



EQUAL EMPLOYMENT OPPORTUNITY PLAN OF MANAGEMENT

Prepared in accordance with s345 of the Local Government Act 1993.

TABLE OF AMENDMENTS AND UPDATES INCLUDED IN PLAN

Date of Council Resolution	Reason of Amendment	Source of Amendment or Detail
310/05	Proclamation of Upper Lachlan Shire Council	Council Meeting Report on 27 October 2005
329/07	Review/Update of Plan	Council Meeting Report on 25 October 2007
302/08	Review/Update Plan	Council Meeting Report on 16 October 2008
222/11	Review/Update Plan	Council Meeting Report on 16 June 2011
183/14	Review/Update Plan	Council Meeting Report on 19 June 2014
84/19	Review/Update Plan	Council Meeting Report on 18 April 2019

TABLE OF CONTENTS

1.	<u>INTRODUCTION</u>	3
2.	<u>DEFINITIONS</u>	4
3.	<u>EEO MANAGEMENT PLAN OVERVIEW</u>	
	<u>Purpose</u>	5
	<u>Jurisdiction</u>	5
	<u>Responsibility/Accountability</u>	6
	<u>Breaches of Policy</u>	6
4.	<u>EEO PROGRAM ACTIVITIES</u>	7
	<u>EEO Policy Statement</u>	7
	<u>Communication and Awareness Raising</u>	8
	<u>Appointment, Promotion and Transfer</u>	11
	<u>Training and Development</u>	13
	<u>Conditions of Employment</u>	15
	<u>Harassment and Grievance Procedures</u>	16
	<u>Implementation and Evaluation</u>	18
5	RELEVANT LEGISLATION AND COUNCIL POLICYS	20
6	VARIATION	21

INTRODUCTION

Upper Lachlan Shire Council is firmly committed to a policy of equal employment opportunity (EEO). In keeping with this policy, Council has developed an EEO Management Plan, which contains positive steps to identify and eliminate discriminatory practices, and measures, which will allow people in EEO group's equality of employment opportunity.

Section 345 of the NSW Local Government Act, 1993 prescribes that "A *Council must prepare and implement an equal employment opportunity management plan in order to achieve the objects of this Part*".

The EEO Management Plan includes provisions relating to:

- a) The devising of policies and programs by which the objects of this Part 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 appropriated 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 the view to the identification of any discriminatory practices;

- e) The setting of goals and targets, where these may reasonably be determined, against which the success of the plan in achieving the objects of this Part may be assessed;
- f) The means, other than those referred to in paragraph (e), of the evaluating the policies and programs referred to in paragraph (a);
- g) The revision and amendment of the plan;
- h) The appointment of persons within the Council to implement the provisions referred to in paragraphs (a) – (g).

The management plan will contain measures to encourage the best use of all the skills and experience of the employees. This will mean greater efficiency for the council and greater benefits and job satisfaction for individual staff members.

All such measures will be consistent with selection based on the merit principle. These means that equal skills and equal qualifications result in an equal chance of selection and progress (and therefore, equal access to benefits and opportunities).

In this regard, the Council will be fulfilling its legal obligations under the Racial Discrimination Act 1975, the Sex Discrimination Act 1984, the Disability Discrimination Act 1992, the NSW Anti-Discrimination Act 1977 and the NSW Local Government Act 1993.

The General Manager has the ultimate responsibility for implementing Council's Equal Employment Opportunity Management Plan. The Director of Finance and Administration is designated as Council's EEO Coordinator and will oversee the development, implementation and review of the plan. All staff are responsible for upholding the EEO principles outlined in this policy, however specific responsibility lies with section managers and supervisors to prevent discrimination and promote equal opportunity in the workplace.

It is essential that the EEO Management Plan have the cooperation, support and commitment of staff at all levels in achieving a more productive workplace that is free from discrimination.

DEFINITIONS

Equal Employment Opportunity (EEO) - is 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.

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

- i) **Direct Discrimination** occurs where people are treated differently because different criteria are applied when it is not necessary for them to be applied.

- ii) **Indirect Discrimination** occurs when policies, rules and practices, which appear neutral or impartial adversely, affect a group or individual, thus reducing opportunities. 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. e.g. height requirements for certain jobs, no female toilets at certain worksites.
- iii) **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.

