WOMAN'S INVOLVEMENT IN CONSERVATION I:

A focus on Department of Conservation staff

by

Margaret O'Brien

ACKNOWLEDGEMENTS

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ABSTRACT

This paper considers the results from the first part of a two part project looking at promoting women's involvement in conservation. In wanting women in the wider community to become more effectively involved in conservation, we are asking them to change. Change can be facilitated by women staff of the Department of Conservation (DOC) working effectively in conservation and thereby providing good role models. The first part of the project looks, therefore, at the perspectives of women staff within the Department: their involvement and barriers to their working effectively in conservation. The results are based on a multi-phased research programme that includes information gleaned from surveys and discussion groups. The phases contributed to an action-research methodology that allows for the sequential refining of the research focus.

Results indicated that women wanted the department to place a greater focus on (i) educating and involving the public, (ii) facilitating departmental women's involvement with the public and (iii) facilitating departmental women's involvement in the Department. The overall emphasis was one of needing to network - across divisions and across to other conservancies, i.e., across horizontal dimensions of the department rather than "up and down" the vertical structure of the department. The corollary requirement was for a shift in incentives and rewards - to reward contribution rather than status, to provide employability security and flexibility in the workplace.

At a deeper level, though, there is disharmony between women and their management. There are indications that while many women follow a strong conservation ethic they feel an alienation from management and management driven change. In explanation of this "dual" culture within the department the implications of two methods of accountability are considered - one driven by economic efficiency and the other by effectiveness through community responsiveness. The results indicate that while management are bonded to the model of efficiency, women are more likely to favour the model that enables participation and responsiveness. This is reflected in the research process chosen for this project and the results themselves, with their emphasis on the power of networking. It is suggested that DOC needs to resolve this discrepancy to effectively involve women in the work of conservation.

1.   **THE NATURE OF THE REPORT**

The essence of the method used to research "Women's involvement in conservation" has been one of posing critical problems for inquiry: of probing questions and a search for answers. The search, whether through literature, survey or group discussion, has been followed by a reflection on the information as it has arisen in the study, followed by further questions and renewed research activity, to create a cyclic and mutual learning process[1]. For this reason the research is reported in the form that reflects the research process - a dialogue - a series of questions and answers [2]. The questions raised have been questions brought up by a number of women throughout the project - questions that we have sought to solve. In this way dialogue represents the way we can learn and extend our knowledge.

2.   **WHY LOOK AT WOMEN?**

Q.   Why does DOC need a research project to look at women's involvement in conservation? Isn't this just a Suffrage Year ploy by male dominated management?

Not really. The project was initiated by women in the Public Awareness Unit of DOC, although the fact that it did receive funding may have been linked to Suffrage Year. The research was motivated by the need to understand and promote women's role in the work of conservation. Of particular interest was the fact that the Colmar and Brunton[3] study indicated that over 70% of "deep greens" (with a strong commitment to environmental issues) were women, yet seemingly contrary information from the Department of Conservation suggested that women are less likely than men to take part in, for example, public policy processes that involve conservation issues. On the surface, this indicates that while women may have a more pro-environmental attitude this does not translate into a more active involvement. We needed to know whether this was correct. Were women less active? And if so, what could be done to involve them more?

Q.   But, hasn't the project actually started by looking at what is going on for women within the department?

Yes, and there was some resistance to this because some people felt what was happening with our own staff was irrelevant. The problem we have, though, is that if DOC were to more actively involve women in conservation, then it must provide good models in female staff who perceive themselves to be already working effectively in

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[1]The research has included the results of the Women's Advisory Group Survey, the Heylen Research Centre Staff Survey and group discussions in ten conservancies. Group discussions and survey work were carried out in 1992.

[2]Shore, I. and Friere, P 1987: What is the "dialogical method" of teaching? Journal of Education 169(3): 11-31.

[3]Commar & Brunton Research Limited (1990) Project Green. PO Box 3622, Wellington, New Zealand, p.14.

conservation. But were women in the department "involved"? What needed to happen for them to work more effectively in conservation? We didn't have answers to these questions.

At the same time, the department was also concerned about the role of female staff. Could the women's networking be extended formally to improve on the effectiveness of women working in conservation?

Investigating how our own women staff were involved in conservation seemed an appropriate place to start, particularly as the Heylen survey (HS) was to be conducted with staff and would provide us with some excellent groundwork.

Q.   So why is the involvement of our women so important?

Well, when we talk about involving women in the community in conservation, we are talking about (a) wanting them to change their behaviour and (b) looking at the kinds of barriers that tend to inhibit change. People often have considerable awareness, or knowledge, about conservation issues, but they do not have the confidence to put that knowledge into action. They lack what the research jargon calls **"self-efficacy", a form of empowerment**[4,5] or the belief that what they do will have any effect. Self-efficacy is stimulated by success experiences, such as when a community group successfully fights to have rubbish containers installed in the streets, or takes a petition to parliament and thereby saves the local post-office, and so on. But success experiences and the change that accompanies them are also facilitated by good modelling by people who already have a "high self-efficacy". **To this extent, understanding how women staff feel about their own effectiveness is vital. Change in the community can be facilitated by every person working at the interface of the department and the public, provided that their own sense of effectiveness or "self-efficacy" is nurtured.**

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[4]Bandura, A. 1977: Towards a unifying theory of behavioral change. Psych. _Review_ 84(2): 191-215.

[5]Zimmerman, M. 1985: Empowerment, perceived control and citizen participation: A dissertation proposal. Submitted to the U. of Illinois, Psychology Dept. Chicago, Illinois, USA. Discussed in Rappaport, J. 1985: The power of empowerment language. Social Policy 15, Fall: 15-21.

3.   THE APPROACH

3.1   The research rationale

Q.   Well, we all seem in one way or another to have been involved in this project.. whether through the Heylen survey or the discussions you and Rachel Barker carried out around some of the conservancies. What was the rationale for your approach?

Over the last ten years there has been a major shift in the way social science research has been done - a shift from doing research **on** (or **to**) people, to doing research **with** people[6]. For this reason the research involved the integration of a number of methods in which women could participate and provide us with feedback, whether through survey or conservancy discussion groups.   What we aimed to do was to take the information gained from the first phase of work to the second phase, then from the first two phases to the third phase, and so on. (See Box 1 for specification of phases in the research project.) In this way the research homes in on the issues of importance.

Box 1: Phases of the Women's Involvement in Conservation Research Project:

Phase I   Liaise with the women staff throughout the conservancies to assess the issue of networking and the steps required to improve their effectiveness in working in conservation

Phase II   Work with Heylen Research Centre to develop and administer a survey to assess staff attitudes and needs

Phase III   Present a synthesis of results from I and II to workshop "focus groups" of women in 8 conservancies to establish strategies to meet their needs to work more effectively in conservation.

Phase IV   Present results of I,II and III in draft report form to all conservancies for final comment

The four stages provide for the technique of triangulation (an attempt to "fix" a phenomenon by approaching it from more than one route). The advantage of this approach is that we avoid dependence on the validity of any one information source.

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[6]Raebum, J. 1987: PEOPLE projects: planning and evaluation in a new era. *Health Promotion* 13: 2-4. London, Canada.

Q.   So, you gradually refine your understanding of the situation for women?

Yes, in this way we are involved in what is called **action research**[7,8]. Most conventional research methods gain their rigour by control, standardization, objectivity, and the use of numerical and statistical procedures. But in action research, standardization defeats the purpose. The virtue of action research is its **responsiveness** - in our case to women, their concerns and what they pose as critical problems for inquiry. With each new phase of the research, we look for evidence that confirms or challenges the interpretations we are making. We may start off with quite fuzzy ideas about what is going on for women, but as they participate more and more in the research process and we receive more and more evidence, we get closer to the "guts" of the situation and idiosyncratic information can be discarded. As in many numerical procedures, repeated cycles allow you to converge on the appropriate conclusions. (See Box 2 for diagrammatic presentation of Action Research.)

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[7]Dick, B. 1991: You want to do an action research thesis? How to conduct and report action research. Report Department of Psychology, University of Queensland, Brisbane, Australia.

[8]Kemmis, S. and McTaggart, R. (Eds.) 1988: The Action Research Planner. Deakin University Press. Victoria, Australia. While this text relates to the educational field it is still a valuable reference.

Box 2: Action Research
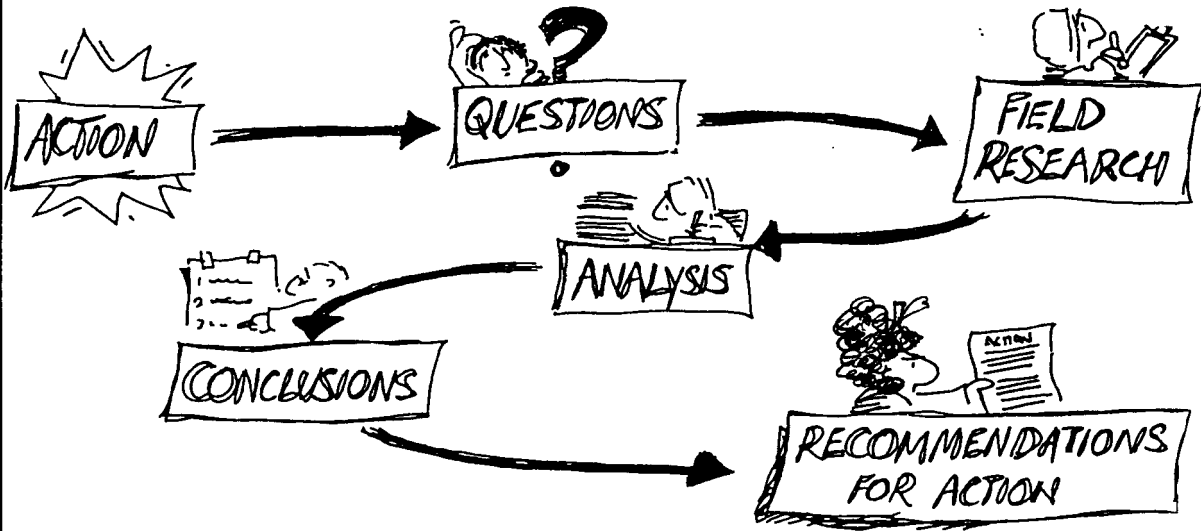
is an on-going process...

