there are some reflections on where to from here. Running more workshops to skill women to deal with harassing situations may be of great benefit to those women; however it is unlikely to result in the level of change that is needed that will result in safe inclusive workplaces for all employees. It also continues to position women as having responsibility for dealing with harassment. The issue is individualized rather than it being a collective organisational responsibility.

What we know

Engineering in Australia is a highly masculine profession. Women remain significantly underrepresented in senior levels and are likely to earn less than their male counterparts as they progress in their career. Many are likely to experience harassment and discrimination as part of their work life experience. The gender pay gap and hostile workplaces for women are not confined to engineering organisations. Currently

> *the average industry gender pay gap still stands around 17% today with some industries like finance and insurance at 31.9% and in Western Australia at 35.7% even under boom conditions* (House of Representatives Standing Committee on Employment and Workplace Relations 2009:xi)

Adkins explored the gendered nature of work in the tourist industry and there are some striking parallels between the type of behaviour she found that women were subjected to and the behaviour that the participants in the workshop reported. The women in Adkins study reported that if they ignored the sexist or sexually harassing behavior that was for them a daily occurrence it would get worse. When complaints had been made they were ignored and the manager and the women affected by the men's behaviour believed that this was because it was seen as the men's right to behave in this way, it was part of their job (Adkins 2002). Whilst the experiences of the workshop participants weren't explored in the same detail the view that making a formal report was a least preferred option was evident. For some this was because of their experience of not being taken seriously when they had expressed concern or made a complaint. For others it was because of the environments that they worked in, environments where

men saw it as their right to behave in particular ways and there was no sanction against such behaviour. Research also suggests that some men who sexually harass are not aware that their actions are inappropriate or that they are a misuse of power (Bargh et al. 1995). This suggests that much more needs to be done so that this gap is closed.

More recent career literature has suggested that new organsiational forms with flatter hierarchies and the move to a knowledge based economy will provide greater opportunities for women as careers can no longer be based on traditional male models. However research suggests that gendered practices are continuing and that men prefer socializing with other men and appointing in their own image so that employment is structured in such ways that it continues to privilege men (Kelan 2009). This continuation of gendered practices was something workshop participants had experienced. They spoke about not being taken seriously as professionals or being given more menial, less interesting work than their male counterparts regardless of their own or their male counterpart's competence or experience. There was a sense of exclusion from certain organisational practices and the rewards that were not available to them because of that exclusion (Witz 2002).

Some workshop participants had human resource (HR) responsibilities for their organisations. For some this was their formal organisational responsibility, for others who were in smaller organisations it was something they did in addition to range of other responsibilities. Most of the organisations represented by the workshop participants had formal policies for handling complaints of sexual harassment,

18

discrimination and bullying. However, some of the HR practitioners expressed their surprise and concern regarding how little faith the women had in formal organisational procedures for resolving complaints. The general view was, as noted above, that a formal complaint was a last resort if it was to be considered at all.

This raises an interesting challenge for organisations and for legislators. Formal policies and procedures have been developed to address issues of sexual harassment and to provide redress for those who are subject to harassing behaviors. Organisational response to formal complaints particularly if a complaint is made to an external agency often includes the development of new more detailed policy to deal with such issues. However, if there is little confidence in policy and procedures, and as this workshop demonstrates the very behaviours that such policies are designed to prevent continue, then perhaps it is time to rethink how workplaces should respond and what action is needed to make workplaces harassment free. Similar arguments have been made in relation to workplace bullying, where the presence of policy alone does little to change the culture (Salin 2008).

In their examination of human resource management practices Konrad and Deckop (in Konrad 2007) identified two factors that are important to employee retention. They are opportunities for growth and fairness where fairness is seen as 'ensuring decisions are made through a rational and transparent process so that ability and achievement is rewarded [and] employees are treated with dignity and respect' (Konrad 2007:257). As far as practices that impact on women's careers Konrad identified four types. They are practices associated with

employment equity; development opportunities; formalization of human resource management systems and work-life flexibility benefits.

It has been shown that government equity initiatives are most successful when the employers are subject to government regulation and reporting (Konrad 2007). This was echoed by the workshop participants from larger organisations. These organisations had formal policy and procedures in place and reported on gender outcomes to relevant government agencies. However, as noted earlier having policy and meeting external compliance requirements does not necessary ensure an inclusive workplace. Equity programs aimed at increasing women's participation can be seen as providing special treatment for women at the expense of men (Bacchi 1996; Eveline 2004) and thus can make the environment for women worse (Rudman and Phelan 2008).

