

# Equal Employment Opportunity (EEO) Management Plan

2017-2020



## Message from Council's General Manager

Since the implementation of the Local Government Act 1993 Council has been obliged to create, monitor, review, enhance and report on the activities associated with the Strathfield Council Equal Employment Opportunity Management Plan. Sections 344-347 of the Local Government Act 1993 specifically identifies some groups who in the past may not have received a 'fair go' within the Local Government industry, while Council is also required to apply many other Commonwealth and State Anti-discrimination laws to ensure that Council produces an EEO document that is up-to-date, comprehensive, effective and compliant across all areas of anti-discrimination law.

It goes without saying that Strathfield Council and its staff are committed to providing a workplace that is free from discrimination and harassment and provides equal employment opportunities for all applicants for vacant positions as well as current and future employees. Strathfield Council's firm commitment to Equal Employment Opportunity is plainly reflected in this 2017-2020 EEO Management Plan.

Equal Employment Opportunity is mainstreamed in Council's Code of Conduct; Corporate Values Statement and Community Strategic Planning and is part and parcel of all that we do. EEO principles and practice are integral to Council's achieving its vision and goals because all staff have the right to respectful, dignified and fair/equitable treatment which then fosters staff engagement and morale, resulting in effective and efficient service provision.

Council has no barriers, direct or indirect that precludes people from realising all they are capable of achieving, while no-one will receive less or more favourable treatment on the grounds of:

1. Race (including colour, nationality, descent, or ethnic, ethno-religious or national origin);
2. Sex (including pregnancy or breast feeding);
3. Marital or domestic status;
4. Age;
5. Disability (including past, present and/or future diseases, psychiatric disability, behavioural disorders, intellectual, learning, deformity / changed or different body-parts and any virus and/or bacteria);
6. Homosexuality;
7. Transgender;
8. Carers' responsibilities;
9. Who you are related to or associate with;
10. Political opinion or Industrial Association membership;
11. Harassment, including vilification;
12. Sexual Harassment.

This EEO Management Plan reflects the many recent changes to the coverage of anti-discrimination legislation and case law and further emphasizes Council's uncompromising commitment to the achievement of a safe, welcoming, encouraging and supportive workplace that provides staff with the platform from which to provide first class services to the Strathfield communities.

Henry Wong  
ACTING GENERAL MANAGER

## Contents

|   |    |
|---|----|
| Message from Council's General Manager .....                            | 2  |
| Introduction .....  | 4  |
| Policy Statement.....   | 5  |
| Responsibility for EEO .....  | 5  |
| Definition of Terms.....  | 7  |
| Strategy 1 – Communication and Awareness Raising.....                   | 10 |
| Strategy 2 – Recruitment and Selection Process .....                    | 12 |
| Strategy 3 – Appointment, Promotion and Transfer.....                   | 20 |
| Strategy 4 – Learning and Development.....                              | 23 |
| Strategy 5 – Conditions of Service.....                                 | 26 |
| Strategy 6 – Bullying, Harassment and grievance Procedures.....         | 28 |
| Strategy 7 – Implementation.....  | 30 |
| Strategy 8 – Privacy, Confidentiality and Personnel Administration..... | 32 |

## Introduction

The Strathfield Council Equal Employment Opportunity (EEO) Plan 2017-2020 has been prepared in accordance with the requirements of all appropriate Anti-Discrimination law, the *Local Government Act 1993*, Industrial law and industry best practice.

The purpose of Council's EEO Management Plan is to (S344 Local Government Act 1993):

- (a) Eliminate and ensure the absence of discrimination in employment on the grounds of race, sex, marital or domestic status and disability in councils, and
- (b) Promote equal employment opportunity for women, members of racial minorities and persons with disabilities in councils.