Illustration adapted from Wadsworth, Y. 1989[9]

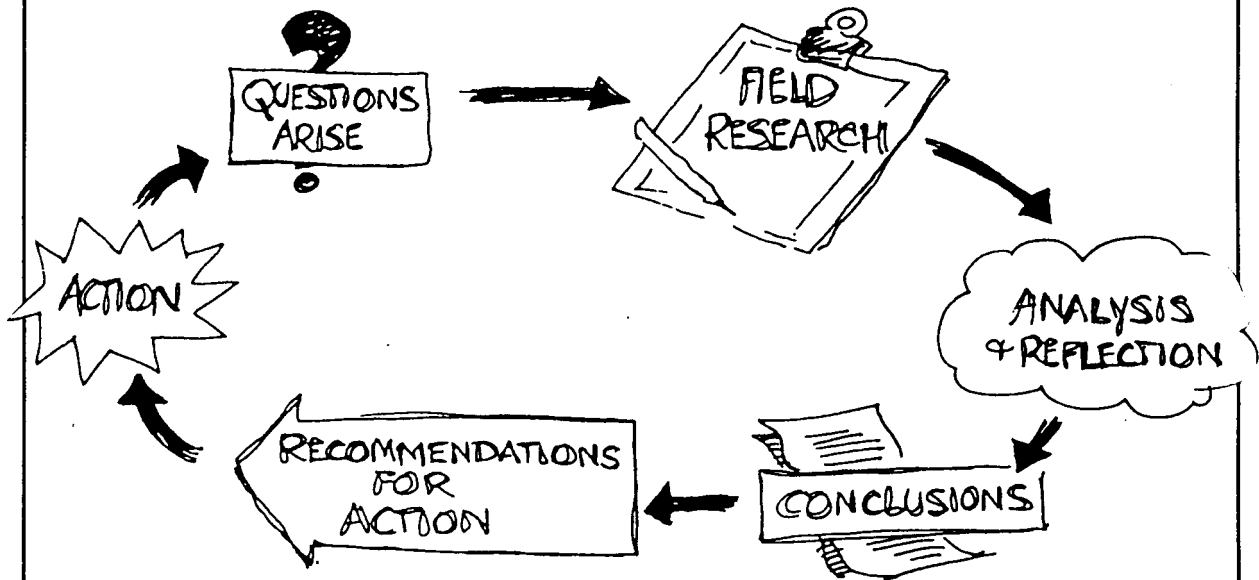[9]Wadsworth, Y. 1989: Do it yourself social research. Victoria Council of Social Services. Melbourne. Australia.

3.2   The research in practice

Q.   Have you been satisfied with the level of staff involvement in the project?

Yes, and it is still ongoing as I receive feedback on the results that are reported. But there is no doubt that some women have felt very concerned about a project that concentrates on "women". Some women feel that they are not at all disadvantaged so that they should not be isolated as a group for study. Others feel that we need to concentrate on our ability to work in "mixed" teams and our identification as "people" rather than "women". However, and more prevalent, is quite a high level of fear amongst women about the consequences of speaking out. Even so, I think the results we obtained, especially through the anonymous route of the Heylen staff survey, allowed people to express themselves without fear of retribution.

Q.   Some of us, though, are still very sceptical about the Heylen survey. Can we really rely on the results as much as some people suggest?

A survey is only as good as the questions it asks. In this case, a team of people worked on the questions to be included, with each of the team members consulting with several other colleagues. Naturally, it was difficult to please everyone in settling on a limited number of questions and there was the ongoing problem of the interpretation of the results. One difficulty is to clearly distinguish between "prompted" and "unprompted" questions. Prompted questions are those in which a selection of answers is provided for the respondents to choose from, while unprompted questions are open-ended, so that the respondents could reply "freely". For instance, in a prompted question, 70% of the staff indicated that encouraging local councils to consider conservation was a very important area for DOC to be involved in, while in an unprompted question, councils hardly rated a mention. The validity of the information can be addressed by looking for trends across questions. In our case (looking at data on women), we also improved on the validity of the results by gathering data using alternative methods (called triangulation), such as noting feedback from the question-naire sent out by the Women's Advisory Group and by discussing the findings with the women in several conservancies.

Q.   How many women did, in fact, reply to the questionnaire?

At the last count, 1071 members of staff had replied to the survey, with the ratio of responses (742 men to 323 women) being a reasonably accurate reflection of the proportion of men to women in the department, i.e., about two to one.

4.   **WOMEN'S NEED FOR INVOLVEMENT**

Q.   Did women really differ in the way they responded?

Yes, there were several themes that came through over and over again, no matter whether we considered "prompted" or "unprompted" questions. These included: educate and involve the public (the strongest theme); involve us with the public; and communicate more with us in the department (i.e., involve us more in the department)[10].

4.1   Educating and involving the public

Q.   So what did women say about educating and involving the public?

In comparison to men, women more strongly advocate the education and involvement of the public in conservation. They want the public to be more aware and believe that public education is the most important activity with which the department should be involved. There were several examples of this:

> The unprompted response for the staff as a whole (i.e., men and women considered together) indicated that the most important activity for DOC was the protection of the environment in all respects, but when women were considered separately, they indicated that public education is the department's most important activity (men 17% and women 27%)

> In a prompted situation, men and women again indicated that hands-on protection of habitats is a very important activity for DOC. On the other hand, when women were considered separately, they were more likely to say that raising public awareness (an integral part of public education) is a very important activity for the department (men 64% and women 76%). Interestingly, less than 40% of staff believe this is an area where DOC "performs well".

> Women are also more likely than men to consider the following activities as being important for DOC involvement:
> -teaching school children (women 69%, men 59%),
> -teaching people about wildlife habitats (women 61 %, men 47 %),
> -teaching people about how to behave in the wilderness (women 57%, men 44%) and
> -running information centres with displays (women 55%, men 36%).

> In conjunction with these results, women are also more likely than men to say that their **ideal conservation organization** would actively promote conservation (as distinct from, for instance, having enough money from government) and would encourage other groups to do conservation tasks rather than doing all the work itself (women 61 %, men 44 %).

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[10]A summary of quantitative results from the Heylen Survey are available in Appendix 1.

4.2   Women's involvement with the public

Q.   And what about women's involvement with the public?

Women are more likely to be office bound, yet indicate (a) that one of the most enjoyable aspects of their work is contact with other people (see Box 3 for women's comments) and (b) that they wish to work more with the public. Over 40% of women are in personnel, administration and finance positions (compared with 5 % of men), over 60% spend no time in the field (compared 17% of men) and 70% spend all their time in the office (compared with 24% of men). Despite this, there are few differences between the major likes and dislikes men and women have of their work. Most enjoy their job (81%), find work rewarding (81%) and feel they are achieving something (79%). On the other hand, unprompted, women are more likely than men (51% cf 30%) to indicate that they enjoy the contact with other people more than any other aspect of their work. Along with this, over half of them indicate (when prompted) that they want more contact with schools, the general public, local communities and local and regional councils.

Box 3: Women's involvement with the public

From the HS Question: What are the things you most like about your job? (emphases added)

Promoting the protection of the marine environment and seeing **people's** views change as a result of talking to them.

Getting things done, seeing results of projects with **public and community groups.**

Bringing different **people, groups,** ideas together

Providing opportunities for the **public** to experience and learn about the environment.. and information on how they can be part of "saving the environment"

People
Contact with **people**
Interesting **people** who visit

Meeting a variety of **people** from all over the world and all ages
Dealing with **tourists..**

Contact with **public** who are generally supportive of what we are trying to do

Encouraging **others** to learn more about conservation especially **children** of all ages

Being able to give sound advice on tracks etc and interpretation for the **public**

4.3   Involvement within the department

Q.   And what views did women hold on their involvement within the department?

On the positive side, one of the most rewarding aspects of women's work in the department is their relationship with their colleagues, particularly those colleagues who are committed to conservation (see Box 4). However, there are two issues that are troubling women. One concerns the lack of women in managerial ranks and the other concerns the lack of "good" communication within the department: The Heylen survey indicates that only 6 % of women (compared to 21 % of men) are involved in managerial positions. Women are also less likely than men (29% cf 41 %) to say that the department takes notice of what other people want, more likely than men (55 % cf 43%) to disagree that managers are good at passing on information and more likely than men to report that to work more effectively in conservation there needs to be improved communication and information sharing (see Box 5).

Q.   So, while the women are well involved with colleagues, they still feel hampered by their less effective involvement with management?

Yes, and this was the main concern of those women who responded to the initial Women's Advisory Group survey - their responses indicate that they feel disempowered. In effect, their concerns could be conceptualized on two dimensions - a "working style" dimension and a "relationship" dimension. Along the "working style" dimension women reported interest in the processes of communication and networking to work more effectively while they perceived men achieving performance through a strongly individualized task orientation. On the "relationship" dimension it appeared that women felt they are in a position of "no power" while they reported to male managers in positions of "power" (see Box 6). The Heylen Survey indicates that while feelings of disempowerment are not confined to women, they are more common among women than among men. I have heard Americans and the Canadians refer to the notion of the "glass ceiling", where women are below and can see what's going on above them, but that's all. Women want to counter this by being more involved (see Box 7).

