

10.8 Policy (Review) - EEO Management Policy and Plan.DOC

POLICY NAME: EQUAL EMPLOYMENT OPPORTUNITY

POLICY REF: E02

MEETING ADOPTED: 26 February 2009
Resolution No. 260209/25

POLICY HISTORY:

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OBJECTIVE

To demonstrate Council and Management Commitment to Equal Employment Opportunity principles and inform all staff about Equal Employment Opportunity Management Plan.

BACKGROUND

Ballina Shire Council is committed to a policy of equal employment opportunity, fair treatment and non-discrimination for all existing and future employees. The Equal Employment Opportunity Plan and Policy has been developed in accordance with the Anti-Discrimination Act 1977 and Local Government Act 1993.

The Equal Employment Opportunity (EEO) Policy and Management Plan was formally adopted by Council 23 May 1996. Since that time, Council has reviewed and implemented Human Resource policies and procedures to support equal employment opportunity within the workplace and has training to staff in order to demonstrate Council's commitment to providing an equal employment opportunity, harassment and discriminatory free workplace.

All employment practices (recruitment, selection, training and employment, promotion and transfer and all other terms and conditions of service) will be based on the merit of the individual against specific job requirements. Existing and future employees will not be discriminated against in their employment on the grounds of race, colour, national origin, sex, disability, race, homosexuality, marital status, age, transgender and carers responsibilities.

Council will, through its Equal Employment Opportunity Management Plan, ensure any discriminatory practices are removed from its policies and procedures and will recognise and encourage employees on the basis of their abilities, aptitudes, qualifications and skills, through the implementation and monitoring of effective Human Resources policies and procedures.

Council will, through its Equal Employment Opportunity Management Plan, ensure that Council meets both its legal responsibilities and corporate goals and objectives.

DEFINITIONS

The following definitions apply to the Equal Employment Opportunity Policy:

Equal Employment Opportunity (EEO)

This is the principle which ensures that all employees and potential employees are treated equitably and fairly, regardless of their sex, disability, race, homosexuality, marital status, age, transgender and carers responsibilities.

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 applied when it is not necessary for them to be applied.

Indirect Discrimination occurs when rules, regulations or practices assume everyone is the same, have the same opportunities, and can meet the same "normal" criteria. These rules and practices are discriminatory in *effect*, as

they exclude people with suitable skills who don't meet the apparently fair rules or practices. eg. height requirements for certain jobs, doors that are too heavy for someone in a wheel chair to use, no female toilets at certain worksites.

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. This section should list unique, unfamiliar, technical terms or terms with special meanings to assist the reader's understanding of the policy.

APPLICATION OF POLICY

The Equal Employment Opportunity Policy applies to:

- Potential Council employees
- Current Council employees
- Council as an employer

As a minimum the Equal Employment Opportunity Policy should be read in conjunction with the following relevant documentation and legislation:

Council Plans/Policies

- Equal Employment Opportunity Management Plan
- Strategic Age Management Plan
- Bullying & Harassment Prevention Policy
- Recruitment Policy
- **Aboriginal Employment Action Plan.**

NSW Legislation

- Anti-Discrimination Act 1977
- Local Government Act 1993

Commonwealth Legislation

- Disability Discrimination Act 1992

POLICY

Equal Employment Opportunity (EEO) is the right to be considered for a job, training opportunity, or other benefit, for which a person is skilled or qualified. EEO is the principle which ensures that all employees and potential employees are treated equitably and fairly, regardless of their **sex, disability, race, homosexuality, marital status, age, transgender and carers responsibilities.**

In practical terms, a commitment to EEO means that staff selection and promotion must be accurate, fair, accountable, systematic and based solely on merit. Decisions about staff selection must be made on job related criteria and should not render Council as the responsible employer to **claims** of unlawful discrimination.

Selections made in accordance with Disability Services are to comply with Ballina Shire Council Supported Employment Program Business Services Policies and Procedures and other legislative requirements.

Ballina Council believes the implementation of an EEO policy and program will create a more productive workplace and will result in better services to the community.

All staff are obliged to follow non-discriminatory practice in accordance with Council's EEO policy and program and maintain a workplace free from discrimination.