To achieve the above S345 of the Local Government Act 1993 requires Council to:

- (1) Prepare and implement an Equal Employment Opportunity Management Plan in order to achieve the objects of this Part.
- (2) The plan is to include provisions relating to:
  - (a) The devising of policies and programs by which the objects of this Part are to be achieved, and
  - (b) The communication of those policies and programs to persons within the staff of the council, and
  - (c) The collection and recording of appropriate information, and
  - (d) The review of personnel practices within the council (including recruitment techniques, selection criteria, training and staff development programs, promotion and transfer policies and patterns, and conditions of service) with a view to the identification of any discriminatory practices, and
  - (e) The setting of goals or targets, where these may reasonably be determined, against which the success of the plan in achieving the objects of this Part may be assessed, and
  - (f) The means, other than those referred to in paragraph (e), of evaluating the policies and programs referred to in paragraph (a), and
  - (g) the revision and amendment of the plan, and
  - (h) the appointment of persons within the council to implement the provisions referred to in paragraphs (a)–(g).
- (3) An equal employment opportunity management plan may include provisions, other than those referred to in subsection (2), that are not inconsistent with the objects of this Part.

Councils' following EEO Policy applies to all staff, with the General Manager ultimately responsible for the actions of staff and for the implementation of the Plan and the creation of a workplace free from any discrimination and harassment.

## **Policy Statement**

Recognising Council's commitment to EEO, this EEO Policy has been adopted by Council. Strathfield Council is committed to the prevention and elimination of any existing types and manifestations discrimination and harassment.

Council is committed to ensuring that people with equal skills and qualifications have an equal chance of obtaining a position, training / development opportunities and advancement within Council regardless of:

1. Race (including colour, nationality, descent, or ethnic, ethno-religious or national origin);
2. Sex (including pregnancy or breast feeding);
3. Marital or domestic status;
4. Age;
5. Disability (including past, present and/or future diseases, psychiatric disability, behavioural disorders, intellectual, learning, deformity / changed or different body-parts and any virus and/or bacteria);
6. Homosexuality;
7. Transgender;
8. Carer responsibilities;
9. Who you are related to or associate with;
10. Political opinion or Industrial Association membership;
11. Harassment, including vilification;
12. Sexual Harassment.

The overall responsibility for monitoring the effectiveness of this policy and for implementing an on-going program of action to make the policy fully operative is vested in Council's management. However, Council recognises the fact that equal opportunity is the responsibility of everyone in the Council, and as such will ensure that advice on equal opportunity matters is available on an on-going basis to all staff.

## **Responsibility for EEO**

All Strathfield Council staff are responsible for EEO. All Directors, Managers and Supervisors have specific EEO responsibilities which are included in their job descriptions.

The co-ordination of the EEO function within Council is primarily the responsibility of the Human Resources and Organisation Development Unit. The Manager - Human Resources and Organisation Development is the staff contact for EEO matters.

## **Council staff**

Must:

- Treat all work colleagues equally and in a non-discriminatory manner, and with consideration and respect at all times.
- Promote harmonious working relationships with other members of staff in all circumstances
- Participate in EEO training and programs including provision of information for EEO surveys and/or collection of EEO data
- Understand their rights and responsibilities in the workplace
- Be aware of Council's policies and plans in respect of EEO

## **Human Resources and Organisation Development Unit**

Will be responsible for:

- The maintenance, collection and evaluation of EEO statistics
- Review, monitoring and implementation of Council's EEO Management Plan
- The provision of EEO information to Council staff
- The identification of EEO training to meet Council's EEO goals
- The evaluation of EEO training and recording of statistics
- Ensuring that Council meets its EEO obligations under the *Local Government Act (NSW) 1993* and other relevant legislation.

## **Managers/Directors/Supervisors**

Will be responsible for:

- Managing and monitoring work areas to ensure that all employees are treated with respect and work areas are free of harassment, bullying and discriminatory behaviour
- Promoting the aims and objectives of Council's EEO Management plan, policy and associated practices and procedures
- Implementation and monitoring of strategies and action plans included in the EEO Management Plan
- Identification of EEO needs relating to the work area under their supervision
- Ensuring that all new staff attend Council induction training and all staff under their supervision receive equal access to employment and training opportunities subject to job requirements
- Ensuring recruitment and selection procedures are not discriminatory

Council will implement the following EEO Strategies:

1. Communication, Awareness Raising and EEO Education - Council will educate stakeholders and constantly raise awareness of EEO principles and practices to all stakeholders regarding EEO related information and promoting EEO principles.
2. Recruitment and Selection - Council will ensure that its recruitment and selection processes and practices are compliant with EEO principles.
3. Appointment, Promotion and Transfer - Council will ensure that its appointment, promotions and transfer processes and practices are compliant with EEO principles.
4. Learning and Development – Council will ensure that all Learning and Development opportunities will be equally accessible and offered to all staff.
5. Conditions of Employment – Council will ensure that all staff enjoy equal access to all implemented terms and conditions of employment appropriate to their position.
6. Bullying, Harassment and Grievance Procedures – Council will ensure the absence of bullying and harassment as far as practicable and will provide an effective means to address any perceived events of bullying and harassment by confidential and supportive grievance procedures that will be dealt with quickly, impartially and effectively.