Merit - means assessing each person's skills and abilities against the needs of the job, and disregarding unlawful personal characteristics, which are relevant to the job, merit recognises experience gained both inside and outside formal employment.

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 address the effects of past disadvantages and present future disadvantages. It is the method of achieving equal employment opportunity for target groups. This may involve, for example, the provision of selection tests with sign language interpreter present for applicants with hearing disabilities.

EEO Groups - These groups who have been identified as experiencing high levels of discrimination and disadvantage in the workplace, and for whom EEO strategies are developed to address these disadvantages. EEO Groups as specified in Sec 344 of the NSW Local Government Act, 1993 are: -

- i) Women;
- ii) Members of racial minorities;
- v) People with disabilities.

Sex or Gender Discrimination - Sex Discrimination refers to less favourable treatment on the grounds of a person's sex, or any characteristics of a person's sex. Sex Discrimination also covers discrimination on the grounds of marital status or pregnancy.

Race Discrimination - Race discrimination refers to less favourable treatment on the grounds of a person's race, or characteristics of his/her race.

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

Physical Impairment - is any defect or disturbance in the structure or functioning of a person's body.

Intellectual Impairment - is any defect or disturbance of the functioning of a person's brain. This may result in learning problems.

Psychiatric Impairment - is any condition which impairs a person's thought processes, perception of reality, emotions or judgement, or which results in disturbed behaviour.

Sexuality Discrimination - Occurs when someone is treated less favourable than others on the grounds of homosexuality, or their believed homosexuality.

Harassment - 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 the work environment.

EEO MANAGEMENT PLAN OVERVIEW

Upper Lachlan Shire Council is committed to a policy of equal employment opportunity, fair treatment and non-discrimination for all existing and future employees.

All employment practices (recruitment, selection, training and development, promotion and transfer, job allocation and all other terms and conditions of service) will be based solely 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 origins, sex, religion, marital status, age, physical and intellectual impairment, political convictions and sexual preferences.

This policy is set out in full in the Equal Employment and Anti-Discrimination Policy within the Upper Lachlan Shire Council Policy Register.

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

The policy also aims to eliminate all forms of workplace harassment, which are illegal.

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.

Purpose

The purpose of Council's EEO policy is:

- 1) to eliminate and ensure the absence of discrimination in employment on the grounds of race, nationality, gender, marital status, age, physical impairment, intellectual impairment and sexuality; and

- 2) to promote equal employment opportunity for women, members of racial minorities and physical and intellectually impaired persons within Council.

Jurisdiction

The EEO policy applies to all employees. All employees are obliged to follow non-discriminatory practice in the workplace, as it is Council, which is legally accountable for discrimination in employment matters as the responsible employer.

Responsibility/Accountability

1. All Staff: -
 - i) are responsible for upholding the EEO principles outlined in this policy, however, specific responsibility lies with line manager and supervisors to prevent discrimination and promote equal opportunity in the workplace,
 - ii) have the right to seek advice from the Anti-Discrimination Board.
2. Supervisors/Section Managers: -
 - i) are responsible for ensuring that the staff for which they are responsible, uphold the principles covered in this policy,
 - ii) are responsible for ensuring equality of employment opportunity is extended to all staff, and that no unlawful discrimination occurs in employment practices.
3. The Human Resource Coordinator will: -
 - i) work with management and staff to continue to develop and implement EEO policy and programs including guidelines and best practice standards,
 - ii) research EEO matters and keep management informed of developments in EEO,
 - iii) provide human resources information to allow Council to develop and monitor its EEO program,
 - iv) integrate the EEO policy and practices into human resources management practice and Council programs,
 - v) advise on grievance handling procedures,
 - vi) assist with the development and review of personnel policies and procedures,
 - vii) ensure that position descriptions of all staff reflect their EEO responsibilities and accountabilities.
4. The General Manager will: -
 - i) ensure that Council's EEO policy and program is implemented within Council,
 - ii) ensure all staff comply with Council's EEO policy and with legal obligations under relevant legislation,
 - iii) 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.
5. The Directors will:-

- i) ensure that Council's EEO policy and program is implemented within their section,
- ii) ensure that all staff with supervisory responsibilities are aware of employee's rights and obligations under Council's EEO policy and relevant legislation.