1. Merit

Means assessing each person's skills and abilities against the needs of the job, and disregarding personal characteristics which are irrelevant to the job.

2. Affirmative Action

Affirmative action programs are designed to overcome the effects of past discrimination. This discrimination has formed barriers which exclude target groups from having access to equal employment opportunity. Affirmative action seeks to redress the effects of past disadvantages and prevent future disadvantages. It is the method of achieving equal employment for target groups.

3. Harassment

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

4. Legislative Perspective

The Anti-Discrimination Act 1977 makes it unlawful for an employer to discriminate against an employee on the grounds of sex, disability, race, homosexuality, marital status, age, transgender and carers responsibilities.

The Local Government Act 1993 also refers to equal employment opportunity. Section 344 states that the objects of Part 4 of the Act are:

- (a) to eliminate and ensure the absence of discrimination in employment on the grounds of race, sex, marital status and disability in councils, and;
- (b) to promote equal employment opportunity for women, members of racial minorities and persons with disabilities in Councils.

5. EEO Management Plan

Under Section 345 of the Local Government Act 1993, Council must prepare and implement an Equal Employment Opportunity Management Plan in order to achieve the objects set out in Part 4 of this policy.

Council's EEO Management Plan includes provisions relating to:

- (a) the devising of policies and programs by which the objects of Part 4 of the Local Government Act 1993 are to be achieved;
- (b) the communication of those policies and programs to persons within the staff of the Council;
- (c) the collection and recording of appropriate information;
- (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;
- (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 Part 4 of the Local Government Act 1993 may be assessed;
 - (f) the means, other than those referred to in paragraph (e) above, of evaluating the policies and programs referred to in paragraph (a);
 - (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) to (g).

Responsibility for the review and maintenance of Council's EEO Management Plan lies with the General Manager and the Manager Risk & Human Resources.

6. Rights

All employees have the right:

- (a) to the opportunity to be selected for promotion on merit;
- (b) to choose an individual career path;
- (c) of access to all appropriate benefits and conditions;
- (d) to be free of harassment in the workplace;
- (e) to seek advice from, or complain to the Anti-Discrimination Board.

7. Responsibilities

The **General Manager** will:

- (a) ensure that Council's EEO policy and program is implemented within Council;
- (b) ensure all staff comply with Council's EEO policy and with legal obligations under relevant legislation;
- (c) ensure that management audits of the EEO program are undertaken on a regular basis to ensure that the EEO policy and program continue to meet their objectives.

Managers and Supervisors will:

- (a) ensure that Council's EEO policy is implemented within their area of responsibility;
- (b) ensure that all staff with supervisory responsibilities are aware of employees' rights and responsibilities under Council's EEO policy and relevant legislation.

The **Manager Risk & Human Resources** will:

- (a) assist with the development and review of Human Resources policies and procedures;
- (b) ensure that position descriptions of all staff reflect their EEO responsibilities and accountabilities;
- (c) ensure that Council's EEO policy is followed during all employment procedures;

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- (d) research EEO matters and keep management informed of developments in EEO;
- (e) provide statistical and other human resources information to allow Council to develop and monitor its EEO program;
- (f) Advise on grievance handling procedures.

All Employees:

- (a) are responsible for upholding the EEO principles outlined in this policy;
- (b) must refrain from engaging in any discriminatory or harassing behaviour.

8. Harassment

All harassment which is sexual or sex-based, racial or relates to a person's marital status, disability, age, pregnancy, or sexual preferences is discriminatory and will not be tolerated in a Council workplace.

Staff should refer to Council's Human Resource Policies and Procedures for guidelines on how to report or deal with harassment issues.

9. Making a Complaint

- (a) In the first instance, complaints concerning EEO matters should be made according to Council's *Bullying and Harassment Prevention Policy*;
- (b) Alternatively, employees may wish to discuss the matter with Council's Manager Risk & Human Resources before deciding on a course of action;
- (c) All employees have the right to seek advice from, or make a complaint to, the Anti-Discrimination Board. The Board can be contacted at:

PO Box A2122, Sydney South, 1235 or
Level 4, 175 Castlereagh Street, Sydney, NSW 2000

or

Tel. (02) 9268 5555

TTY (02) 9268 5522

Fax (02) 9268 5500

Toll free 1800 670 812

10. Non-Compliance with Policy

Failure to comply with the terms of this policy may result in disciplinary **action in accordance with Local Government State Award disciplinary provisions.**

Individuals may also be prosecuted by the Anti-Discrimination Board for breaches of the Anti-Discrimination Act 1977.