7. Implementation – Council will ensure that this document is a living document and allocate and empower specific Officers to complete the actions of each strategy and achieve stated objectives.
8. Administration / Records – Council will ensure strict Confidentiality and Privacy of all documents associated with the operation of this Management Plan and ensure all public documents are subject to proper document management processes.

## Legislative Requirements

Council is required to report on EEO in the Annual Report.

Legislation which supports the requirement for EEO in the workplace includes:

| Legislation   | Areas of concern   |
|---|--|
| Racial Discrimination Act (Cwlth) 1975              | Race, colour, national or ethnic origin, family responsibilities.  |
| Age Discrimination Act (Cwlth) 2004                 | Discrimination in employment, education etc.   |
| Sex Discrimination Act (Cwlth) 1984                 | Sex, marital status, pregnancy, sexual harassment.   |
| Disability Discrimination Act (Cwlth) 1992          | Disability includes physical, sensory, intellectual and psychiatric impairment, mental illness, and presence in the body of a disease causing organism.  |
| Australian Human Rights Commission Act (Cwlth) 1986 | Race, colour, sex, religion, political opinion, national extraction, social origin, age, medical record, criminal record, marital or relationship status, impairment, mental / intellectual or psychiatric disability, physical disability, nationality, sexual orientation, and trade union activity or imputation of one of the above grounds. |
| Anti-Discrimination Act (NSW) 1977                  | Race (including colour), nationality, descent and ethnicity, ethno-religious or national origin, sex, sexuality, age, marital or domestic status, pregnancy, parenthood, breastfeeding, disability, physical impairment, intellectual impairment, homosexuality, transgender, carer.   |

## Definition of Terms

**Aboriginal or Torres Strait Islander** Means a person of Aboriginal or Torres Strait Islander descent who identifies as Aboriginal or Islander and is accepted as such by the Aboriginal or Islander community.

**Affirmative Action** The method of achieving equal employment opportunity for target groups and consists of programs designed to overcome the effects of

past discrimination. Past discrimination has formed barriers which exclude target groups from having access to equal employment opportunity. Affirmative action seeks to address the effects of past disadvantages and prevent future disadvantages.

**Disability**

The *Disability Discrimination Act* defines disability to include such things as loss of bodily or mental function, loss of a part of the body, malfunction, malformation or disfigurement of a part of the body and certain other conditions, disorders, illnesses and diseases.

**Discrimination**

Refers to unequal treatment or opportunities. Discrimination may be direct, indirect or systemic:

- *Direct Discrimination occurs where people are treated differently because different criteria are unnecessarily applied.*
- *Indirect Discrimination occurs when policies, rules and practices which appear neutral or impartial adversely affect a group or individual, thus reducing opportunities (e.g. height requirements for certain jobs, no female toilets at certain worksites, no disabled persons' facilities).*
- *Systemic Discrimination is rules or practices which result in different patterns of access to different jobs and different access to benefits or services. It is the result of both direct and indirect discrimination.*

**EEO Management Plan**

A statement of objectives, actions and target dates to achieve Council's overall strategy for Equal Employment in the workplace.

**Equal Employment Opportunity (EEO)**

The principle which ensures that all employees and potential employees are treated equitably and fairly, regardless of their race, sex, marital status, age, physical or intellectual impairment or sexual preference. EEO describes programs designed to ensure that all workers are given an equal chance when they apply for employment, promotion or training.

**Harassment**

Any unwelcome, offensive comment or action concerning a person's race, colour, language, accent, ethnic origin, marital status, pregnancy, disability, political or religious conviction. Harassment is behaviour towards another employee which is intimidating or embarrassing and adversely affects the work environment.