What we don't know

A key aspect of what we don't know is what works, why it works and why some initiatives no matter how well planned and resourced appear to make no difference. Large organisations generally invest in training and development including training aimed at preventing sexual harassment and discrimination. However as Konrad (2007:268) observes in relation to the US 'although sexual harassment training is mandatory for managers in many US organisations research on training effectiveness seems to be at the stage of examining employee perceptions'. She goes on to suggest that 'given the impact of sexual harassment on women's job attitudes and intentions to quit developing training programs that are effective in reducing the incidence of harassment is an important goal for research and practice' (2007:269). Bell

also notes that 'if we ask the obvious question – what works? – the evidence is scant' (Bell 2009:55). It would seem that similar research and practice is needed in Australia as well as internationally.

Whilst many of the issues raised had been anticipated by the facilitators there was a degree of surprise amongst the participants to find that their experience was not necessarily unique and not their fault. They rarely came together as women to discuss these sorts of experiences. They didn't know that their experiences formed part of a larger pattern of harassment and discrimination against women. For some it was just the way things are around here. As Smith (2005) explained in relation to her work on the development of a feminist or women's standpoint, it is the process of women talking that is a means of discovery.

Where to from here

As has been noted by others (see for example Chesterman, Ross-Smith, and Peters 2003) gender is not seen by men as something they have, nor are they easily able to reflect on the impact their gender has had on their career. There is a need for greater gender awareness and how gender is practiced by both women and men in organisations. As Kelan (2009:6) suggests 'if gender is done without reflecting about it, one way to change the way gender is done is to raise awareness and the reflexivity of those practices'. She also suggests that to understand the changing world of work there is a need to 'look at how gender is performed at work (p7) and 'gender is far more complex and multifaceted than the theories allow and that

a more differentiated understanding of gender is needed to make sense of the changing work environment.

There is also the need to ensure that both women and men are aware of what sort of behaviours constitute sexual harassment and other forms of behaviour that make workplaces unsafe or unfriendly spaces for women (Jones 2006) . Bernstien (1997) has pointed out that individuals in the workplace need to know what constitutes sexual harassment. Without a clear understanding, sexually harassing and other unacceptable workplace behaviours will continue to unchallenged despite legislation or organisational policies.

Conclusion

There is a need to do things differently in organisations. Finer grained policy responses are unlikely to deliver the expected outcomes for either women or their organisations. Much greater attention needs to be paid to what works. Additionally serious questions need to asked within organisations about why harassing behaviour continues to be tolerated and worse still in some instances encouraged. The reliance on individuals making formal complaints rather than the focus being on managerial responsibility for safe working environments also needs to be questioned.

It would be relatively easy after a workshop such as the one described above to be depressed at the agonizingly slow rate of change. However, to end on that note would be to do a disservice to the women who attended the workshop. They did not attend the workshop to

complain about their experiences. They wanted to understand how to engage more effectively with issues of harassment and discrimination so that they could change their work environments. They saw it as something that was not only possible but essential for themselves and for other women. The challenge for us as researchers and practitioners is how to work more effectively with organisations as well as working with women to bring about lasting change so that women know 'what to say and do' when confronted with harassers but need to do it much less often!

References

Adkins, L. 2002. Sexual servicing and the labour market. In *Gender A Sociological Reader*, edited by S. Jackson and S. Scott. London: Routledge.

Association of Professional Engineers Scientists and Managers Australia. *APESMA Women in the Professions Survey Report 2007* 2007 [cited 17 January 2010. Available from http://www.apesma.asn.au/women/survey/women_in_the_professions_2007.pdf.

Australian Bureau of Statistics. 2009. Labour Force 6202. Canberra: Australian Bureau of Statistics.

Australian Human Rights Commission. 2008. Sexual harassment: Serious business Results of the 2008 Sexual Harassment National Telephone Survey. Sydney.

Bacchi, Carol Lee. 1996. *The Politics of Affirmative Action*. London: Sage.

Bacharach, Samuel B., Peter A. Bamberger, and Valerie M. McKinney. 2007. Harassing Under the Influence: The Prevalence of Male Heavy Drinking, the Embeddedness of Permissive Workplace Drinking Norms, and the Gender Harassment of Female Coworkers. *Journal of Occupational Health Psychology* 12 (3):232-250.

