



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 and implementation. The Manager Risk and 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 and Program

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:

- Women
- Aboriginal and Torres Strait Islander people
- People with a disability
- People from non-English speaking backgrounds

SPECIFIC ACTIONS

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.

Policy and Program

| Specific Actions | Implementation Tasks | Responsible Officer/Group | Performance Indicators |
|---|---|----------------------------------|---|
| Review Council's Equal Employment Opportunity policy in line with Council's Integrated Planning process | <ul style="list-style-type: none"> Consult with Anti-Discrimination Board on changes to legislation Finalisation review of policy for consultation | Manager Risk and Human Resources | <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 is requested to review and provide comments on 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. | Manager Risk and Human Resources | <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 and ownership of policy. Council adopts EEO Policy and commits to its implementation through the adopted EEO Management Plan. |

Communication and Awareness Raising

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| 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. Develop a communication strategy. |

Communication and Awareness Raising

| Specific Actions | Implementation Tasks | Responsible Officer/Group | Performance Indicators |
|---|--|---|--|
| <p>Develop communications strategy</p> | <p>Staff Consultative Committee requested to review the communications strategy.</p> | <p>Manager Risk and Human Resources and Communications section</p> | <ul style="list-style-type: none"> ▪ Staff Consultative Committee promotes awareness of EEO issues throughout organisation and community. ▪ Staff Consultative Committee makes recommendations on EEO employment targets and processes for achieving these benchmarks. |
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| <p>Communication on EEO related issues</p> | <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. | <p>Manager Risk and Human Resources</p> <p>Manager Risk and Human Resources</p> <p>Manager Risk and Human Resources</p> | <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 and 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. |

Consultation

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| 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. |

Consultation

| Specific Actions | Implementation Tasks | Responsible Officer/Group | Performance Indicators |
|---|--|---|---|
| <p>Distribute reviewed EEO Management Plan and invite comments and feedback from all stakeholders</p> | <ul style="list-style-type: none"> • General Manager and/or Manager Risk and Human Resources to meet with relevant groups to discuss EEO Management Plan (Manager’s forum, Senior Managers, All Staff, external groups) • Staff Consultative Committee requested to review and provide comments. | <p>Manager Risk and Human Resources General Manager</p> <p>Staff Consultative Committee</p> | <ul style="list-style-type: none"> ▪ Reviewed EEO Management Plan circulated. ▪ Meetings with key individuals and groups held. |
| <p>Incorporate feedback received into the finalised EEO Management Plan</p> | <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. | <p>Manager Risk and Human Resources General Manager</p> | <ul style="list-style-type: none"> ▪ Feedback on draft received and incorporated into EEO Management Plan. ▪ EEO Management Plan reflects staff input and concerns. |
| <p>Report on implementation of the new EEO Management Plan annually via Council’s Annual Report</p> | <ul style="list-style-type: none"> • Evaluate implementation of targets through data collection and staff surveys and incorporate into annual report | <p>Manager Risk and Human Resources</p> | <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

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| 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. |

Recruitment

| Specific Actions | Implementation Tasks | Responsible Officer/Group | Performance Indicators |
|---|--|---|--|
| <p>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</p> | <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. Staff Consultative Committee requested to review policies and procedures and provide comments. | <p>Manager Risk and Human Resources</p> <p>Manager Risk and Human Resources</p> <p>Staff Consultative Committee</p> | <ul style="list-style-type: none"> Policy and procedures are fully compliant with relevant legislation. interview panels include a representative of relevant target groups. Target groups receive notification of all external vacancies. Selection tests, short listing and interviewing processes and the pre-employment medical examination requirements do not unreasonably preclude or discriminate against the target groups. |
| <p>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.</p> | <ul style="list-style-type: none"> Develop and facilitate delivery of training course for all employees involved in staff selection. | <p>Manager Risk and Human Resources</p> | <ul style="list-style-type: none"> That interview panel members have undergone relevant in-house training. |
| <p>Implement strategies which achieve the employment goals for each EEO target group</p> | <ul style="list-style-type: none"> Pursue funding opportunities to expand the targeted employment of EEO target groups, including traineeship programs Staff Consultative Committee requested to review targets. EEO standards support the integration of employees with a disability to transition into the open employment workforce. (Note: may require expanding dependent upon Council's decision re NDIS) | <p>Manager Risk and Human Resources</p> <p>Staff Consultative Committee</p> <p>Manager Risk and Human Resources</p> | <ul style="list-style-type: none"> That the Staff Consultative Committee adopt targets. |

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

Promotion and Transfer

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| 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. |

Promotion and Transfer

| 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 and 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 Staff Consultative Committee requested to review re-designed job positions and restructures and provide comments. | Group Managers Staff Consultative Committee | <ul style="list-style-type: none"> 100% of occurrences of job redesign/ structural change are undertaken in accordance with the Local Government State Award 2014 provisions. |
| Review salary system procedure 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 Staff Consultative Committee requested to review performance appraisal process and provide comments. | Manager Risk and 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 and Development

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| 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. |