**Intranet**

Strathfield Council provides a staff intranet, which is a digital information resource for Council's staff containing information relevant to the performance of their work duties.

**Merit**

Means assessing each person's skills and abilities against the needs of the job, and disregarding personal characteristic (e.g. sex or race) which are irrelevant to the job.



**Non-English Speaking Background (NESB)** Refers to people who were born in a country where English is not the main language spoken, or to people born in Australia with one or both parents NESB.

**Target Groups** EEO target groups specified in the Local Government Act 1993 are:

- Women
- People of Non-English Speaking background
- People of Aboriginal or Torres Strait Islander descent
- People with a physical disability

**Website** Council's website is located on the world wide web at <http://www.strathfield.nsw.gov.au> and contains information on Council reports, activities, programs and policies which are accessible to the general public.

## Strategic Action 1 – Communication, Awareness Raising and EEO Education

**Objective 1** - To ensure that management and all staff understand EEO principles and their responsibilities in relation to them, the EEO Management Plan and its implementation

| Actions  | Responsibility                                      | Performance Measures  | Achieved? 2017-2018 |
|--|---|---|---------------------|
| <ol style="list-style-type: none"> <li>1. Identify means of internal communication in Council.</li> <li>2. Identify barriers to all staff having access to information in Council (including aspects such as literacy, use of visual aids, status/type of job, etc.).</li> <li>3. Review all Council literature to ensure it confirms to EEO principles.</li> <li>4. Develop EEO awareness for all staff by using a selection of the following:               <ul style="list-style-type: none"> <li>* Conduct EEO awareness courses for all staff and elected members;</li> <li>* Include segments on EEO in:                   <ul style="list-style-type: none"> <li>- staff meetings</li> <li>- induction booklets and procedures</li> <li>- staff training seminars (supervisor training of selection panel members)</li> <li>- staff handbooks</li> <li>- Include statement in job advertisements that Council is an EEO employer;</li> </ul> </li> <li>* Incorporate EEO principles in all Council policies and publications.</li> </ul> </li> <li>5. Inform the community as appropriate.</li> </ol> | <p>Human Resources and Organisation Development</p> | <p>Information available on website and in job advertisements</p> |                     |

**Strategic Action 1 – Communication, Awareness Raising and EEO Education**

**Objective 2** - To ensure that all levels of management and key personnel involved in EEO implementation have a sound understanding of EEO and are aware of their responsibility to implement the EEO program

| Actions  | Responsibility                                      | Performance Indicators                | Achieved? 2017-2018 |
|--|---|---------------------------------------|---------------------|
| <ol style="list-style-type: none"> <li>1. Integrate EEO concepts and case studies into supervisor and management training programs.</li> <li>2. Conduct training for supervisors on:               <ul style="list-style-type: none"> <li>* harassment and dealing with grievances;</li> <li>* cross cultural awareness training;</li> <li>* implementing EEO in the workplace.</li> </ul> </li> <li>3. Present EEO progress reports on six monthly basis to senior management</li> <li>4. Ensure regular meetings between senior management and those responsible for implementing EEO, and the Consultative Committee, to discuss progress.</li> </ol> | <p>Human Resources and Organisation Development</p> | <p>Documents reviewed and updated</p> |                     |

**Strategic Action 1 – Communication, Awareness Raising and EEO Education**

**Objective 3** - To ensure effective communication with the EEO target groups.

| Actions   | Responsibility                               | Performance Indicators           | Achieved 2017-2018 |
|---|--|----------------------------------|--------------------|
|   | Human Resources and Organisation Development | Documents reviewed               |                    |
| Ensure all staff involved with recruitment and selection processes are trained in EEO principles and interview/selection processes. | Human Resources and Organisation Development | Staff are trained                |                    |
| Ensure that staff acting in higher positions are selected in accordance with EEO principles and Council's Higher Duties Policy      | Human Resources and Organisation Development | Documents reviewed and monitored |                    |