REVIEW

The Equal Employment Opportunity Policy is to be reviewed every four years and in conjunction with the Equal Employment Opportunity **Management** Plan.



Ballina Shire Council

Equal Employment Opportunity Management Plan

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Introduction

What is Equal Employment Opportunity?

Equal Employment Opportunity (EEO) aims to ensure that all employment practices conducted within an organisation occur without discrimination.

Employment practices include:

Recruitment and selection; training and development; job evaluation; promotion; transfer; performance appraisal; access to information; conditions of employment; and termination.

EEO aims to provide fair and equitable employment opportunities and eliminate discrimination, selecting the best person for the job in terms of their job related skills. EEO is about merit. Candidates for jobs are treated equally, irrespective of differences in race, sex, religion, nationality or other factors.

There are federal and state anti-discrimination laws. In NSW, the combined effect of these laws means that you must not treat employees/job applicants unfairly, or harass them, because of their:-

Sex, disability, race, marital status, homosexuality, age, transgender and carer responsibilities.

In 1977 the New South Wales Government passed the Anti-Discrimination Act. Subsequent amendments to the Act have outlawed discrimination on the grounds of race, sex, marital status, physical impairment, homosexuality, transgender and carer responsibilities. The Act applies to employment, the provision of goods and services, accommodation, registered clubs, public education and advertising. Ballina Shire Council is bound by this Act.

Why have an EEO Management Plan?

EEO is good management, as it is concerned with employment practices based on merit conducted without discrimination. EEO means that all employees and potential employees are dealt with in a fair and non-discriminatory manner. Council is assured that all possible candidates for a position have been considered, and the applicant most suited to the duties required has been selected. The Local Government Act 1993 also requires all New South Wales councils to have developed an EEO Management Plan by 30 June 1994.

The purpose of the plan is to identify the strategies that we must implement to fully incorporate EEO within our Council. However, it does not mean that we do not already exercise EEO within Council. The strategies detail specific actions that need to occur. The strategies and actions identified make up the EEO program. By establishing an EEO program within Council, we will ensure equity and fairness within Council and in the provision of services to the community.

Who is responsible for the EEO Management Plan?

The General Manager has responsibility for the EEO Management Plan however the implementation of the EEO Management Plan will be monitored by the Staff Consultative Committee. The Manager Risk & Human Resources will be responsible for co-ordinating the activities identified in the EEO Management Plan, reviewing and reporting on the EEO Management Plan annually.

Equal Employment Opportunity Management Plan

Objective

To demonstrate management and organisational commitment to and understanding of Equal Employment Opportunity (EEO) principles.

Target

All Employees, Councillors, prospective employees of Council and local residents

Specific Action

- Identify policies and programs that will achieve the objectives of the EEO Policy.
- Raise awareness of the legislative requirements to ensure discriminatory practices are eliminated from the workplace.
- Develop strategies for communicating Council's policies and programs to staff.
- Collect and record statistical or other information that may be needed to development EEO programs and to monitor their effectiveness.
- Implement the objectives of Ballina Shire Council Supported Employment Program Business Services Policies and Procedures and continue to proactively identify employment opportunities to support individuals with disabilities.

Policy & Program

STRATEGY 1

OBJECTIVE	To demonstrate management and organisational commitment to and understanding of EEO principles.
TARGET GROUP	All employees, Councillors, other employers in the Shire and local residents. Council's EEO processes identify four priority target groups: <ul style="list-style-type: none">• Women• Aboriginal and Torres Strait Islander people• People with a disability• People from non-English speaking backgrounds
SPECIFIC ACTIONS	<ol style="list-style-type: none">1. Revise Council's Equal Employment Opportunity Policy Statement on an annual basis.2. Consult with employees and key external stakeholders.3. Submit to Council for adoption.