Bagilhole, B. 1995. In the margins: experiences of women academics in British universities. *Journal of Area Studies* 6:143-156.

Bagilhole, Barbara. 2002. *Women in Non-Traditional Occupations Challenging Men*. Houndsmill: Palgrave Macmillan.

Bargh, J A., P Raymond, J B Pryor, and F Strack. 1995. Attractiveness of the underling: An automatic power ? Sex association and its consequences for sexual harassment and aggression. *Journal of Personality and Social Psychology.* 68 (5):768-781.

Bell, A. 2005. *You Can't Talk To Me That Way! Stopping Toxic Language in the Workplace*. Franklin Lakes: Career Press.

Bell, S. *Women in Science in Australia Maximising Productivity, Diversity and Innovation*. Federation of Australian Scientific and Technological Societies 2009 [cited 17 January 2010. Available from http://www.fasts.org/images/news2009/fasts%20women%20in%20science%5B1%5D.pdf.

Bernstein, Anita. 1997. Treating Sexual Harassment with Respect. *Harvard Law Review* 111 (2):445-527.

Chesterman, Colleen, Anne Ross-Smith, and Margaret Peters. 2003. Senior Women Executives and the Cultures of Management. Sydney: ATN Universities.

Cortina, L M, and S. A Wasti. 2005. Profiles in Coping: Responses to Sexual Harassment Across Persons, Organizations, and Cultures. *Journal of Applied Psychology* 90 (1):182-192.

de Pillis, Emmeline, and Lisette de Pillis. 2008. Are Engineering Schools Masculine and Authoritarian? The Mission Statements Say Yes. *Journal of Diversity in Higher Education* 1 (1):33-44.

Equal Opportunity Commission. [cited 15 January 2009. Available from http://www.equalopportunity.wa.gov.au/index.html.

Eveline, Joan. 2004. *Ivory Basement Leadership*. Crawley: University of Western Australia Press.

Gutek, B, and M Koss. 1993. Changed women and changed organizations: Consequences of and coping with sexual harassment. . *Journal of Vocational Behavior. Vol 42(1), Feb 1993, 28-48.* 42 (1):28-48.

Handy, J. 2006. Sexual Harassment in Small-Town New Zealand: A Qualitative Study of Three Contrasting Organizations. *Gender, Work and Organization* 13 (1):1-24.

House of Representatives Standing Committee on Employment and Workplace Relations. *Making it Fair Pay equity and associated issues related to increasing female participation in the workforce* Commonwealth of Australia 2009 [cited 17 January 2010. Available from http://www.aph.gov.au/house/committee/ewr/payequity/report/fullreport.pdf.

Huerta, Marisela, Lilia M. Cortina, Joyce S. Pang, Cynthia M. Torges, and Vicki J. Magley. 2006. Sex and Power in the Academy: Modeling Sexual Harassment in the Lives of College Women. *Pers Soc Psychol Bull* 32 (5):616-628.

Human Rights and Equal Opportunity Commission. 2004a [cited 15 January 2010. Available from http://www.humanrights.gov.au/sex_discrimination/sexual_harrassment/index.html.

———. *Sexual Harassment in the Australian Workplace* 2004b [cited 15 January 2010. Available from http://www.humanrights.gov.au/sex_discrimination/workplace/challenge_continues/index.html.

Jones, Carol. 2006. Drawing boundaries: Exploring the relationship between sexual harassment, gender and bullying. *Women's Studies International Forum* 29 (2):147-158.

Kaspura, A. 2008. *The Engineering Profession A Statistical Overview*. 5 ed. Canberra: Engineers Australia.

Kelan, E. 2009. *Performing Gender at Work*. Houndsmill: Palgrave Macmillan.

Konrad, A. 2007. The effectiveness of human resource practices for promoting women's careers. In *Handbook on Women in Business and Management*, edited by D. Bilimoria and S. Piderit, K. Cheltenham: Edward Elgar.

Meyerson, D. 2003. *Tempered Radicals: How Everyday Leaders Inspire Change at Work* Boston: Harvard Business School Press.

Minerals Council of Australia, and Australian Government Office for Women. 2007. Unearthing New Resources. Canberra: Minerals Council of Australia.

News.com.au. *Silent victims opt for jobs over workplace bullying, sexual harassment complaints* 2009 [cited 15 January 2010. Available from http://www.news.com.au/bullies-rule-australian-workplaces/story-0-1225697897690.