## Strategic Action 1 – Communication, Awareness Raising and EEO Education

**Objective 4** - To ensure effective communication with the EEO target groups.

| Actions   | Responsibility                               | Performance Indicators | Achieved 2017-2018 |
|---|--|------------------------|--------------------|
| 1. Resource Consultative Committee for EEO initiatives.   | Human Resources and Organisation Development | Documents reviewed     |                    |
| 2. Consult with relevant unions.  |  |                        |                    |
| 3. Invite comment and input from all Council staff at all levels in development and implementation of the EEO plan.               |  |                        |                    |
| 4. Consult with relevant key individuals within Council for their input.  |  |                        |                    |
| 5. Ensure EEO developments are widely publicised and invite comment from all staff and relevant unions.                           |  |                        |                    |
| 6. Consider consulting with EEO officers / committees in other Councils/organisations.  |  |                        |                    |
| 7. Publicise/distribute minutes/progress reports of Consultative Committee and invite comment from all staff and relevant unions. |  |                        |                    |
| 8. Prepare an EEO Annual Report.  |  |                        |                    |

## Strategic Action 2 – Recruitment and Selection

**Objective 5** - To review recruitment policies and practices to ensure they conform with EEO principles and demonstrate fair practice in all areas of Council employment.

| Actions  | Responsibility                                      | Performance Indicators    | Achieved 2017-2018 |
|--|---|---------------------------|--------------------|
| <p>Review current practices and enhance formal policies and procedures based on EEO principles for each of the following recruitment steps:</p> <ul style="list-style-type: none"> <li>* the advertisement</li> <li>* where to advertise</li> <li>* selection tests</li> <li>* establishing the selection committee</li> <li>* shortlisting</li> <li>* interviewing</li> <li>* medical examination</li> <li>* placement and induction</li> <li>* career information</li> </ul> | <p>Human Resources and Organisation Development</p> | <p>Documents reviewed</p> |                    |

## Strategic Action 2 – Recruitment and Selection

**Objective 6** - To ensure that Selection Committee members have had sufficient training and exhibited adequate skills and are fully aware of, and implement, the principles of equal employment opportunity.

| Actions  | Responsibility                               | Performance Indicators | Achieved 2017-2018 |
|--|--|------------------------|--------------------|
| 1. Conduct training courses for selection techniques which include of EEO principles.<br><br>2. Ensure that staff who participate in selection committees have attended appropriate selection techniques training courses. | Human Resources and Organisation Development | Documents reviewed     |                    |

## Strategic Action 2 – Recruitment and Selection

**Objective 7** - To employ a number of trainees and apprentices from identified target groups.

| Actions   | Responsibility                                      | Performance Indicators    | Achieved 2017-2018 |
|---|---|---------------------------|--------------------|
| <ol style="list-style-type: none"> <li>1. Review advertising procedures, selection criteria, testing and interview questions to ensure that all identified target groups have equal access to apply and be selected for trainee and apprentice positions</li> <li>2. Use apprenticeship training schemes as appropriate and available.</li> <li>3. Ensure that all apprenticeship selection committees include a female representative and where it is known that applications from target groups have been received, have a member of that target group on such committees.</li> <li>2. Identify an appropriate support person for each target group appointee.</li> </ol> | <p>Human Resources and Organisation Development</p> | <p>Documents reviewed</p> |                    |



## Strategic Action 2 – Recruitment and Selection

**Objective 8** - To ensure that accurate job descriptions are available especially those jobs which require specific knowledge and skills on issues relating to women, ethnicity, Aboriginality and disability.

| Actions  | Responsibility                               | Performance Indicators | Achieved 2017-2018 |
|--|--|------------------------|--------------------|
| 1. Discuss with all managers/supervisors the concept of identifying positions.   | Human Resources and Organisation Development | Documents reviewed     |                    |
| 2. Develop and distribute guidelines on identified positions.  |  |                        |                    |
| 3. Consult with supervisors/managers to identify public contact, and other, positions where bi-lingual or cross-cultural skills, and/or an understanding of disabilities issues are essential or desirable criteria. |  |                        |                    |
| 4. Monitor appointment to identified positions.  |  |                        |                    |
| 5. Monitor the career options for staff in identified positions.   |  |                        |                    |