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Policy & Program

STRATEGY 1

Specific Actions	Implementation Tasks	Responsible Officer/Group	Performance Indicators
Review Council's Equal Employment Opportunity policy in line with Council's Management Plan process	<ul style="list-style-type: none"> Consult with Anti-Discrimination Board on changes to legislation Finalisation review of policy for consultation 	Staff Consultative Committee	<ul style="list-style-type: none"> EEO Policy continues to meet best practice standards and current legislative requirements for Local Government.
Consult with employees and key external stakeholders on content	<ul style="list-style-type: none"> Council's Consultative Committee are requested to review and provide comments to the Policy Reviewed policy is distributed to all staff for comment Presentation of policy to Council's Management Team Promotion of new policy after adoption. 	Staff Consultative Committee	<ul style="list-style-type: none"> EEO Policy is reviewed through a consultative process. Number of staff who provide feedback. Number of suggestions and changes made as a result of feedback received.
Submit reviewed policy to Council for adoption	<ul style="list-style-type: none"> Reviewed policy presented to Councillors and their feedback and input obtained. Briefing should emphasise positive benefits of EEO Preparation of report to Council Adoption of policy by Council 	General Manager	<ul style="list-style-type: none"> Councillors have a high level of awareness & ownership of policy. Council adopts EEO Policy and commits to its implementation through the adopted EEO Management Plan.

STRATEGY 2

Communication & Awareness Raising

OBJECTIVE To ensure that management and all employees understand EEO principles and their responsibilities in relation to them, and the EEO management Plan and its implementation.

TARGET GROUP All staff.

- SPECIFIC ACTIONS
1. Establish sub group of the Consultative Committee to monitor, review and action strategies.
 2. Develop a communication strategy.

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Communication & Awareness Raising

STRATEGY 2

Specific Actions	Implementation Tasks	Responsible Officer/Group	Performance Indicators
Staff Consultation Committee	<ul style="list-style-type: none"> Seek endorsement of Staff Consultative Committee by Senior Management Team 	Staff Consultative Committee	<ul style="list-style-type: none"> Council staff and senior management team support the Staff Consultative Committee to drive and monitor implementation of EEO Management Plan. Staff Consultative Committee is constituted with clear roles and responsibilities. Staff Consultative Committee is an effective mechanism which drives the implementation of EEO Policy and EEO Management Plan and promotes awareness of EEO issues throughout organisation and community. Staff Consultative Committee makes recommendations on EEO employment targets and processes for achieving these benchmarks.
Communication on EEO related issues	<ul style="list-style-type: none"> EEO issues and policy changes are incorporated into communications / circulars from Senior Management Team Minutes of Staff Consultative Committee are available to all staff via the Infonet Induction booklets and procedures introduces Council's EEO policies Employee training seminars (supervisor training, training of selection panel members) employee handbooks EEO implementation receives greater prominence in Council's Annual Report 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.) and modify the methods of communication as appropriate. 	Staff Consultative Committee Manager Risk & Human Resources Manager Risk & Human Resources	<ul style="list-style-type: none"> That the community and all Council staff remain informed about EEO issues and achievements. Number of staff aware of Staff Consultative Committee & its work. That an annual review is undertaken to review the effectiveness of information dissemination. Record and report on data from staff surveys relating to attitudes on Council's approaches to EEO. Promotion of 50/50 Gender Equity Program.

STRATEGY 3

Consultation

OBJECTIVE	To ensure the active participation of all employees and relevant unions in decision making about the EEO program.
TARGET GROUP	All employees and relevant unions.
SPECIFIC ACTIONS	<ol style="list-style-type: none">1. Develop and implement a consultation strategy to support the adoption of EEO Management Plan.2. Report on implementation of the new EEO Management Plan annually via Council's Annual Report.