Box 4: Most rewarding aspects of work in the department

From the HS Question: What are the things you most like about your job?

Working with fellow staff – dedicated and keen – a very positive group who are the firm foundation for DOC

Work with friendly, helpful, informative people. Good supervisor and section manager

Contact with other staff members

I find the staff are friendly and helpful and more than happy to explain any aspect of their work with those who are interested enough to ask.

Opportunity for contact with wide range of DOC staff

I like the people I work with directly and find there are good opportunities to discuss problems and new ideas

The people I work with are great people and on the whole dedicated to conservation

Neat people to work with in DOC

DOC people are pleasant to work with (on the whole)

I work with good people who are genuine, friendly, committed and usually caring

Good team of people I work with who mostly have compatible values and aspirations

I like my workmates and the contact with other conservation-minded people

Working with other Conservation staff who are committed to conservation. Not only technical/field staff but administration staff as well.

Box 5: The need for improved communication and information sharing

From the Question: What are the things that you really do not like about your job?

Management not passing on important information

Lack of communication between us and managers

Frustrating lack of communication within Dept.

Inability of managers to communicate

Random administrative interference with little explanation; administrative arrogance. Continual and regular conflict between long term goals agreed upon in planning sessions and daily often trivial demands from admin. Emotion-driven instructions from admin.

Sometimes lack of consistency by management

Derisive management, cliques and secrets

The antagonism between different parts of the Department

Lack of recognition by HO management unless things go wrong

Don't enjoy the distance which people keep between each other at work - but that would apply to any job and possibly New Zealand in general!

Sometimes there are major communication breakdowns where information just does not get through until the last minute which in turn leads to totally unrealistic deadlines, and negativity amongst workers.

Poor communication from top/down to workers.

Lack of communication and direction, e.g., everything comes down the line and decisions are made without due regard of workload, or involvement of those given the job to do. Deadlines from HO are usually unrealistic and demands of statistics are ongoing to the point where more time is spent servicing HO than doing the job one was employed to do.

Box 6: Dimensions of Concerns (from the Women's Advisory Group survey)

Power
Present major concerns
to male managers for
action

ships

Process
(Communication
networking)

Working style

Task
(Individualised
orientation)

Relation-

No power
Threatened
Stay clear of politics
Cynicism
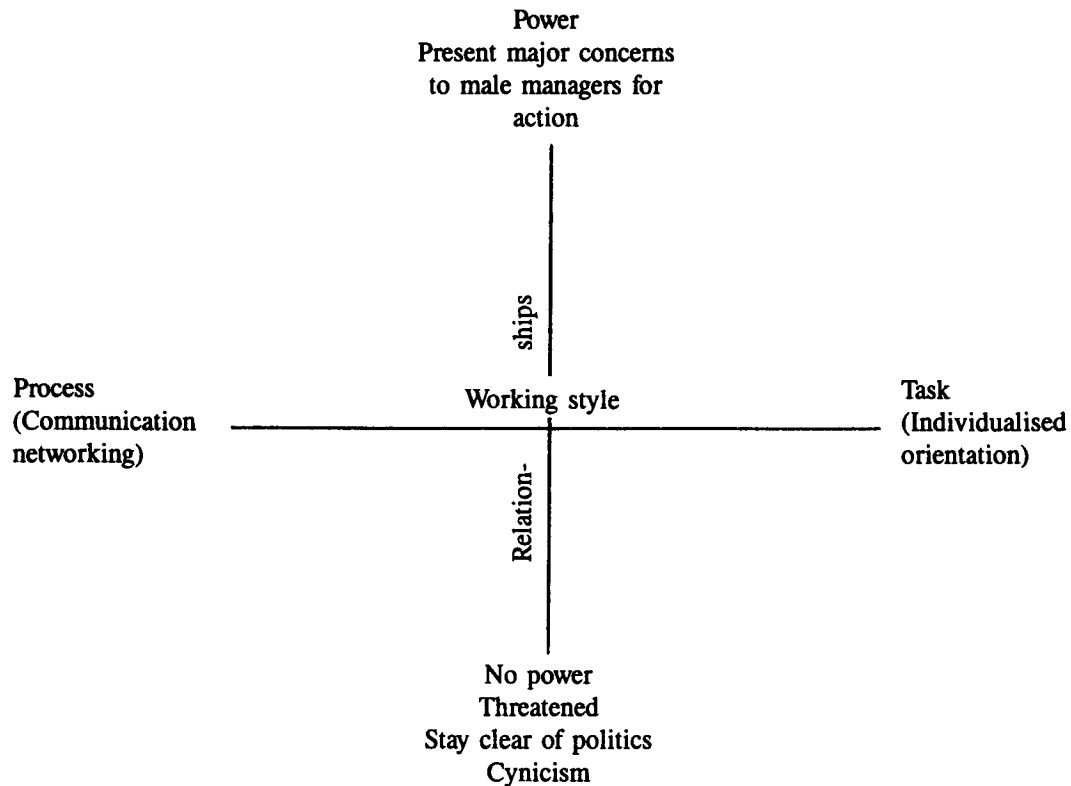
Box 7: Involve women with equal opportunity in the Department

From the HS Question: What has to change for you to be able to do your job better?

(We need)..

The promotion of the employment of more women in the dept., especially in managerial positions.

More women in management positions

Equal opportunity for women

More women in responsible positions

Less discrimination

Unbiased, fair staffing practices

..an active recruitment of qualified women to balance the male/female ratio..

More opportunities for staff working part-time to progress career wise (e.g., move into management)

An opportunity to participate in the decisions made concerning (our) section. To be employed on a truly equal basis.

5.   THE MPORTANCE OF A NETWORKING ORGANIZATION

Q.   Well, is this information really all that new? Haven't we heard it all before?

It is always useful to have information to support your claims, but it is also the interpretation of the results that is important. **Whether we are talking about involving the public in conservation, or involving women staff with the public, or the better involvement of staff within the department, we are talking about the need for better networking.**

Q.   Well, why is networking so important?

Networking can have a major impact on the quality of the service we provide by improving both the efficiency and the effectiveness of the work we do. Researchers in the field of organizational effectiveness[11] have indicated that many of our present organizational structures were a relatively successful adaptation to the environment of last century when the pace of change was slow. But, now change has accelerated, they suggest that **we need an organizational structure that can respond rapidly to a complex and diverse environment.**
That we need to respond more effectively is evident from the Heylen survey: Almost 50% of the staff feel that the department is slow to do anything and 40% of our associates think likewise. We have to change and the way we change will be critical to whether we retain or lose effectiveness as a department. To respond effectively we will need to work together more effectively, and one way for us to consider is to network.

Q.   What is really meant by "network" ?

Networks can be defined as the "webs of interrelationships organized to carry out the tasks of projects"[12], active structures, formed, dissolved or restructured to meet the needs of an organization.

The organizational structure we use now, based on functions, can be useful in bringing together specialists in each area, whether threatened species, public awareness or finance. The shortcoming of this approach is that it can also create boundaries, what David Norton refers to as a "functional gridlock"[13]. In this case, each function develops its own way of getting the job done, walls build up, communication is hampered,   misunderstandings occur and frequently the organizational goals are obscured. Most staff are already aware of this type of problem within the Department.

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[11] Nolan, R.L., Pollock, A.J. and Ware, J.P. 1988: Creating the 21st Century Organization. Stage by Stage 8(4): 1-11.

[12]Nolan, R.L., Pollock, A.J. and Ware, J.P. op. cit. p 4.

[13] Norton, D. 1988: Breaking Functional Gridlock: The case for a mission oriented organization. *Stage by Stage* 8(2)*:* 1-11.

Almost 70% of the staff indicated that there is duplication of work due to the lack of communication and only 5 % could agree that Head Office divisions cooperate.

As Tom Peters[14] points out, one of the main problems facing organizations is their failure to tap their work force's potential. To be truly involved they need to network. "In net-work organizations, the information flows freely across department boundaries at lower levels as well as senior levels, so the required information gets to the right places for action more quickly. Networks rely on the knowledge and ideas of organizational members, who directly contact the people they need to work with to get required information or commitments"[15].

Q.   Isn't this a bit unrealistic given the department's present level of resources?

It might seem so initially, but **networking can be used to counter the effects of a "lean" organization**. The present economic climate means that the department, like many other government organizations, is expecting continuing budget decreases. 90 of the staff see the department as being hampered by the lack of funds and 80% by the lack of staff. As staff numbers are cut or individuals are not replaced when they leave it means that fewer staff are available to do the work. Rosabeth Moss Kanter, professor at the Harvard Business School, points out that such a direction can lead to "organizational anorexia" where resource starvation can lead to overload and "burnout" in the staff[16]. Implicitly, women are aware that the only way that we can do MORE with less is by working more effectively together -by improving our e**ffectiveness through synergy, where the whole will contribute something above and beyond the sum of the parts**[17]. That is, where the networking structure will produce more than the individual workers.

Q.   Should everybody be able to directly communicate with everyone else?

No large organization is expected to be purely a network. It would become very expensive and quite chaotic if everyone in the system decided to communicate with everyone else. **As with ecological systems, it is suggested that we may need to maintain some level of organizational diversity, with some parts of the organization more network-like while other parts are more traditionally based.** To some extent we are already doing this - almost by necessity we operate "shadow" networks that are overlaid on top of the traditional functional hierarchy. The "shadow" networks that already exist, for example, the Riparian Working Group, the Cultural Group for World Heritage and the Technical Support Group for Areas of Significant Conservation Value, all reflect a practical response to real world problems.