## Strategic Action 2 – Recruitment and Selection

**Objective 9** - To ensure that Council premises and facilities are accessible to people with physical disabilities.

| Actions   | Responsibility                               | Performance Indicators | Achieved 2017-2018 |
|---|--|------------------------|--------------------|
| 1. Convene a Working Party to implement surveys of existing buildings and facilities.<br>2. Develop priorities, schedule and budget for modifications using findings of surveys.<br>3. Assess and make minor work site modifications to accommodate the needs of individual staff who have a physical disability as required. | Human Resources and Organisation Development | Documents reviewed     |                    |

**Strategic Action 2 – Recruitment and Selection**

**Objective 10** - To have representation in Council’s workforce of people with a physical disability.

| Actions   | Responsibility                                      | Performance Indicators    | Achieved 2017-2018 |
|---|---|---------------------------|--------------------|
| <ol style="list-style-type: none"> <li>1. Review application forms, and selection procedures, to ensure that people with disabilities are not disadvantaged and to identify what modifications can be made to meet the needs of applicants with specific disabilities e.g. large print copies supplied to someone who is visually impaired.</li> <li>2. Review medical examinations to ensure that they do not discriminate against people with disabilities.</li> <li>3. Conduct EEO awareness training for employees to ensure that they are aware of issues relevant to disability and discrimination and are able to review policies and procedures from this awareness.</li> <li>4. Monitor placement of employees who become disabled during their career with Council to ensure that they have adequate access to training and re-training.</li> </ol> | <p>Human Resources and Organisation Development</p> | <p>Documents reviewed</p> |                    |

## Strategic Action 2 – Recruitment and Selection

**Objective 11** - To attract applications from women, people of non-English speaking backgrounds, Aborigines and people with disabilities for all occupations especially in which they are presently under-represented in Councils.

| Actions   | Responsibility                               | Performance Indicators | Achieved 2017-2018 |
|---|--|------------------------|--------------------|
| 1. Contact schools and relevant community organisations to encourage students and others who are members of the EEO target groups to participate in work experience programs. | Human Resources and Organisation Development | Documents reviewed     |                    |
| 2. Contact universities to nominate women and other EEO target group members for participation in Council's work experience program.  |  |                        |                    |
| 3. Contact appropriate groups and services and liaise with relevant Supervisors / Managers to provide work experience for people for whom English is a second language.       |  |                        |                    |
| 4. Review selection procedures to eliminate any discriminatory practices.   |  |                        |                    |

### Strategic Action 3 – Appointment, Promotion and Transfer

**Objective 12** - To review appointment, promotion and transfer policies and practices to ensure they conform with EEO principles and demonstrate fair practice.

| Actions   | Responsibility                               | Performance Indicators | Achieved 2017-2018 |
|---|--|------------------------|--------------------|
| 1. Review current practices and establish formal policies and procedures based on EEO principles for promotion, transfer and career mobility.<br><br>2. Broadbanding, multi-skilling and job re-design should be examined to ensure they meet the needs of employees and are introduced in a non-discriminatory way.<br><br>3. Review job evaluation & performance appraisal to ensure that it is non-discriminatory in content and administration. | Human Resources and Organisation Development | Documents reviewed     |                    |

### Strategic Action 3 – Appointment, Promotion and Transfer

**Objective 13** - To ensure equitable access to promotion and career path opportunities to all staff.

| Actions  | Responsibility                                      | Performance Indicators    | Achieved 2017-2018 |
|--|---|---------------------------|--------------------|
| <p>1. Identify occupations, levels and career paths in which members of the EEO target groups are under and/or over-represented.</p> <p>2. Examine the barriers to target groups gaining promotions, including:</p> <ul style="list-style-type: none"> <li>* selection procedures</li> <li>* recognition of overseas qualifications</li> <li>* appropriate selection criteria (including level of English)</li> </ul> <p>3. Advertise in appropriate ways (including community languages) all opportunities and programs for:</p> <ul style="list-style-type: none"> <li>* promotion</li> <li>* transfers</li> <li>* secondments</li> <li>* higher duties</li> <li>* job rotation</li> <li>* participation on committees</li> </ul> <p>4. Provide assistance to staff of non-English speaking backgrounds with:</p> <ul style="list-style-type: none"> <li>* gaining recognition of overseas qualifications</li> <li>* work experience/bridging courses</li> <li>* career development</li> <li>* English in the workplace courses</li> </ul> | <p>Human Resources and Organisation Development</p> | <p>Documents reviewed</p> |                    |