Raver, J L, and M J Gelfand. 2006. Beyond the Individual Victim: Linking Sexual Harassment, Team Processes, and Team Performance. . *Academy of Management Journal* 48 (3):387-400.

Roberts, P, and M Ayre. *Counting the losses The Careers Review of Engineering Women: an investigation of women's retention in the Australian engineering workforce.* National Women in Engineering Committee Engineers Australia 2002 [cited 17 January 2010. Available from http://www.engineersaustralia.org.au/shadomx/apps/fms/fmsdownload.cfm?file_uuid=992886E3-F73D-ADD8-0125-77596762BD1A&siteName=ieaust.

Rudman, Laurie A., and Julie E. Phelan. 2008. Backlash effects for disconfirming gender stereotypes in organizations. *Research in Organizational Behavior* 28:61-79.

Salin, Denise. 2008. The prevention of workplace bullying as a question of human resource management: Measures adopted and underlying organizational factors. *Scandinavian Journal of Management* 24 (3):221-231.

Science News. *Employees Who Are Sexually Harassed Experience Less Job Satisfaction And Lower Job Performance* 2008 [cited 15th January 2010. Available from http://www.sciencedaily.com/releases/2008/11/081120122155.htm.

Scott, G. 2006. *A Survival Guide for Working with Bad Bosses Dealing with Bullies, Idiots, Back-Stabbers and Other Managers from Hell*. New York: Amacom.

Sigal, J, M Gibbs, C Goodrich, T Rashid, A Anjum, D Hsu, C Perrino, H B Boratav, A Carson-Arenas, B van Baarsen, J van der Pligt, and Wei-Kang P. 2005. Cross-Cultural Reactions to Academic Sexual Harassment: Effects of Individualist vs. Collectivist Culture and Gender of Participants *Sex Roles* Volume 52, Numbers 3-4 / February, 2005 (3-4):201-215.

Sims, C S, F Drasgow, and L F. Fitzgerald. 2005. The Effects of Sexual Harassment on Turnover in the Military: Time-Dependent Modeling. *Journal of Applied Psychology* 90 (6):1141-1152.

Smith, D. 2005. *Institutional Ethnography A Sociology for People*, *The Gender Lens Series*. Lanham: Altamira Press.

Witz, Anne. 2002. Patriarchy and the professions. In *Gender A Socialogical Reader*, edited by S. Jackson and S. Scott. London: Routledge.

Appendix 1

Issues raised by workshop participants are grouped together under key headings. The dot points listed under the key headings are the specific issues that were raised. Some issues are listed more than once indicating that different groups identified the same or similar issues.

Age

- Senior vs junior

- Older men who dominate meeting/discussions

Bullying

- Dealing with bullies and how to resolve

- Bullies, chauvinistic behaviour/discriminatory behaviour

- Professional bullying (professional competence being called into question)

Confidence

- How to be confident in these situations (harassment)

Communication

- Language, comebacks

- Techniques for asking questions

- Difference in communication styles between men and women

Cultural diversity

- Awareness of culture differences and expected co-worker behaviour

- Different cultural values

- Perception of gender roles in different cultures

- Cultural differences

Emotions

- Emotional reactions – how to handle it

Harassment

- Harassment (physical) at social work events

- Emails/ jokes

- Inappropriate emails/jokes

- Emails and jokes

Health impacts

- How to handle your mental health with persistent bullying

Male cultures

- Dealing with male environments

- Making suggestions/opinions heard in a male dominated environment

- Lack of support for removal of 'girlie' calendars at work

- Acceptance of ingrained sexist habits

- Belittling/ inappropriate tasks

- Women being assigned menial tasks and men get more technical tasks

- Inappropriate conversation topics

- Clothing analysis – critiqued on outfits

- Slang terms for women

- Not taken seriously as professionals

- Inappropriate compliments

- Do I have to be masculine to be in senior management?

- Comments on body image

- Overheard conversations (deliberately saying things loudly)

- Breaking into the boys club

- Issues being put down to gender

- Different behaviour offsite vs city

- Ongoing comments on appearance

Remuneration

- Gender disparity in remuneration

Reputation

- Worry about reputation if you report something

- How to complain without being labeled, get HR support/advice and where to go if HR doesn't help

Taking action

- When is it serious/ enough?

- How to assist others

- How to deal with subtle and blatant inferences, discrimination and comments?

- How to support, advise, guide and mentor someone who is being harassed

- Where to go for advice

- Women helping each other

Work and family

- Lack of respect of boundaries between home and work