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Consultation

STRATEGY 3

Specific Actions	Implementation Tasks	Responsible Officer/Group	Performance Indicators
Distribute reviewed EEO Management Plan and invite comments and feedback from all stakeholders	<ul style="list-style-type: none"> Staff Consultative Committee and/or General Manager to meet with relevant groups to discuss EEO Management Plan (Manager's forum, Senior Managers, All Staff, external groups) 	Staff Consultative Committee Manager Risk & Human Resources General Manager	<ul style="list-style-type: none"> Reviewed EEO Management Plan circulated. Meetings with key individuals and groups held.
Incorporate feedback received into the finalised EEO Management Plan	<ul style="list-style-type: none"> Collate feedback Present EEO Management Plan to Councillors for adoption Launch EEO Management Plan involving Managers and key staff, Councillors, Council committees and external organisations. 	Staff Consultative Committee General Manager	<ul style="list-style-type: none"> Feedback to draft received and incorporated into EEO Management Plan. EEO Management Plan reflects staff input and concerns.
Report on implementation of the new EEO Management Plan annually via Council's Annual Report	<ul style="list-style-type: none"> Evaluate implementation of targets through data collection and staff surveys and incorporate into annual report 	Staff Consultative Committee	<ul style="list-style-type: none"> EEO Management Plan adopted by Council. Council staff aware of the EEO Management Plan and incorporating it into their everyday work. Monitoring of implementation of EEO Management Plan reveals good uptake by staff and is reflected in achievement of targets in EEO Management Plan.

Recruitment

STRATEGY 4

OBJECTIVE	To review recruitment policies and practices to ensure they conform with EEO principles, demonstrate fair practice and to increase representation of EEO target groups in all areas of Council employment.
TARGET GROUP	All employees, applicants for Council positions and members of EEO target groups.
SPECIFIC ACTIONS	<ol style="list-style-type: none">1. Review all Council recruitment policies and procedures to ensure they reflect EEO principles and incorporate strategies which promote equal employment opportunities for the target groups.2. Implement training courses for staff involved in recruitment and selection of staff.3. Implement strategies to achieve the specific employment goals for each EEO target group.4. Ensure that all Council offices and worksites are accessible to people with physical disabilities and comply with Council's Disability Services Quality Manual and Disability Standards.5. Achieve targets specified in Council's Aboriginal Employment Action Plan.

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Recruitment

STRATEGY 4

Specific Actions	Implementation Tasks	Responsible Officer/Group	Performance Indicators
Review all Council recruitment policies and procedures to ensure they reflect EEO principles and incorporate strategies which promote equal employment opportunities for each EEO target group	<ul style="list-style-type: none"> Review advertising procedures to ensure that target groups have ready access to position vacancies Develop guidelines for selection panels including interview questions and short listing procedures 	<p>Staff Consultative Committee sub-group</p> <p>Manager Risk & Human Resources</p>	<ul style="list-style-type: none"> That policy and procedures are fully compliant with relevant legislation. That interview panels include a representative of relevant target groups. That target groups receive notification of all external vacancies. That selection tests, short listing & interviewing processes and the pre-employment medical examination requirements do not unreasonably preclude or discriminate against the target groups.
Implement training courses for staff involved in recruitment and selection of staff and ensure the course content includes an appropriate focus on Council's EEO policies and practices.	<ul style="list-style-type: none"> Develop and facilitate delivery of training course for all employees involved in staff selection 	<p>Manager Risk & Human Resources</p>	<ul style="list-style-type: none"> That interview panel members have undergone relevant in-house training.
Implement strategies which achieve the employment goals for each EEO target group	<ul style="list-style-type: none"> Pursue funding opportunities to expand the targeted employment of EEO target groups, including traineeship programs 	<p>Manager Risk & Human Resources</p>	<ul style="list-style-type: none"> That the Staff Consultative Committee adopt annual targets.
Indigenous employment strategies	<ul style="list-style-type: none"> Consider the Aboriginal Employment Action Plan targets when recruiting new positions 	<p>Manager Risk & Human Resources</p>	<ul style="list-style-type: none"> That the Aboriginal Employment Action Plan is reviewed as required. That Indigenous employment statistics be reported to staff and management quarterly.

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Specific Actions	Implementation Tasks	Responsible Officer/Group	Performance Indicators
Gender Equity employment strategies	<ul style="list-style-type: none">Consider gender equity program when recruiting new positions.	Manager Risk & Human Resources	<ul style="list-style-type: none">That gender statistics be reported to staff and management quarterly.