## Strategic Action 4 – Learning and Development

**Objective 14** – To ensure that all staff have equal opportunities to relieve / act at higher grades.

| Actions   | Responsibility                                      | Performance Indicators    | Achieved 2017-2018 |
|---|---|---------------------------|--------------------|
| <p>1. Monitor acting/relief opportunities and examine the participation of EEO target group members.</p> <p>2. Develop a policy and guidelines on relief/acting in higher positions. Matters to be covered by policy and guidelines should include:</p> <ul style="list-style-type: none"> <li>* the need to ensure that arrangements are based on merit or the developmental needs of employees;</li> <li>* the need to advertise any long term positions and call for expressions of interest;</li> <li>* the need to develop appropriate acting/relief rosters to ensure equitable access for all appropriate employees for short term acting/relief opportunities.</li> </ul> | <p>Human Resources and Organisation Development</p> | <p>Documents reviewed</p> |                    |

## Strategic Action 4 – Learning and Development

**Objective 15** – To review learning and development policies and practices to ensure they conform with EEO principles and to increase participation in staff training and development opportunities by EEO target group members.

| Actions  | Responsibility                                      | Performance Indicators    | Achieved 2017-2018 |
|--|---|---------------------------|--------------------|
| <p><b>Training Courses</b></p> <ol style="list-style-type: none"> <li>1. Examine present provision of training and development opportunities for all staff, and the allocation of resources.</li> <li>2. Examine the participation of staff by occupation and across the EEO target groups.</li> <li>3. Review and/or develop formal training policy for all Council staff, including EEO training.</li> <li>4. Examine in-house and external training courses, materials, aids, trainers and guest speakers to ensure they are:               <ul style="list-style-type: none"> <li>* non-discriminatory</li> <li>* consistent with EEO policies</li> </ul> </li> <li>5. Ensure there is an EEO component in all training courses</li> <li>6. Ensure that effective EEO awareness courses are available for:               <ul style="list-style-type: none"> <li>* management and supervisors</li> <li>* employees responsible for training and development</li> <li>* speakers at induction programs</li> <li>* employees at all levels</li> </ul> </li> </ol> | <p>Human Resources and Organisation Development</p> | <p>Documents reviewed</p> |                    |



**Employee Needs**

- 7. Examine availability of career development training opportunities for all employees and specialised career development planning for EEO target group members.
- 8. Ensure career path planning and career counselling is available for all employees.
- 9. Ensure all employees are aware of all training and development courses offered.

**Selection**

- 10. Check that information for selection of participants (for training and development courses) is consistent with EEO principles and promotes EEO awareness.

**Eligibility**

- 11. Ensure eligibility requirements for training courses are minimal and essential.
- 12. Ensure that nomination and screening procedures for training courses do not disadvantage any group of employees.

**Access**

- 13. Provide opportunities for employees to self-nominate for training courses.
- 14. Monitor the participation rates of EEO target groups in training programs

## Strategic Action 5 – Conditions of Service

**Objective 16** – To review conditions of service policies and practices to ensure they conform with EEO principles.

| Actions   | Responsibility                               | Performance Indicators | Achieved 2017-2018 |
|---|--|------------------------|--------------------|
| <p>Review current practices, renegotiate conditions if appropriate, and establish formal policies and procedures based on EEO principles for each of the following:</p> <ul style="list-style-type: none"><li>* tenure</li><li>* part-time work</li><li>* exit interviews</li><li>* allowances and benefits</li><li>* parental leave (maternity/paternity)</li><li>* child care</li><li>* occupational health and safety</li><li>* rehabilitation</li></ul> | Human Resources and Organisation Development | Documents reviewed     |                    |

## Strategic Action 5 – Conditions of Service

**Objective 17** – To ensure that lack of child care facilities do not hinder staff members, particularly women's prospects of employment and advancement within the Council.

| Actions  | Responsibility                               | Performance Indicators | Achieved 2017-2018 |
|--|--|------------------------|--------------------|
| 1. Investigate proposal for provision of work-based child care and/or access to child care centres run by Council (if any).<br><br>2. Develop a list of existing child care facilities in the vicinity of Council and issue it to employees. | Human Resources and Organisation Development | Documents reviewed     |                    |