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[14] Peters, T. 1988: Thriving on Chaos: Handbook for a management revolution. MacMillan, London.

[15] Nolan, R.L., Pollock, A.J. and Ware, J.P. op. cit. p.6.

[16] Moss Kanter, R. 1989: When Giants Learn to Dance. Touchstone, N.Y., p.98.

[17] Moss Kanter, R. op. cit. p.91.

Q.   So, the recent Kaupapa Wahine group would be part of this process?

Yes, women have asked for the formalization of their networking process within the department. Working for synergies will be essential for managing in our "lean" organization. In particular, the horizontal dimension - the process by which communication and cooperation occurs across all the divisions - will be the key to obtaining the benefits of networking. The response to the Women's Advisory Group survey suggests women are already doing this and this needs to be capitalized on.

Q.   Isn't this reason alone to include women in management?

There is research which indicates that women do have a different management style - one that facilitates this networking process. As Judy Rosener points out:

> "Women managers who have broken the glass ceiling... have proven that effective leaders don't come from one mould. They have demonstrated that using the command-and-control style of managing others, a style generally associated with men in large, traditional organizations, is not the only way to succeed. The first female executives, because they were breaking new ground, adhered to many of the "rules of conduct" that spelled success for men. Now a second wave of women is making its way into top management, not by adopting the style and habits that have proved successful for men but by drawing on the skills and attitudes they developed from their shared experience as women... I call their leadership style "interactive leadership"... women encourage participation, share power and information, enhance other people's self-worth, and get others excited about their work. All these things reflect their belief that allowing employees to contribute and to feel powerful and important is a win-win situation-good for the employees and the organization[18].

However, this does not mean that all managers need to become "interactive leaders". It is more likely that a **diversity of management styles will be necessary if the department is to improve on the quality of its service. Just as cultural diversity has been considered essential for the conservation of biological diversity [19], so may management diversity be considered essential to cultural diversity linking management and social concerns in resource use with ecological concerns.**

Q.   Does this emphasis on networks and networking mean that we would need to
        work more in groups or teams?

Yes, it probably does. But, people use the word "team" very loosely. As Katzenbach and Smith point out, "Teamwork represents a set of values that encourage listening and responding constructively to views expressed by others, giving others the benefit of the doubt, providing support, and recognizing the interests and achievements of others"[20]. Such values help teams perform, and they also promote individual performance as well as the performance of the entire organization. While the values are important, they are

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[18]Rosener, J.B. 1990. Ways Women lead. In *Harvard Business Review* November - December.

[19]Gadgil, M. 1987. Diversity: cultural and biological. *Trends in Ecological* Evolution 2(2): 369-73.

[20]Katzenbach, J.R. and Smith, D.S. 1993. The discipline of teams. In *Harvard Business Review*. March-April.

not enough. Katzenbach and Smith have researched the differences between groups that perform well and those that don't. They define team as "a small number of people with complementary skills who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable[21]." The implication is that not all groups are teams. In particular, they have found that most successful teams are self-managing and have:

(i)   established a specific team purpose usually in response to a demand or opportunity put in their path, usually by higher management[22] and

(ii)   accomplished work (e.g., interviews, surveys, experiments) collectively - by two or more people working together (gaining "collective work products").

Our own "shadow" networking groups operate sometimes in spite of the formal organization in that the department's emphasis is still on individual accountability and individual performance.

Q.   What would such networking mean for women?

Essentially, it would formalize and legitimate a process that many women are already using but reinforced by management this process could achieve more. We could expect several changes. Our relationships with technology would change. There would be greater emphasis on the use of electronic communications and maximising the potential of our information technology. Work could be done at almost any place, at any time, with any set of individuals.

Our relationship with our work would change. A networking organization relies on people with the knowledge and skills to attack and solve problems on a day-to-day basis. These tasks cannot be fully defined in advance because the environment we would work in would be unpredictable.

Our relationships with one another would change. Communications would be less confined by where we are in the hierarchy. Relationships would develop among individuals with problems and individuals with the skills to assist in solving these problems. We would be able to work more effectively to connect with those people who have the skills to help us.

Our knowledge would be used more effectively and recognised as a resource. Our ability to influence people would depend as much on our knowledge, expertise and

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[21] Katzenbach, J. R. and Smith, D. S. op. cit., p.112

[22] A team can involve shared leadership roles and a system of individual and mutual accountability; a specific team purpose that the team itself delivers, collective work outputs (or products), will encourage open-ended discussion and active problem-solving meetings, will measure performance directly by assessing the collective work outputs and will discuss, decide on, and do real work together (rather than delegating it). Such teams can promote individual performance as well as the performance of the whole organization.

ability to contribute to solutions as our role, at the moment, in the more traditional hierarchy. Many of our communications would also be external to the department. This would be a necessity given our Treaty of Waitangi partnership. These networks can provide a powerful source of information.

We would become more innovative. Research indicates that the relationship network is more efficient in bringing together the diverse skills required for solving new problems than any other preconceived path could be. As Jay Galbraith writes, "For innovations to occur, knowledge of all key components is simultaneously coupled... This coupling is assisted by managers who are at the crossroads of idea flow"[23]. **The value of the network organization is precisely that it creates many crossroads of idea flow and increases the likelihood that ideas, information, and knowledge from various specialized components or areas of the business will be combined in innovative ways to create new opportunities or solve problems**[24].

In effect, we will become more **involved** and, as Tom Peters points out: "truly involved people can do anything"[25]. The information flow, the exchange of ideas and the resulting synergy means that networking is an **empowering** process, and for women this would work to counter what they perceive at present to be a relatively disempowering departmental structure.

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[23] Galbraith, J. 1983. Designing the innovating organization. Organizational Dynamics. Winter.

[24] Nolan, R.L., Pollock, A.J. and Ware, J.P. 1989. Towards the design of network organizations. *Stage by stage* 9(1)*:* 1-12.

[25] Peters, T. 1988. Thriving on Chaos: Handbook for a Management Revolution. Macmillan. London.

6. SHIFTS IN INCENTIVES AND REWARDS

Q. Doesn't the emphasis on a networking rather than the more traditional hierarchial structure mean though, that there will be an increasing lack of promotional opportunities?

Not necessarily. The concept of "promotion" will just change. There will need to be a shift in incentives and rewards to match the new system. Researchers in organizational effectiveness are also predicting that change will need to occur because, in a lean organization, the individual staff do not have the increasing opportunities that accompany the expansion of the organization[26]. We at DOC don't have long term prospects of promotion and at the moment, there is no guarantee that one's best efforts will be rewarded.

This view is supported by the Heylen survey. While many women staff believe that it is predominantly competent women who have left the department because they have limited prospects, it is evident in the Heylen survey that both men and women have problems in this direction. 70% feel they lack the opportunities to be promoted, 50 felt that staff are not treated equally when it comes to opportunities within the department, 50% feel the pay is poor for the work they do and a third felt their good work went unrecognised. (See Box 8 for further staff comments.)

In discussion of the Heylen information, the women in the conservancies were keen to see several broad changes in their working conditions[27]. The first includes the need for rewards for actual performance - rewards for their contributions to work no matter where they are in the hierarchy. The second includes the need for a new form of work security gained by working to improve people's skill levels and therefore their potential employability. The third included a need for flexibility in the work place.

The first two are linked in that to be rewarded for contribution people have to be "up-skilling" and challenging opportunities need to be provided "that require the exercise of an increasing number of skills... skills that are transferable to a number of work places."[28] Encouraging the networking process will accomplish this to some extent and teams, in particular, are an important vehicle for stimulating skills acquisition. When asking for a legitimisation of the networking process, women were very clear that this would encourage the exchange of skills and just as keen that training resources be allocated to conservancies to be spent in a way that met their needs rather than to have them allocated by Head Office.

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[26]Moss Kanter, R. op. cit.

[27]See Appendix 11 for a brief summary of the discussion of the Heylen and Women's Advisory Group Survey results (held in 8 conservancies).

[28]Moss Kanter, R. op. cit. p. 309.

Box 8: Shifts in incentives and rewards

Final staff comments from the Heylen Survey included:

The hierarchy needs to be flatter and consideration should be given to a networking organization where promotion is not linked to budgeting/reporting processes but to **real** contribution.

(We need..)
>   Pay equity. Why is there such a dramatic difference in pay rates between Regional Conservancy Office and Head Office staff compared to Field Centre staff, especially those wage workers who work out in the field. The work effort is no less, the skills to do the job are no less – yet wage worker pay rates are a lot less than those who work in offices in HO and RO. It would seem that because a person goes through university or other tertiary qualifications they are granted a higher remuneration, when in fact it requires just as much skill to be able to do the outdoor jobs or to serve apprenticeships to become mechanics or other "tradesmen", yet their remuneration is a lot (thousands) less.

(We need..)
>   Career advancement opportunities so people do not get stuck in a rut, i.e., many people have the attitude of "once a receptionist, always a receptionist" – without seeing people's potential

>   Opportunity to learn and expand professionally and intellectually

>   Facility to attend more seminars/conferences in my work area to keep abreast of change

>   More computer training and other office systems training

Q.   So, what you are suggesting is that, in the absence of long-term employment security, staff should be rewarded "in kind", with the department providing "employability security" in the form of skills training?