Breaches of Policy

Breaches of the Equal Employment Opportunity policy will not be tolerated. Failure to extend equality of employment opportunity to all employees is a serious matter and will result in the appropriate disciplinary action. Serious breaches of this policy may result in termination of employment.

EEO PROGRAM ACTIVITIES

EEO Policy Statement

1. Objective

To demonstrate management and organisational commitment to EEO, ensure there is an understanding of EEO principles, and keep staff informed about the EEO Management Plan.

2. Strategies

To ensure there is organisational commitment to EEO and an understanding of EEO principles by all employees.

3. Target Group

All existing and prospective employees of Council, elected Councillors, Committees of Council and Council volunteers.

4. Actions

- 4.1 Review the policy statement to ensure to contains the following:-
 - a) a positive commitment by Council to implementing the EEO program and incorporating EEO principles into all Councils operations;
 - b) brief explanation about EEO and the positive benefits EEO will bring to Council as an organisation and to all Council staff;
 - c) a brief statement about the Anti-Discrimination Act and the responsibility of Council to ensure a discrimination-free workplace;
 - d) a brief outline of the EEO Management Plan and proposed activities including;
 - e) its aims and summary of objectives;
 - f) priority strategies in various areas e.g. recruitment, training, etc;
 - g) a clear statement of responsibility of all managers/supervisors in preventing discrimination and promoting EEO;
 - h) the Council resolution adopting the EEO Policy and Management Plan.
 - i) Endorsement of the General Manager and Mayor.

- 4.2 Gain management and staff commitment.
- 4.3 Seek union/s agreement.
- 4.4 Submit EEO Policy to Council for adoption.
- 4.5 Keep employees involved and updated on EEO issues by distribution through the following channels:-
 - a) memo/circular or with pay advice/packets,
 - b) notice boards,
 - c) staff newsletter,
 - d) include in personnel manual/induction booklets,
 - e) include in staff induction and training courses.
- 4.6 Inform local residents in pamphlets, distribute with rate notices/in library, local press, etc.

5. Responsibility:

- General Manager;
- Directors;
- Managers/Supervisors;
- Human Resource Coordinator;
- Media Officer.

6. Performance Evaluation:

- 6.1 Check policy statement to ensure it:-
 - a) uses appropriate, non-discriminatory language,
 - b) displays a positive commitment,
 - c) is translated into languages other than English, if and when appropriate,
 - e) remains current.
- 6.2 Ensure policy statement is distributed to all employees.
- 6.3 Review policy statement annually.

7. Performance Standard:

- 7.1 EEO Policy includes specification of responsibility, commitment to EEO current strategies and objectives
- 7.2 Allocation of roles and responsibilities at all levels as well as the incorporation of these responsibilities in position descriptions.
- 7.3 EEO policy publicised and distributed regularly.

8. Performance Target:

8.1 EEO policy publicised and distributed to all staff.

Communication and Awareness Raising

1. Objective

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

2. Strategies

To ensure all management and employees have a thorough understanding of EEO principles and their responsibilities in relation to them.

3. Target Group

All existing and prospective employees.

4. Action

- 4.1 Identify means of internal communication in Council.
- 4.2 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.)
- 4.3 Review all Council literature to ensure it conforms to EEO principles.
- 4.4 Develop EEO awareness for all employees by using a selection of the following:
 - a) conducting EEO awareness courses for all staff and elected members,
 - b) conduct training for supervisors on harassment and dealing with grievances and implementing EEO in the workplace,
 - c) include segments on EEO in:-
 - i) employee meetings,
 - ii) induction booklets and procedures,
 - iii) employee training seminars (supervisor training, training of selection panel members,
 - iv) employee handbooks,
 - v) newsletter articles.
- 4.5 Include as an essential requirement in position descriptions that employees have an understanding of EEO principles.
- 4.6 Including statement in job advertisements that Council is an EEO employer.
- 4.7 Incorporating EEO principles in all Council policies and publications.

- 4.8 Inform community as appropriate.
- 4.9 Ensure regular meetings between senior management and those responsible for implementing EEO, and the Consultative Committee, to discuss progress.
- 4.10 Consult with relevant key individuals/groups within Council for their input.
- 4.11 Invite comment and input from Council employees regarding implementation of the EEO plan.
- 4.12 Prepare an EEO Annual Report.

5. Responsibility

- General Manager;
- Directors;
- Human Resource Coordinator.