STRATEGY 5

Promotion & Transfer

OBJECTIVE	To review promotion and transfer policies and practices to ensure they conform with EEO principles and demonstrate fair practice. To increase the representation of EEO target groups in all areas of Council employment.
TARGET GROUP	All employees.
SPECIFIC ACTIONS	<ol style="list-style-type: none">1. Review current practices and establish formal policies and procedures based on EEO principles for promotion, transfer and career mobility.2. Monitor training and staff development to ensure that target groups have equal access to skill development and promotional opportunities.3. Develop and implement support strategies which respond to the needs of each EEO target group.

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Promotion & Transfer

STRATEGY 5

Specific Actions	Implementation Tasks	Responsible Officer/Group	Performance Indicators
Review all Council promotional policies and procedures to ensure they reflect EEO principles and incorporate strategies which promote equal promotional opportunities for each EEO target group	<ul style="list-style-type: none"> Review advertising procedures to ensure that target groups have ready access to promotion opportunities 	Manager Risk & Human Resources	<ul style="list-style-type: none"> That policy and procedures are fully compliant with relevant legislation. That interview panels include a representative of relevant target groups.
Broad banding, multi-skilling and job re-design should be examined to ensure they meet the needs of employees and are introduced in a non-discriminatory manner	<ul style="list-style-type: none"> Consult with all employees who are impacted by job redesign or structural change 	Group Managers	<ul style="list-style-type: none"> 100% of occurrences of job redesign/ structural change are undertaken in accordance with the Local Government State Award 2010 provisions.
Review all job evaluation/performance appraisal to ensure that it is non-discriminatory in content and administration.	<ul style="list-style-type: none"> All job evaluations to be based on position/organisation requirements Performance appraisal process to be reviewed 	Manager Risk & Human Resources Staff Consultative Committee	<ul style="list-style-type: none"> Nil complaints.
Analyse workplace trends to identify areas of growth and increased mobility in Council and provide work experience and training opportunities to ensure that target groups are able to compete for positions in these areas.	<ul style="list-style-type: none"> Implement regular agenda item for Staff Consultative Committee meetings to review trends and identify opportunities 	Staff Consultative Committee	<ul style="list-style-type: none"> That identified opportunities are conveyed to relevant target group representatives.

Training & Development

STRATEGY 6

OBJECTIVE	To review training 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.
TARGET GROUP	All employees.
SPECIFIC ACTIONS	<ol style="list-style-type: none">1. Examine present provision of training and development opportunities for all staff, and the allocation of resources.2. Check that information for selection of participants (for training and development courses) is consistent with EEO principles and promotes EEO awareness.3. Monitor the participation rates of EEO target groups in training programs.

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Training & Development

STRATEGY 6

Specific Actions	Implementation Tasks	Responsible Officer/Group	Performance Indicators
Incorporate training on Access & Equity issues, including Council's responsibilities under Anti-Discrimination legislation and EEO regulations into Councillor induction training.	<ul style="list-style-type: none"> Development of EEO component of Induction program. 	General Manager	<ul style="list-style-type: none"> New Councillors are fully informed and aware of EEO & anti discrimination responsibilities.
Examine present provision of training and development opportunities for all staff, and the allocation of resources.	<ul style="list-style-type: none"> Consult with Manager Risk & Human Resources re existing situation of training & development of all staff. 	Staff Consultative Committee Human Resources Officer	<ul style="list-style-type: none"> All staff receive training in EEO issues and are informed and support the implementation of all aspects of the revised EEO Management Plan.
Review Council's Training Policy to ensure consistency with EEO principles and practices and stipulate to all internal training providers that course content must comply with EEO and Anti-Discrimination principles.	<ul style="list-style-type: none"> Ensure that all providers are aware & support Council's EEO and Anti Discrimination principles. Review Council's Training Policy to ensure that it is consistent with EEO principles & practices. 	Staff Consultative Committee Manager Risk & Human Resources	<ul style="list-style-type: none"> Council's training policy is consistent with EEO principles & practices. All training providers support Council's recognised EEO policy. Women leadership/springboard programs are implemented.
Identify and respond to barriers to accessing training and development opportunities including travel policies, reimbursement of expenses, and location of training.	<ul style="list-style-type: none"> Identify barriers which prevent women employees from pursuing training & development opportunities. Consult with female staff and Manager Risk & Human Resources. Ensure that access issues are included in the Training Policy. 	Staff Consultative Committee Manager Risk & Human Resources	<ul style="list-style-type: none"> All members of targeted groups under the EEO Management plan have equal opportunity to participate in identified training. Number of staff who provide feedback. Council modifies any existing training policies or procedures.