Well, this has been suggested by some of the women. We need to know that whatever work we are involved in at the moment will work to enhance our future employment prospects - no matter who the employer. As Moss Kanter points out, ".. the best source of security for people is a guarantee not of a specific job or a specific employer, but of their **employability**. Employability security means offering people the chance to grow in skills and accomplishments so that their value to any employer is enhanced. "[29]

Q.   This would mean that investment in education and training would be central to the workings of the department?

Yes, encouraging the networking process will accomplish this to some extent. When asking for a legitimation of the networking process, women were very clear that this would encourage the exchange of skills and knowledge. They felt, in particular, that

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[29] Moss Kanter, R. op. cit. p. 358.

> **Box 9: Flexible time-out: Comments from Rosabeth Moss Kanter**
>
> "The traditional corporation reached its zenith in the 1950s.. it pushed the family aside and excluded it from "business".. The corporation's edict .. could be phrased as: "While you are here, you will act as though you have no other responsibilities, no other life." Thus, historically, married men and single women were the most likely to succeed.." [p. 290]
>
> [The corporation needs to make it..].."legitimate for both men and women to participate actively in family life .. adding to their fringe benefits the resources to do this effectively." [p. 296]
>
> "Workplace overload is a .. significant problem, one that spills over into personal and family life. People are working long hours because leaner organizations put pressure on the remaining staff to do more work, because there are more exciting opportunities to pursue projects that bring great rewards, and because post- entrepreneurial strategies increase complexity and the need for communication... it becomes difficult to set limits, difficult to determine how much work is "enough." [p. 358]
>
> "..time-out should be organized around ... work rhythms, the rhythms of projects. Periods of intense work should be matched by periods of relaxation and renewal. Rewards should come at the end of projects, not on a calendar that is the same for everybody regardless of the work they do; and these moments of reward should mark a clear ending of one intense effort and a pause for personal life before beginning the next." [p. 359]
>
> "In addition to parenting leave at birth or adoption and flexible work hours on a daily or weekly basis, there should be a newer idea: the flexible year. A "flex-year" would involve long periods of time off or time on less intense activities between high-intensity, time-demanding projects. We should develop work rhythms that alternate between times of high work involvement and times of rest and renewal – making legitimate a break of a month or two as projects end before plunging people into a new one. These minisabbaticals can be devoted to family or education or simply to personal revitalization." [p. 369]

training resources needed to be allocated to conservancies to be spent in a way that met their needs rather than to have them allocated by Head Office.

Q.   But I thought women were primarily concerned with having flexible employment arrangements, so they could have time for their families?

It is the point that came up most frequently in discussions. It is linked (a) with the need to do more with less as an organization and (b) with making the most of the contribution of women. Our contribution will be greatest when we have the choice and responsibility for when and where we work. Most of us are involved in information transfer rather than planting trees or making things. It is not essential for us to be together all of the time, although we need to network with colleagues frequently. (See Box 9 for some of Moss Kanter's views on the subject.) Charles Handy, Professor at the London Business School, made the point that almost everything has, for a long time, been organized for adult male convenience. As he says,

> At work, it is very convenient, is it not, that one should have a work-home-from-home that requires our presence just for those forty or fifty hours when homes need cleaning and kids need caring. Inevitably, it is a custom that excludes one person from that work home and there

are no prizes for guessing which that person is! .. I bet that we males would not have organized things that way if it was us who had also to run a home and take the kids to school.. I think that if we started to organize things for female convenience, with more flexibility, more control over where and when one did one's work, more personal responsibility and less minute by minute supervision, men might like it just as much as women. "[30]

In effect, Handy is saying that we might all gain more "self-efficacy" from a bit more flexibility in the work place. Add to this a legitimisation and reinforcement of our networking processes, an acknowledgement of our contribution rather than our status and a chance to improve our skills and we should all become very effective change generators.

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[30]Handy, C. 1991. Waiting for the Mountain to Move. Hutchinson. London.

Box 10: The Management: perceptions of disillusioned staff

From HS Question: What would need to change for you to be able to do your job better? and from the final comments in the survey

Lack of senior management decision making
Lack of senior management risk taking
Lack of support by senior management
Lack of general leadership

Poor management - often a lack of communication between conservation officers and work staff to the point that staff feel despondent and betrayed (This is how COs (conservation officers) must feel about relationships with staff at Head Office, etc.)

I think DOC takes the commitment of its staff for granted - leading to burn out and other forms of neglect/abuse. It is a very male-oriented/sexist Department and does not seem to be making any real commitment to changing this through EEO or any other mechanism. It appears to lack the strength or ability to change people who need to be changed.

The Department does not appear to be people oriented and does not put into effect EEO policies, and training policies forward, even though provision is made to cover them. It's a lip service policy. The Department tends to be "fixed" on the dollar return - hence the public have to pay twice. The Department seeks to get something for nothing - Conservation Volunteers, paying people $5 a day to work in already "established" positions and play Ducks and Drakes over providing an employment contract that is fraught with the same attitude of trying to get as much as they can from their staff without having to be a good employer The dedication of the staff-to the job, and belief that the Department can make a difference is dying along with the planet.

It would be better for the long-term health of the public estate if it were added, with caveats if necessary, to the Regional Councils' list of responsibilities. That way field practitioners who enjoy living with, observing, and learning about the natural world, and sharing with many other people, would actually do their work. And the (tyrant)-managers could play out their little games in the comfort of the Ministry for the Environment or some other place which can afford their ineptitude.

One of the main problems I see ... is that HO and conservancy work to different agendas. HO is highly politicised because of its contact with the Minister. It is very craven in its attitude towards government, and conservancies either cannot comprehend why or just despise HO. I find very poor leadership with EMT - both nationally and in their day to day dealings with staff. They remain aloof or are patronising and bullying. Development of sound policy is less important than satisfying personal/political agendas.

Staff fill in timesheets. Over a certain salary a / timesheet is used, under that base salary a full timesheet is used - arrival/lunch, return from lunch/departure times all recorded. There seems to be a perception in the dept that all people over a certain salary are honest those below dishonest. This is a fallacy, which I personally resent!

I feel disheartened that the (unit) is under review. I feel (very angry) that management haven't spoken to us here .. informing us of the facts. My position is very insecure for their political or financial reasons? If this (unit) is under review because it is no longer financially viable then DOC has no one to blame but itself. I have constantly put in recommendations ... no effort at all has been made to promote this (unit). I feel angry, not because of a possible job loss, but because I feel powerless to change what should be changed and because I feel ... unappreciated as an employee and it makes me wonder how many feel like me..

7.   THE ROLE OF THE DEPARTMENT

Q.   This may give us better conditions for individuals to work for conservation as "effective change generators" but what happens to the department in all of this?

In both the Heylen work and the "focus" groups, women were concerned about improving their situation so the focus was on their immediate role within the department. But from the research it would seem that the department does have a problem in connecting the roles of both committed individuals to that of the department. We have a situation in which many individuals who are highly committed to conservation are strongly alienated from the "management" and the department (see Box 10).

Q.   Well, isn't a certain amount of moaning about management "normal" in government departments?

Yes, this is quite possibly the case. But the issue is whether we should accept this as the norm. A certain measure of disgruntled behaviour may be anticipated, particularly with the degree of change that we are experiencing but, as we have mentioned before - the way we change is critical to whether we retain or lose effectiveness as a department.   When the alienation becomes widespread across men and women employees (as is indicated in the Heylen results) then we cannot attribute blame to employee morale alone. From an analysis of information that came through from both the Heylen survey and the "focus" groups, it would seem that staff feel their work-time is too tied up with administration, with paper work, with work generally that has no obvious connection to the **real** conservation work that they believe they should be addressing.   There is cynicism about management driven change. It is seen as disempowering and as having lost sight of the goal of conservation.

Q.   The Conservation 2000 (or Atawhai Ruamano) vision then becomes essential to staff working effectively?

Yes. Because of the anonymous nature of the Heylen survey, staff are very straight forward in saying that management need to focus, not only with a vision as staff are anticipating with the Atawhai Ruamano process (see Box 11), but with renewed energy for the task at hand (see Box 12). Also, from the organizational literature,[31] it would seem that successful efforts to network and increase synergy have three components: (i) a focus from the top and the development of methods and managers to facilitate the networking process and "flow-on" effects; (ii) shifts in incentives and rewards and (iii) a culture of communication and cooperation which would support the first two components. In terms of addressing the goal of conservation both focus and facilitation are perceived to be lacking and many staff deplore the communication style between management and employees.

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[31] Moss Kanter, R. op. cit. p.108.

Box 11: Purpose: get it right!

From HS Question: What would need to change for you to be able to do your job better? and from the final comments in the survey

The powers that be must remember:
People are the Department of Conservation
Conservation is VERY important to the survival of the planet.

(We need).. Recognition by government that not all fields of conservation work (e.g., public awareness) can be measured effectively by quantitative means – numbers, revenue etc. This is becoming a major limitation in the ability of our visitor programmes to reach beyond "affluent greenies".

(We need)..some idea of what we have to achieve as a group in the future. Something more palatable than a business plan.

When DOC was established there was a deep sense of pride in the coherence and integration of its mission/function.. In the last couple of years it seems that we have lost that clear sense of direction – largely through political pressure but also lack of leadership from the top.

The overall conservation issue seems to be heading towards keeping cultural issues in harmony instead of maintaining, alongside other cultural groups, what is already in existence and now threatened, i.e., instead of allocating fishing rights, we should be protecting fishing beds. Political pressure will always threaten conservation issues.

Box 12: A need to get on with it!

From HS Question: What would need to change for you to be able to do your job better? and from the final comments in the survey

Head Office needs to decide what functions it really wants and what functions (Conservancies) serve/should take...We need to have a vision and stop being held back by tedious "waste of time" activities.

I feel the Dept. as a whole has become too big – staffwise in a HO capacity and in our conservancy. An incredible amount of time seems to be spent dealing with so many people at HO level and in conservancies. Maybe we need to shrink in size and "get on" with it.