6. Performance Evaluation

- 6.1 Check that awareness raising sessions include:-
 - a) why EEO is good human resources management;
 - b) how EEO relates to the individual worker;
 - c) what changes might occur in Council;
 - d) information on the elimination of harassment;
 - e) persons responsible for EEO in Council;
 - f) what an EEO management plan is;
 - g) how employees can be involved in the planning and implementation process.
- 6.2 Check that all employees attend EEO awareness raising session/s.
- 6.3 Check that all employees receive material on EEO.
- 6.4 Conduct random sampling of employees in Council to assess understanding of EEO.
- 6.5 Monitor progress to assess understanding of EEO by managers/supervisors and progress of EEO implementation.

7. Performance Standards

- 7.1 Assessment of content/knowledge by conducting evaluations at the conclusion of awareness raising/training sessions.
- 7.2 Monitor training courses by numbers attending and feedback.
- 7.3 Examine cases where harassment by supervisor is given as reason from resignation (from exit interview).
- 7.4 Inclusion of EEO in reports to the public.
- 7.5 Staff Consultative Committee used to discuss EEO issues.
- 7.6 Regular internal reports on EEO achievements are produced and distributed.
- 7.7 Induction programs and information include EEO.
- 7.8 EEO awareness training is provided for senior managers and supervisors.
- 7.9 Implementation of EEO occurs in all areas of organisation.
- 7.10 Regular and timely feedback on EEO performance is provided.

8. Performance Target

- 8.1 All new employees attend EEO sessions as part of Induction training programs.
- 8.2 Random sampling of employees awareness/understanding of EEO is undertaken on a regular bases through mediums such as selection interviews and exit interviews.
- 8.3 Report on EEO Management Plan is prepared annually by 30 November, within the Annual Report, for submission to Council.

Appointment, Promotion and Transfer

1. Objective

To ensure appointment, promotion and transfer policies and procedures comply with EEO principles and demonstrate fair practice.

2. Strategies

- 2.1 Review appointment, promotion and transfer policies and practices to ensure they conform to EEO principles and demonstrate fair practice.
- 2.2 Ensure that all staff have equal opportunities to relieve/act at higher grades.

- 2.3 Increase the representation of women staff in positions in which they are currently under represented in Council.

3. Target Group

All current and prospective employees.

4. Actions

- 4.1 Review current practices and where necessary amend/establish formal policies and procedures based on EEO principles for promotion, transfer and career mobility. (These actions should contribute to negotiations on award restructuring).
- 4.2 Broad-banding, multi-skilling and job redesign should be examined to ensure they meet the needs of employees and are introduced in a non-discriminatory way.
- 4.3 Review all job evaluation/performance appraisal to ensure that it is non discriminatory in content and administration.
- 4.4 Monitor acting/relief opportunities and examine the participation of EEO target group members.
- 4.5 Review the current policy and guidelines on acting in higher positions. Policy and guidelines should include:-
- a) the need to ensure that arrangements are based on merit or the developmental needs of employees,
 - b) the need to advertise any long term positions and call for expressions of interest,
 - c) the needs to develop appropriate acting/relief rosters to ensure equitable access for all appropriate employees for short-term acting/relief opportunities.
- 4.6 Identify developmental opportunities for EEO groups within Council.
- 4.7 Identify and review traditionally female dominated job categories to determine if such positions warrant redesign (broad-banding or multi-skilling).
- 4.8 Identify strategies to increase mobility of women out of job categories that have limited career paths. Job categories to be considered include: administrative/clerical jobs.
- 4.9 Monitor training and staff development to ensure that EEO groups have equal access to skills development and promotional opportunities.

Responsibility

- General Manager
- Directors
- Managers/Supervisors
- Human Resource Coordinator

5. Performance Evaluation

- 5.1 Check that all relevant specific actions have been completed.
- 5.2 Set specific strategies to ensure problems are addressed and corrected.
- 5.3 Ensure all policies and procedures are examined for EEO commitment and non-discriminatory impact.
- 5.4 Ensure all appointment, promotion and transfer policies and procedures are documented.
- 5.5 Ensure staff may have access, where necessary, to relieve/act in higher-grade positions.