## Strategic Action 6 – Bullying, Harassment and Grievance Procedures

**Objective 18** – To promote and implement an accessible and effective grievance policy and procedures

| Actions  | Responsibility                               | Performance Indicators | Achieved 2017-2018 |  |
|--|--|------------------------|--------------------|--|
| 1. Review Grievance Procedure and issue to all employees.  | Human Resources and Organisation Development | Documents reviewed     |                    |  |
| 2. Translate summary into major community languages used by Council staff and distribute to relevant employees.  |  |                        |                    |  |
| 3. Conduct a training program for all identified grievance handlers / supervisors. Program to include basic counselling and listening skills, information on anti-discrimination legislation, regarding bullying, harassment and details related to grievance procedure. |  |                        |                    |  |
| 4. Negotiate the amendment of statements of duties of employees who have responsibility for dealing with grievances to include this responsibility.  |  |                        |                    |  |

## Strategic Action 6 – Bullying, Harassment and Grievance Procedures

**Objective 19** – To prevent discrimination, bullying and harassment of employees.

| Actions   | Responsibility                               | Performance Indicators | Achieved 2017-2018 |
|---|--|------------------------|--------------------|
| <ol style="list-style-type: none"><li>1. Review existing, or develop sexual and racial harassment guidelines</li><li>2. Issue guidelines to all employees.</li><li>3. Conduct sessions to explain guidelines and ensure that all employees understand what type of behaviour constitutes bullying, harassment and discrimination.</li><li>3. Ensure that supervisor and grievance handler Training includes segments on how to deal with harassment issues.</li></ol> | Human Resources and Organisation Development | Documents reviewed     |                    |

## Strategic Action 7 – Implementation

**Objective 21** – To ensure successful implementation of the EEO Management Plan by the allocation of clear responsibilities and adequate resources.

| Actions   | Responsibility                               | Performance Indicators | Achieved 2017-2018 |
|---|--|------------------------|--------------------|
| 1. Examine which staff should have particular responsibilities in relation to the implementation of the EEO program.  | Human Resources and Organisation Development | Documents reviewed     |                    |
| 2. Include responsibility for EEO implementation in position statements of all Managers and Supervisors.  |  |                        |                    |
| 3. Include effective implementation of EEO as a criteria of job evaluation schemes/performance appraisal/ performance contracts.                            |  |                        |                    |
| 4. Identify resources currently utilised for such or similar purposes.  |  |                        |                    |
| 5. Allocate sufficient staff and other resources to undertake actions outlined in the EEO Management Plan.  |  |                        |                    |
| 5. Participate in any employment programs appropriate to the implementation of strategies in the EEO Management Plan (such as Technical Jobs for Women etc. |  |                        |                    |

**Strategic Action 7 – Implementation**

**Objective 22** – To revise and amend the EEO Management Plan.

| Actions  | Responsibility                                      | Performance Indicators    | Achieved 2017-2018 |
|--|---|---------------------------|--------------------|
| <p>1. Annually review and amend the EEO Management Plan as appropriate. Regularly report to the EEO Advisory Committee and Council senior management about progress of monitoring mechanisms and other activities undertaken to implement strategies. These progress reports will inform this review. The EEO Annual Report will include these regular reports.</p> <p>2. Seek comment and advice from all employees as part of the review process</p> <p>3. The Consultative Committee, Council senior management and Council, to consider and adopt amendments to the EEO Management Plan.</p> | <p>Human Resources and Organisation Development</p> | <p>Documents reviewed</p> |                    |

**Strategic Action 8 – Administration / Records**

**Objective 22** – To ensure Council’s records system complies with EEO principles.

| Actions   | Responsibility                               | Performance Indicators | Achieved 2017-2018 |
|---|--|------------------------|--------------------|
| 1. Review EEO and privacy considerations in relation to implementation of a computerised personnel system (including data requirements) and address problems which might arise.<br><br>2. Develop guidelines to safeguard confidentiality and EEO principles for access to and use of the Personnel Records system.<br><br>3. Review personnel system to ensure data required to monitor the EEO program is included. | Human Resources and Organisation Development | Documents reviewed     |                    |