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(Strategy 6 Training & Development cont'd)

Specific Actions	Implementation Tasks	Responsible Officer/Group	Performance Indicators
Ensure career path planning and career counselling is available for all employees via the Human Resources section. Training should also be provided to Managers on career development issues and maximising staff potential.	<ul style="list-style-type: none"> • Identification of career development and maximising staff potential as a corporate training need for all Managers. • HR staff to attend training on career planning. 	Manager Risk & Human Resources	<ul style="list-style-type: none"> • Training session(s) attended by all Managers. • Number of staff requesting career information from HR staff.
Check that information for selection of participants (for training and development courses) is consistent with EEO principles and promotes EEO awareness.	<ul style="list-style-type: none"> • Managers & Manager Risk & Human Resources to ensure that all training is available to all staff. 	Staff Consultative Committee Manager Risk & Human Resources	<ul style="list-style-type: none"> • That the principles of EEO are reflected in the identified training requirements for all staff and that no complaints are received of inequity.
Monitor the participation rates of EEO target groups in training programs.	<ul style="list-style-type: none"> • Statistics / accurate records are maintained of attendance at all training by members of EEO target groups. 	Manager Risk & Human Resources	<ul style="list-style-type: none"> • Information entered on training database.

STRATEGY 7

Harassment & Grievance Procedures

OBJECTIVE	To promote and implement an accessible and effective grievance policy and procedures and prevent discrimination and harassment in the workplace.
TARGET GROUP	All employees.
SPECIFIC ACTIONS	<ol style="list-style-type: none">1. Review the current bullying & harassment and grievance procedures to ensure EEO Grievance procedures are current.2. Establishment and training of EEO contact officers as advocates and support during grievance process.3. Promotion of Council's Bullying & Harassment Prevention Policy amongst all staff.

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Harassment & Grievance Procedures

STRATEGY 7 |

Specific Actions	Implementation Tasks	Responsible Officer/Group	Performance Indicators
Review the current bullying & harassment and grievances procedure and expand to ensure coverage of current EEO Grievance Procedures	<ul style="list-style-type: none"> Review procedures with Staff Consultative Committee. Inform staff of both via infonet and hard copy, management to acknowledge 	Staff Consultative Committee	<ul style="list-style-type: none"> Success of reporting procedures.
Develop and conduct a training program for all identified grievance handlers/supervisors. Program to include basic counselling and listening skills. Information on anti discrimination legislation, harassment and details related to grievance policy and procedure.	<ul style="list-style-type: none"> Identify grievance handlers/supervisors and develop programme to target specific training requirements 	Human Resources	<ul style="list-style-type: none"> Percentage of grievance handlers/supervisors completing training.
Promotion of Council's Bullying & Harassment Policy amongst all staff.	<ul style="list-style-type: none"> Inclusion in induction training Provision on Infonet 	Human Resources	<ul style="list-style-type: none"> Provided on Infonet Email to all staff

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(Strategy 7 Harassment & Grievance cont'd)

Specific Actions	Implementation Tasks	Responsible Officer/Group	Performance Indicators
<p>Conduct seminars and education sessions to explain policy and ensure that all employees understand what type of behaviour constitutes harassment and are aware of their obligations under anti-discrimination legislation.</p> <p>Ensure that all employees know that harassment is unacceptable and illegal behaviour and that instances of such behaviour may lead to disciplinary and/or legal action.</p>	<ul style="list-style-type: none"> In-house training session for whole of council staff every three years 	<p>Human Resources</p>	<ul style="list-style-type: none"> Percentage of council staff attending information/training session. Feedback to measure training effectiveness.

STRATEGY 8

Implementation

OBJECTIVE	To ensure successful implementation of the EEO Management Plan by the allocation of clear responsibilities and adequate resources.
TARGET GROUP	Senior Management and staff with responsibility for EEO.
SPECIFIC ACTIONS	<ol style="list-style-type: none">1. Examine and specify staff who have particular responsibilities in relation to the implementation of the EEO program.2. Investigate the inclusion of EEO implementation as a factor for assessment of staff performance as part of the Annual Skills & Performance Review.3. Incorporate EEO Management Plan action on an annual basis into Council's Management Plan with the appropriate allocation of budget resources to implement identified actions.