(We need).. mainly some sense that the Department knows what it's doing, why it's there, how to get where it wants to go and people with the courage to take it there.

If DOC cut back on its bureaucracy and started pouring more resources into animal control/habitat protection etc. the natural estate would be much better off.

DOC needs to reassert its goals and ensure that revenue targets/budget cuts are not allowed to subvert those goals.

(We need).. less time spent on administrative detail, e.g., business planning, time sheets which have no relation to outputs.

I feel the Department is top heavy. I think it should also look more closely at how funding is handled for the sections "down the line". There is nothing left for places like motor camps and it is a continuous struggle to try to keep a good public image in such places

This survey is typical of what is wrong with the Department. Far too much time and effort and money spent on navel gazing and concern with the "Department", too little with using the taxpayer's money to DO things which result in resources being better conserved and the public better able to enjoy the conservation estate which is also a basis for tourism, so the basis for NZ's/our prosperity.

8.   STAFF EMPOWERMENT THROUGH RESPONSIVE MANAGEMENT

Q.   So, what is the cause of this problem?

Well, if we may draw some inferences at this point - **it would seem that we have a "dual culture", essentially two systems within the department that function in conflict - a management system that is accountable "upwards" to the Minister, and a "grass roots" system which feels accountable "outward" to the community at large, both human and ecological.**

If we briefly consider the debate on devolution and accountability, we can see that there are two dominant approaches.[32] The first, fostered by the Royal Commission on Social Policy and the Task Group on Devolution sees devolution as one way of increasing public participation and power sharing - as an empowering process with the overall objective of enhancing social well-being[33,34]. The second, advocated by Treasury and underlying the reform of government in New Zealand, promotes an economic perspective of devolution[35], viewing it essentially as a form of delegation defined in terms of a contractual relationship, where objectives must be clearly identified, performance monitored through performance indicators, and incentives and sanctions are put in place to ensure that managers meet agreed objectives rather than follow their own goals. The latter approach pre-supposes a vertical and hierarchical system of management, where dual accountability is rejected and participation is generally in the form of a management-led consultative process[36].

It would seem that while the department and management are bonded to a Treasury driven system of accountability, many women staff relate to a more responsive, empowering, participatory system. Further, while this may mean that the department is seen by government to be more **efficient**, many staff (if we may extract from their comments about management) have serious doubts about the department's **effectiveness** - the efficiency savings gained at the expense of strategic planning, effectiveness measurement, quality control, equal opportunity and community responsiveness.

Extrapolating from our research findings, it would seem that the two systems can be further conceptualized as: (i) the system as wanted by women and (ii), the present system as perceived by women (see Box 13). We have labelled these "responsive" and

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[32] Peters, M. 1989. Accountability, devolution and performance in New Zealand Higher Education. Research Report. Northern Region Tutor Training Centre. Auckland Technical Institute. Auckland.

[33] Report of the Royal Commission on Social Policy. 1988. The April Report: New Zealand Today, p 318.

[34] Sharing Control. 1988. Report of the Task Group on Devolution, State Services Commission, Government Printer, Wellington.

[35] Bushnell, P and Scott, G. 1988. An economic perspective. In Martin, J. and Harper, J. (Eds.), Devolution and Accountability, pp 19-36.

[36] Peters, M. 1989. op. cit. p.7.

"managerial" accountability. In the first, greater involvement (both within the Department and with the public) is enabled through a networking structure. This is expected to increase information flow and skills exchange, reinforce collaboration between workers, provide for flexibility in working times and places and reward people for their contribution rather than their status in the organization. In turn, the greater involvement enabled by the networking structure is anticipated to facilitate departmental effectiveness and foster the empowerment of staff which then works to support the networking structure. On the other hand, it would seem that many women perceive the present system, with its more traditional hierarchical and functionally based structure as supporting vertical information flow, rewarding status and self-interest rather than collaboration and thereby reinforcing competition and individualism. In turn, the nature of the structure may be seen to reinforce a type of staff and community involvement that is driven by management led consultations. While this system may facilitate efficiency, it may also account for feelings of powerlessness and the sense of dependency reported by many staff, particularly by women.

Q.   So, are you suggesting that for women to work more effectively for conserva-
        tion we need to address these conflicting models of accountability?

These are models of systems - models derived from what women have reported regarding the present system and the changes they require to work effectively. To what extent they "fit" the situation within the department needs to be seriously addressed by management. One of the constant themes of the research has been to stress the importance of involvement or participation. This has been the case with the model of research chosen to inquire into women's problems within the department and the results themselves with their emphasis on networking. Implicitly, participation is perceived by women staff as central to their empowerment and vital in building on their effective-ness as change agents. The thrust of the changes required by women would seem to be far more easily accommodated by a more responsive model of accountability. Management needs to consider what changes it is prepared to implement to facilitate networking and participatory involvement. What can be done to integrate the best of both systems? Ignoring the "dual culture" syndrome and the conflict this generates within what is perceived as an efficiency driven system of accountability is liable to impede the work of women as conservation advocates.

Box 13:

**1. Schematic interpretation of
SYSTEM AS WANTED BY WOMEN**
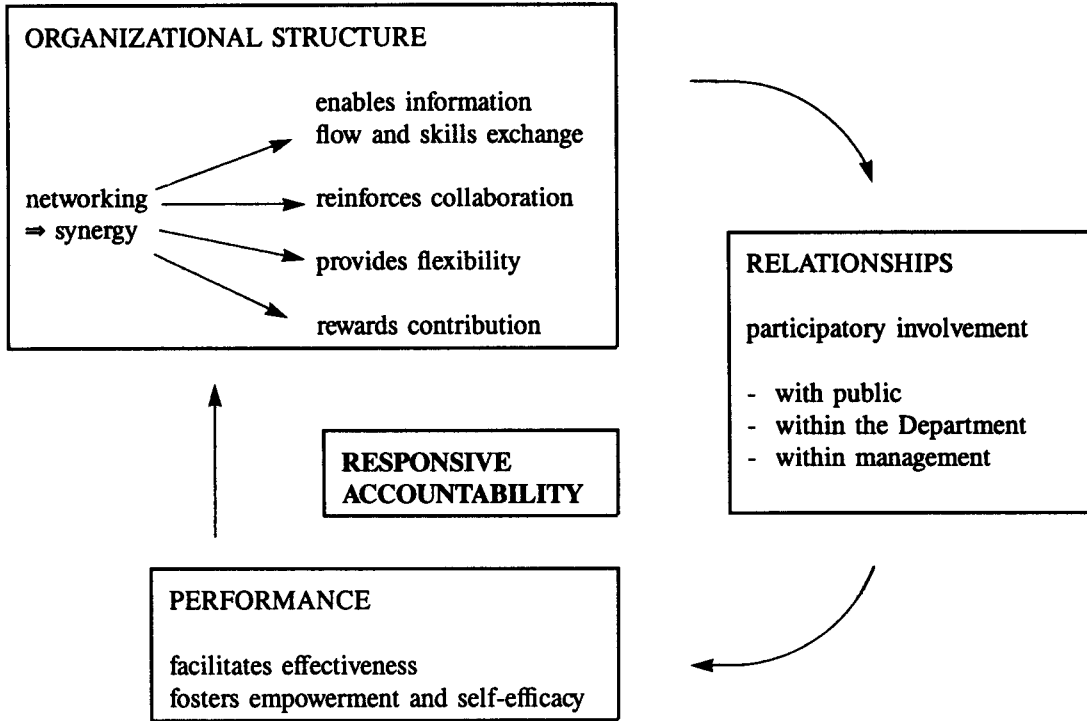
**2. Schematic interpretation of the
PRESENT SYSTEM AS PERCEIVED BY WOMEN**
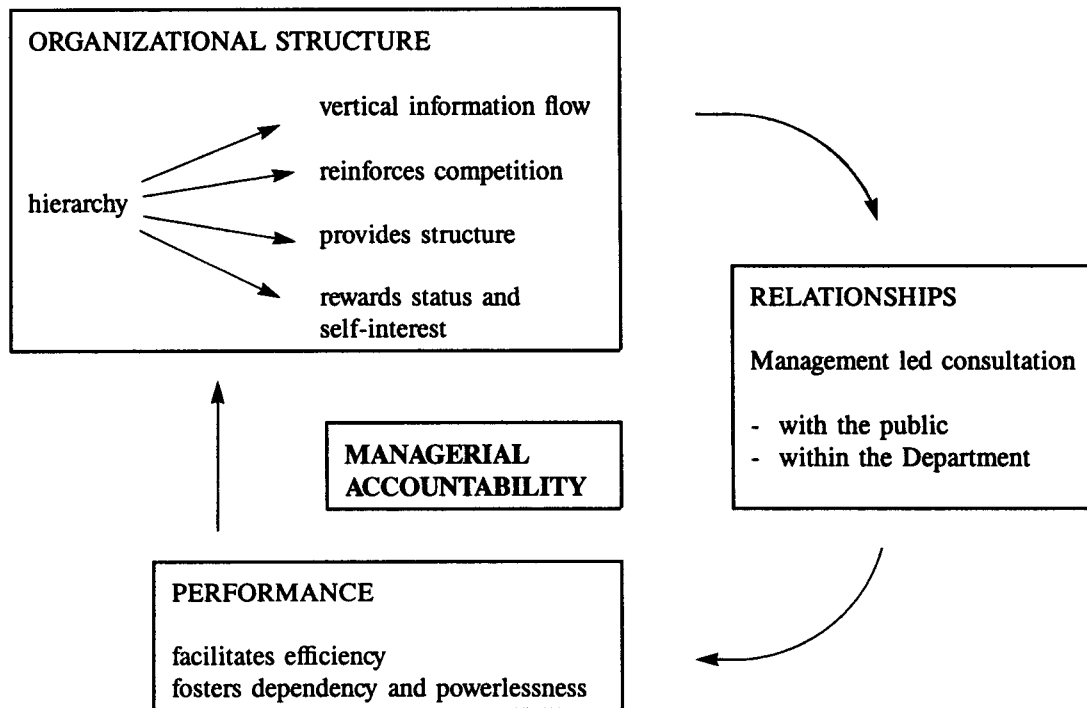
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APPENDIX 1:

RESULTS FROM THE HEYLEN SURVEY

PHASE II of the RESEARCH PROJECT

Heylen Research Centre Survey on DOC Staff

GENDER DIFFERENCES

Position:

6 % women are in managerial positions (15% less than men)
41 % "   "   " personnel/admin/finance (36% more than men)

Time spent:

Over 60 % women spend no time in the field (45 % less than men)
70% women "   all their time in the office (47 % more than men)

Definition of Conservation:

There was a balance between use and protection (no gender differences)

Most important conservation issues (not prompted):

Protection of native flora/forest/plants (25 %) endangered species (22 %) coastal
marine areas (16%) native fauna/animals (15%) habitats (14%) and women more
likely to mention public education (overall 12 % ; men 11 % and women 15 %)

Very concerned about (prompted):

native birds (59%) marine environments (55%) wetlands (55%) coastal areas (52%)
inland water (51%) lowland native forest (50%).

women give less emphasis to
wetlands (men 59% and women 47%; diff 12%)
lowland native forest (men 53% and women 43%; diff 10%)

women give more emphasis to
marine mammals (overall 40%; men 36% and women 48%; diff 12%)

Most important areas for DOC to be involved in (unprompted):

Public education (20%; men 17% and women 27%; diff 10%)
(the most important aspect for women)
Protecting endangered species (16%)
Protecting the environment in all respects (16%)
Encouraging increased recreational use of conservation lands (15%)
(men's interests were spread evenly across these areas)

Very important areas for DOC to be involved in (prompted):

Hands-on protection of habitats (74%)
Managing national parks/reserves (74%)
Hands-on protection of native species (73%)
Encouraging local councils to consider conservation (70%)
Raising public awareness (overall 67%; men 64% and women 76%; diff 12%)
(the most important aspect for women)
Advising the government about natural resources (62%)
Helping make laws about conservation and the environment (61 %)
Enforcing conservation or environmental laws (59%)

While men and women agreed on the importance of the above there was a "second tier" of activities that were considered very important (although not quite as important as those first mentioned above). These could all be considered an extension of the "raising public awareness of conservation issues" and indicate the greater concern for women with education. They include:

Teaching school children (overall 63%; men 59% and women 69%; diff 10%)
Running information centres with displays (men 36% and women 55%; diff 19%)
Teaching people about wildlife habitats (men 47 % and women 61 % ; diff 14 %)
Teaching people how to behave in wilderness (men 44% and women 57%; diff 14%)

In what areas is DOC performing well (no strong gender differences)

Running information centres (63 %) (Note: not seen as so important)
Hands-on protection of native species (54%)
Managing national parks/reserves (53%)
Developing a bi-cultural approach to conservation (43 % ; men 45 % and women 37 %)
Controlling public use of natural areas (43%)
Hands-on protection of habitats (42%)

There is room for improvement in

Raising public awareness (only 39% said "performs well")**
Encouraging local councils to consider conservation (only 31% said "performs well")**
Enforcing conservation or environmental laws (only 23% said "performs well")
Advising the government about using natural resources (25%   ")
Influencing how private businesses use natural resources (12%

**Note: That these areas were considered very important for the involvement of DOC
so that their low rating on "performs well" is an important indicator of change
required.

In what areas is DOC performing poorly

Influencing how private businesses use natural resources (43%)
Enforcing conservation and environmental laws (36 % ; men 41 % and women 25 %)

Men were also more concerned than women about DOC's poor performance in the areas of advising government and undertaking research.

Recreational facilities staff feel DOC should provide:

While all agreed on the need for walking tracks (95 %), signposts and directions (91 %), toilets (90%), women tended to emphasize forms of "assistance", e.g., the use of guides (men 33% and women 42%), hostel accommodation (men 8 % and women 16%), hire equipment (men 16 % and women 23 %), etc.

Staff feel (unprompted) that DOC should encourage use of recreational facilities through advertising/media/TV (men 11 % and women 17 %) and through making information available (men 13 % and women 16 %).

DOC's profile (very few gender differences except manager communication):

More than half the staff feel it is DOC's role to lead public opinion but only 10% think this is the way the department currently operates. About two-thirds think DOC's profile is currently too low but more men than women indicate that it is "about right" (men 33% and women 20%; diff 12%)

The department is described by staff as caring about what it does (85 %), dedicated (81 %) and having friendly and helpful staff (81 %) but it is also seen as only interested in cutting costs (60%). A third indicate that the department is not effective and women are less likely to say that the department takes notice of what other people want (men 41 % in agreement, women 29%; diff 12%)

Staff agree that the department is:

Limited by lack of funds (90%)
Limited by lack of staff (80%)
Spends too much time on paperwork (74%)
There is duplication from lack of communication (68%)
Is serious about meeting its responsibilities under the Treaty of Waitangi (66%)
Too many staff doing office work (63%)
Head Office tries to control things too much (56%)
Head Office sets unrealistic time frames (56%)
More authority needs to be given to Conservancies (52%)
Too many private agendas (49%)
Focuses on day-to-day rather than long term goals (47%)

Staff disagree that:

Staff work towards the same goals (53%)
Managers are good at passing on information (47%; men 43% and women 55%, diff 12%)

Head Office divisions co-operate (38%)

The ideal conservation department:

Women indicate (on prompting) a stronger need to encourage other groups to do conservation tasks and rather than doing most of the work itself. They see the "ideal" department as one that will work as part of government but also work outside of government (possibly related to the earlier result).

Would extend protection to other areas (men 54%, women 56%)
Protect all natural resources (men 39%, women 46%)
Work as part of government (men 57%, women 47%, diff 10%)
Get people to visit natural areas (men 48 %, women 45 %)
Encourage other groups to do conservation tasks (men 44 %, women 61 % ; diff 18 %)
        (cf. do most of work itself men 17%, women 7%, diff 10%)

Staff describe their ideal conservation organization (with no prompting) as:

Having defined goals and objectives (20%)
Having enough money from government (17%)
As actively promoting conservation (16%, men 13% and women 25%, diff 12%)
        (most important aspect for women)
Co-ordinating with other bodies (15%)
Having more staff in the field (14%)
Having real conservation minded staff (14%)

Own work:

Little difference between genders regarding likes and dislikes. Many staff enjoy being involved in conserving New Zealand. More women (not prompted) though, enjoy contact with other people (36 %, men 30 % and women 51 %, diff 21 %). Men are more likely to prefer hands-on work in the field (men 29%, women 16%)

Likes (with prompting):

Enjoy their job (81 %)
Work is rewarding (81 %)
I am achieving something in my job (79%)
I know what is expected of me in my job (78%)
I am able to use my initiative (79%) and
I can go to my manager about things that concern me (70%).

Dislikes (with prompting):

Lack opportunities to be promoted (71 %)
Understaffed (62 %)
Make little use of my education and training (61 % ; men 64 % and women 54 %, diff 10 %)
All staff are not treated equally (53 %)
I do not get good training (51 %)
The pay is poor for the work I do (50%).

Contact (with prompting):

Women are more likely never to have contact with outside groups (particularly commercial users of the conservation estate, local and rural communities).
In describing the department's relationships with external groups the women are more likely than men to say "don't know" and see established relationships as not quite so good as their male colleagues.

What has to change to work more effectively (unprompted):

More staff (20%)
More funding (22%)
Improved communications, information sharing (13 % : men 11 % and women 16 %)
More training (11%)
Restructure management (8%)

Prompted women also want more contact with schools (57%), general public (56%), local communities (53%), local & regional councils (50%) and environmental and conservation groups (50%).   Men want more contact with the rural community and less with the conservation groups than men.

OVERALL

Educate and involve the public

Women are pushing to involve the public more in conservation through their ideal conservation department... they want the public more aware, more involved and they believe that public education is the most important activity with which the department should be involved.

Involve us with the public.

Women have less contact with the public yet they indicate that one of the most enjoyable aspects of their work is contact with other people and that they wish to work more with the public.

Involve us more in the department.

Improve communication - managers need to pass on more information and take notice of what we say.

APPENDIX 2:

BRIEF SUMMARY NOTES FROM CONSERVANCY DISCUSSIONS of the HEYLEN and WOMEN'S ADVISORY GROUP SURVEY RESULTS

PHASE III of the RESEARCH PROJECT

Discussion of Heylen Survey

1.   Scepticism

Questioned whether more men or women were likely to reply
(Note: The ratio of responses reflect the proportion of men to women in the department).
Questioned quality and the credibility of the survey...
        Wording confusing/language not clear
        Out of touch with the reality of the department
                "a poorly constructed survey, put together by people who didn't understand
                what DOC really does"
        Felt uncomfortable about the survey and couldn't fit answers into the categories..
        Poorly worded survey
        Priorities questioned.

2.   Contact with the public: scepticism continued in relation to the results indicating that
women had less involvement with the public than their male colleagues and that women
wanted more contact with the public.

Are women really more likely to have no contact with the public?

Staff in the Southland Conservancy had difficulties believing this as they have a high degree
of contact with the public. West Coast also had contact with the public... frontline staff on
the Coast are women and many field centres are composed of women.