Training and Development

| Specific Actions | Implementation Tasks | Responsible Officer/Group | Performance Indicators |
|--|--|---|---|
| <p>Incorporate training on Access and Equity issues, including Council's responsibilities under Anti-Discrimination legislation and EEO regulations into Councillor induction training.</p> | <ul style="list-style-type: none"> Development of EEO component of Induction program. | <p>General Manager</p> | <ul style="list-style-type: none"> New Councillors are fully informed and aware of EEO and anti discrimination responsibilities. |
| <p>Examine present provision of training and development opportunities for all staff, and the allocation of resources.</p> | <ul style="list-style-type: none"> Manager Risk and Human Resources review existing situation of training and development of all staff. Staff Consultative Committee requested to review training plan. | <p>Manager Risk and Human Resources Staff Consultative Committee</p> | <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. |
| <p>Review Council's Training Procedure 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.</p> | <ul style="list-style-type: none"> Ensure that all providers are aware and support Council's EEO and Anti Discrimination principles. Review Council's Training Procedure to ensure that it is consistent with EEO principles and practices. Staff Consultative Committee requested to review policy and provide comments. | <p>Manager Risk and Human Resources Staff Consultative Committee</p> | <ul style="list-style-type: none"> Council's training procedure is consistent with EEO principles and practices. All training providers support Council's recognised EEO policy. Women leadership/springboard programs are implemented. |
| <p>Identify and respond to barriers to accessing training and development opportunities including travel policies, reimbursement of expenses, and location of training.</p> | <ul style="list-style-type: none"> Identify barriers which prevent women employees from pursuing training and development opportunities. Consult with female staff and ensure that access issues are included in the Training Procedure. | <p>Manager Risk and Human Resources</p> | <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. |

(Strategy 6 Training and Development cont'd)

| Specific Actions | Implementation Tasks | Responsible Officer/Group | Performance Indicators |
|---|---|---|---|
| <p>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.</p> | <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. | <p>Manager Risk and Human Resources</p> | <ul style="list-style-type: none"> ▪ Training session(s) attended by all Managers. ▪ Number of staff requesting career information from HR staff. |
| <p>Check that information for selection of participants (for training and development courses) is consistent with EEO principles and promotes EEO awareness.</p> | <ul style="list-style-type: none"> • Managers and Manager Risk and Human Resources to ensure that all training is available to all staff. | <p>Manager Risk and Human Resources</p> | <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. |
| <p>Monitor the participation rates of EEO target groups in training programs.</p> | <ul style="list-style-type: none"> • Statistics / accurate records are maintained of attendance at all training by members of EEO target groups. | <p>Manager Risk and Human Resources</p> | <ul style="list-style-type: none"> ▪ Information entered on training database. |

Harassment and Grievance Procedures

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| OBJECTIVE | To promote and implement an accessible and effective grievance 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 and 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 and Harassment Prevention Procedure amongst all staff. |

Harassment and Grievance Procedures

| Specific Actions | Implementation Tasks | Responsible Officer/Group | Performance Indicators |
|---|--|---|---|
| <p>Review the current bullying and harassment and grievances procedure and expand to ensure coverage of current EEO Grievance Procedures</p> | <ul style="list-style-type: none"> Review procedures to ensure alignment with legislative and Council requirements Request Staff Consultative Committee to review and comment Inform staff of both via infonet and hard copy, management to acknowledge | <p>Manager Risk and Human Resources Staff Consultative Committee Manager Risk and Human Resources</p> | <ul style="list-style-type: none"> Success of reporting procedures. |
| <p>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.</p> | <ul style="list-style-type: none"> Identify grievance handlers/supervisors and develop programme to target specific training requirements | <p>Human Resources</p> | <ul style="list-style-type: none"> Percentage of grievance handlers/supervisors completing training. |
| <p>Promotion of Council's Bullying and Harassment Procedures amongst all staff.</p> | <ul style="list-style-type: none"> Inclusion in induction training Provision on Infonet | <p>Human Resources</p> | <ul style="list-style-type: none"> Provided on Infonet Email to all staff |

(Strategy 7 Harassment and 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. |

Implementation

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| OBJECTIVE | To ensure successful implementation of the EEO Management Plan by the allocation of clear responsibilities and adequate resources. |
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| TARGET GROUP | Senior Management and staff with responsibility for EEO. |
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| 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 and 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. |
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Implementation

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

Evaluation

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| 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. |

Evaluation/Implementation

| Specific Actions | Implementation Tasks | Responsible Officer/Group | Performance Indicators |
|--|--|---|--|
| <p>Annually review and amend the EEO Management Plan as appropriate.</p> <p>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.</p> | <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 Executive Team. | <p>Manager Risk and Human Resources</p> | <ul style="list-style-type: none"> ▪ Annual Reports on EEO management plan include biannual or quarterly reports. ▪ Regular updates when and where needed. |
| <p>Seek comment and advice from all employees as part of the review process.</p> | <ul style="list-style-type: none"> • Each report to include some staff feedback, this would also apply to biannual EEO report to Executive Team. | <p>Manager Risk and Human Resources</p> | <ul style="list-style-type: none"> ▪ Comments and feedback are included in reports on EEO and when changes occur. |
| <p>Council, to consider and adopt amendments to the EEO Management Plan on an annual basis.</p> | <ul style="list-style-type: none"> • Review EEO Management Plan annually. • Staff Consultative Committee requested to review and provide comment. • Obtain feedback from staff. • Preparation of Report to Council. • Adoption of changes by Council. | <p>Manager Risk and Human Resources</p> <p>Consultative Committee</p> <p>Manager Risk and Human Resources</p> | <ul style="list-style-type: none"> ▪ Council adopts amendments and regular updates where and when needed. |

(Strategy 9 – Evaluation/Implementation)

| Specific Actions | Implementation Tasks | Responsible Officer/Group | Performance Indicators |
|--|--|---|---|
| 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 requested to review and provide comment. | <p>Manager Risk and Human Resources</p> <p>Consultative Committee</p> | <ul style="list-style-type: none"> New EEO Policy and Management Plan drafted and adopted. |