10.8 **Policy (Review) - EEO Management Policy and Plan.DOC**

Implementation

STRATEGY 8

Specific Actions	Implementation Tasks	Responsible Officer/Group	Performance Indicators
Examine which staff should have particular responsibilities in relation to the implementation of the EEO program.	<ul style="list-style-type: none"> Review positions and areas of council which would be most suited to being responsible for the implementation of the EEO program. 	Manager Risk & Human Resources	<ul style="list-style-type: none"> Allocation of responsibility to areas within council for the responsible implementation of the EEO program.
Include responsibility for EEO implementation in position statements of all staff.	<ul style="list-style-type: none"> Review position statements to include EEO program. 	Manager Risk & Human Resources	<ul style="list-style-type: none"> EEO element implemented into all position statements.
Investigate the inclusion of EEO implementation as a factor for assessment of staff performance as part of the Annual Skills & Performance Review.	<ul style="list-style-type: none"> Review annual skills and performance review to include an element of EEO to be implemented. 	Manager Risk & Human Resources	<ul style="list-style-type: none"> EEO element included into annual performance review.
Incorporate EEO Management Plan action on an annual basis into Council's Management Plan with the appropriate allocation of budget resources to implement identified actions.	<ul style="list-style-type: none"> When Councils Management Plan is reviewed annually ensure EEO action plan is included so there is an allocation of budget resources to implement identified actions. 	MANEX	<ul style="list-style-type: none"> Allocation of budget resources.
Report on EEO statistics	<ul style="list-style-type: none"> Provide EEO statistics to Manex via a quarterly report Report on EEO statistics to Consultative Committee annually. 	Manager Risk & Human Resources	<ul style="list-style-type: none"> Comparison of statistics with EEO targets. Feedback from staff and management.

Evaluation

STRATEGY 9

OBJECTIVE	To revise and amend the EEO Management Plan.
TARGET GROUP	All staff.
SPECIFIC ACTIONS	<ol style="list-style-type: none">1. Review and amend the EEO Management Plan as appropriate.2. Seek comment and advice from all employees as part of the review process.3. Resource the development of a new EEO Policy and EEO Management Plan prior to the expiration of the current one.

10.8 Policy (Review) - EEO Management Policy and Plan.DOC

Evaluation/Implementation

STRATEGY 9

Specific Actions	Implementation Tasks	Responsible Officer/Group	Performance Indicators
Annually review and amend the EEO Management Plan as appropriate. Regularly report to the Staff Consultative Committee and senior management about progress of monitoring mechanisms and other activities undertaken to implement strategies. These progress reports will inform this review. The EEO report will include these regular reports.	<ul style="list-style-type: none"> Review EEO plan annually to keep up with changes to Anti-Discrimination Act. Quarterly reports on EEO strategies to MANEX. 	Manager Risk & Human Resources	<ul style="list-style-type: none"> Annual Reports on EEO management plan include biannual or quarterly reports. Regular updates when and where needed.
Seek comment and advice from all employees as part of the review process.	<ul style="list-style-type: none"> Each report to include some staff feedback, this would also apply to biannual EEO report to MANEX. 	Manager Risk & Human Resources	<ul style="list-style-type: none"> Comments and feedback are included in reports on EEO and when changes occur.
The Staff Consultative Committee, Council senior management and Council, to consider and adopt amendments to the EEO Management Plan on an annual basis.	<ul style="list-style-type: none"> Review EEO Management Plan annually. Obtain feedback from staff. Preparation of Report to Council. Adoption of changes by Council. 	Consultative Committee	<ul style="list-style-type: none"> Council adopts amendments and regular updates where and when needed.
Resource the development of a new EEO Policy and EEO Management Plan prior to the expiration of the current one.	<ul style="list-style-type: none"> Prior to expiration; seek funding and resources. Staff meetings to give feedback to staff. Staff Consultative Committee to come up with a new draft EEO Policy / Plan. 	Manager Risk & Human Resources Consultative Committee	<ul style="list-style-type: none"> New EEO Policy and Management Plan drafted and adopted.