Do women really want more contact with the public?

One response really differed from this result: "We don't want more contact with the public.
We are already over-used and often abused in these front-line positions" (Q.: By whom?)

Note: the fact that Southland and West Coast people believe they already have enough
contact with the public does not negate the fact that many women still want more contact
with the public. All that is required of DOC is a flexible approach in addressing the different
types of needs.

3.   Provide further information

Who amongst DOC women responded? Need a breakdown of figures indicating what **
women answered the survey and whether trends differ for office versus field staff.
(Note: This has not been covered in this present study.)

Establishing a women's network

Discussion of the results from the WAG letter indicated that while most conservancy women were positive about the development of a women's network - they were not uniformly so. Some women were essentially against the extension of WAG, others were threatened, others very supportive and yet others started discussion in an unsupportive fashion but by the end of the session indicated that there were still many good reasons for extending the work of the Women's Advisory Group.

I.   Attitudes against extension of the Women's Advisory Group

1.   We have no time for the network

We have no time to reply to a WAG letter
We have no time to give to WAG or preparations for suffrage year
Networking is time consuming and women in the field centres are too busy to join in
We cannot justify getting together

2.   We do not need a network

We do not want a formal network (Q.: Why?)
What is the purpose of a network anyway?
We are coping fine as it is in the conservancy
We have no major EEO problems in this conservancy

3.   We have a good relationship with our managers already

We are strong-willed women who can go directly to our managers with problems..
We can approach our managers ourselves (however, some doubt is also voiced in that a further comment indicated that while they listen they seldom act!!) (Q.: Isn't WAG more than approaching managers?),

4.   Separatism is not OK

"It is a sad reflection if women need to work as a separate team, not as a team of men and women"
        *   My role is as a person not necessarily as a woman
        *   I am not disadvantaged and certainly there is no need for women to meet as
                a separate group.

5.   We are fearful of speaking up

There are problems of managers disapproving with repercussions of women being labelled as "feminists", "difficult" or "aggressive". Women have been told that they are unprofessional if they express themselves (Q.: How are they expressing themselves to receive this type of reaction?)
Men are "anti" and often give women a lot of flak about meeting as a network.

6. Networking is too expensive

II. Attitudes for extending the Women's Advisory Group

1. <u>Major reason to support</u>:

It will improve our learning/communication/support structures
- We need to bridge the HO-conservancy gap
- We could expand our horizons
- It will keep information sharing between HO, conservancy and inter-conservancy ...will enable us to pass on info to managers
- local issues could be presented at Field centre meetings

2. <u>Type of structure required</u>:

(i) Need women reps to meet formally as a national network once or twice a year. It would be good to have links between HO and conservancies through national meetings.

(ii) Have brief newsletter (in point form) to go out to all women and which all women may contribute. Communication must be two way: from HO to conservancies as well as from conservancies to HO.

(iii) Need to develop inter-regional networks (focusing on DOC neighbours) ... encourage a South Island women's meeting (to be kept inexpensive).

(iv) Focus on the local/continue to develop local networks
Need for a network, however small, especially for women out in the field
Keen to begin a small formal network which meets when there is a specific need
Keen to have day for discussions/issues and then doing some fun trip as group of women

(v) Need to consider an alternative name for WAG which may give it greater acceptance:
* "Work Welfare Network"

2. <u>Requirements for action</u>

(i) Legitimize by providing authority, time and resources to network effectively
- will need financial support to attend meetings
- will need time allocated for meetings

(ii) Encouragement to network

* There is a need to educate other women in the advantages of gaining support by networking (it was noted that the strongest criticism of women net-working came from other women in the conservancy).

    *   Need to overcome problems with men and women feeling threatened about networking through education. In particular, the problems with men believing that women are having a bitch session.

    *   Women need to make stronger links with each other throughout DOC... women in admin positions who work closely with managers tend to not use a supporting network yet there is a feeling that all women would be advantaged by working together as a group.

To work more effectively in the Department

1.   Provide more support for female staff through:

    –   Creches: There is a major problem with child care in the field centres. There are often no alternative sources of child care (for both women and men).

    –   Support/back up for women who are ill, on leave or under pressure... too many women are working under pressure.

    –   Employment of more staff to reduce work-load or the provision of heavy-duty prioritising.

    –   <u>Flexibility</u>... a flexibility that will trust staff with the choice of when and where they work. Those who choose to work from home (e.g., teleworking/ telecommuting) will need the financial/resource support to work effectively.

    –   Ready access to information through a data base which provides a directory of contacts against skills/knowledge areas. It is not acceptable to tell clients that "We don't know" or "We don't do it". Needs have to met immediately.

2.   Provide more recognition of the contribution of female staff through

    -      Recognition of the value of work done by women, especially for their
         *   networking ability
         *   flexibility when used as "back-ups" and for their
         *   detailed administrative work e.g., records

    -      Recognition that outside work may be more important than inside work (for both men and women) (DOC work??)

    -      Promote media coverage of profiles and photographs of women involved in conservation.

    -      Develop a skills base of women and include their interests.

3.   Attend to outstanding EEO/Equity issues through

    (i)   Positions:

    -      Attend to the need for more women in senior positions by adopting an active policy addressing issues of equity rather than equality
         *   senior positions need to be introduced for women
         *   advertisements need to be worded to positively recruit for women.

    -      Re-vamp the names of positions e.g., "Field Centre Support" becomes "Conservation Officer".

(ii)   Language/attitude:

–   Promote a policy for gender neutral language use within DOC, i.e., s/he and her/him.
–   Educate men regarding
    *   the value of women as managers (men should not be asking for research to confirm that women are effective in conservation roles!!)
    *   their sexist behaviour, e.g. it should not be necessary for women to laugh with them over their jokes to be accepted (problems with this) and the "old boys'" networks need to be overcome.

(iii)   Remuneration

–   Re-vamp the range of rates opportunities for women in DOC where women work on their own goals (refer to the new PASC/programme). Particularly important as there is proof that DOC women are consistently underpaid.

4.   Attending to the balance of corporate power.

The emphasis at head office should be on co-ordination rather than on control. The following changes are required:

(i)   Improve the sense of ownership of adopted policies by involving conservancies in their development.

(ii)   Allow individuals to make decisions that are rightfully theirs, e.g., women should be able to choose whether to wear slacks or skirts without it becoming a HO decision and typists should be able to design their own typing programs rather than have a program set up for them by someone who knows nothing about typing.

(iii)   Give control of training resources (including financial) to conservancies, allowing them to make their own decisions regarding staff learning/training requirements.

(iv)   Foster the exchange of resources between conservancies, and between conservancies and HO and in this way avoid duplicated and wasted work effort.

(v)   Consider an allocation of resources using a formula that includes the populations base of a region as well as the acreage.

(vi)   Appraisal system: Provide for a two-day feedback personal assessment process so that the performance of managers can be assessed by associated staff. Staff should also be able to comment on other managers that they work with. There should be more constructive criticism (Q.: like what?)

(vii)   General: Re-introduce the DOC management culture paper to EMT (Q.: up-
         dated version?)

5.   Training/Career development:

Too many able/talented women are leaving DOC because there are no positive
opportunities for them in the department. Required changes include the development
of:

(i)   "horizontal" learning opportunities

-        "real" opportunities   required to extend oneself... opportunities to move
         "sideways" as well as "up", to develop "laterally" unique areas of interest and
         skill (possibly through staff rotation, inter-conservancy work exchange, shared
         projects/field work)
-        training opportunities (including management training) for all staff to become
         "multi-skilled" so that advantage can be taken of new opportunities within
         DOC
-        training/learning opportunities of a modular form so that staff can gain
         degrees in conservation
-        more effective involvement of female staff in conservation work, e.g., the
         Conservation Corps: many women do not want to be involved in what they
         imagine is heavy-duty field work. The programme would appeal if re
         designed so that women could be involved in educational work as part of the
         programme.
-        development of community liaison officers.

(ii)   a remuneration structure

-        a reward structure for actual performance/contribution
-        alternatives for non-movement within certain careers but consolidation of that
         career.

(iii)   occasional in-house training (which could be developed by WAG)

-        short meetings on health, combing work with parenthood, etc
-        speaker on communication styles-especially the difference between assertion
         and aggression
-        on issues of gender to assist staff overcome the traditional roles assumed by
         men and women and to encourage women in particular to take on the non-
         traditional roles, e.g., of working in the field, as law enforcement or fire
         training officers.

What has to happen to involve women (outside the DOC) more effectively in conservation?

Problem of "invisibility"

> There is difficulty contacting women outside of DOC because they are under-represented in outside agencies, do not join/sign up on groups like men do and are not often listed in directories (example?). One women spent much time trying to locate women's groups and finally received a list from the National Council of Women.

Problem of time

> Women (especially busy caregivers) have less time to be interested/involved in conservation issues.

Requirements (externally related)

> DOC needs to accept that it has a social (and legal) obligation to all people, not just e.g., back-country users.

> DOC needs to do everything possible to attract women to conservation, e.g. wording advertisements "this volunteer/conservation corps programme is available to men and women".

Requirements (internally related)

> DOC needs to overcome its own problems of retailing staff who are good models of individuals working in conservation.

Suggested involvements

> Establish "Friends of the ....DOC conservancy at a regional level for women who want to be involved in conservation, e.g.,
>> women involved in interpretation/education roles
>> women doing conservation modules (organized through NZQA)
>> women gaining sponsorship for DOC (?)
>> women becoming guardians of certain DOC reserves
>> women involved in volunteer/Conservation Corps programmes
>> women in conservation journeys (linked to self-esteem building)