6. Performance Standards

- 6.1 All policies and procedures have a commitment to EEO and have a non-discriminatory impact.
- 6.2 All appointment, promotion and transfer policies and procedures are documented.
- 6.3 Opportunities to relieve in higher-grade positions are equitably shared.
- 6.4 Specific career development activities for EEO Group members are addressed.
- 6.5 EEO programs and measures reinforce and are reinforced by other measured and recognition strategies.

7. Performance Targets

- 7.1 Immediate and ongoing.

Training and Development

1. Objective

To increase representation of EEO groups in areas where they are presently under/unrepresented by providing access to training and development opportunities.

2. Strategies

- 2.1 To review training and development policies and practices to ensure they conform to EEO principles.
- 2.2 To ensure EEO groups have equal access to management training programs.
- 2.3 To increase participation in staff training and development opportunities by EEO target group members.

3. Target Group

All current employees.

4. Actions

Training Courses

- 4.1 Examine present provision of training and development opportunities for all staff, and the allocation of resources.
- 4.2 Examine the participation of staff by occupation and across the EEO target groups.
- 4.3 Review formal training policy for all Council staff, including EEO training.
- 4.4 Examine in-house and external training courses, materials, aids, trainers and guest speakers to ensure they are:-
 - a) non-discriminatory;
 - b) consistent with EEO principles.
- 4.5 Ensure there is an EEO component in all training courses; for example, supervisor/management training, induction programmes.
- 4.6 Ensure that effective EEO awareness courses are available for:
 - a) managers and supervisors;
 - b) employees responsible for training and development;
 - c) speakers at induction programmes;
 - d) employees at all levels.

Employee Needs

- 4.7 Ensure career path planning is available for all employees.
- 4.8 Ensure all employees are aware of training and development courses available.

Selection

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

Eligibility

- 4.10 Ensure eligibility requirements for training courses are appropriate and essential.
- 4.11 Ensure that nomination and screening procedures for training courses do not disadvantage any group of employees.
- 4.12 Provide opportunities for employees to self nominate for appropriate training courses.
- 4.13 Monitor the participation rates of EEO target groups in training programmes.

Redevelopment and Retraining

- 4.14 Ensure procedures for redevelopment and retraining within Council are administered fairly and do not disadvantage any group or type of employee.

5. Responsibility

- General Manager
- Directors
- Managers/Supervisors
- Human Resource Coordinator

6. Performance Evaluation

- 6.1 Check that all relevant specific actions have been completed.
- 6.2 Set specific strategies to ensure problems are addressed and corrected.
- 6.3 Ensure all new training and development policies and procedures are examined for EEO commitment and non-discriminatory impact.
- 6.4 Ensure all policies and procedures are documented.

7. Performance Standards

- 7.1 The needs of all EEO group members are addressed in the analysis of training needs.
- 7.2 Training addresses development and future needs.
- 7.3 Specific career development activities for EEO group members.
- 7.4 Places and times of training are accessible for EEO group members.
- 7.5 EEO group members consider their training needs are appropriately addressed.
- 7.6 Proportion of training funds spent on EEO.

8. Performance Targets

- 8.1 Immediate and ongoing.

Conditions of Employment

1 Objective

To ensure that all conditions of employment conform with EEO principles

2 Strategies

- 2.1 To review conditions of employment policies and practices to ensure they conform with EEO principles
- 2.2 To ensure Council's workplaces project a public image consistent with Council's commitment to EEO.

3 Target Group

All current and prospective employees.

4 Actions

- 4.1 Review current practices and where necessary, establish formal policies and procedures based on EEO principles for all conditions of employment.
- 4.2 Implement a policy on removal of all material of a sexist, racist or otherwise offensive or discriminatory nature from Council premises.

5 Responsibility

- General Manager
- Directors
- Human Resource Coordinator

6 Performance Evaluation

- 6.1 Check that all relevant actions have been completed.
- 6.2 Set specific strategies to ensure problems are addressed and corrected.
- 6.3 Ensure all existing and new policies and procedures are examined for EEO commitment and non-discriminatory impact.
- 6.4 Ensure all policies and procedures are documented.
- 6.5 Policy on removal of all material of a sexist, racist or otherwise offensive or discriminatory nature from Council premises is implemented.

7 Performance Standards

- 7.1 All policies and procedures have a commitment to EEO and a non-discriminatory impact.
- 7.2 New policies addressing specific strategies e.g. family leave are developed.
- 7.3 Council premises are free from material of a sexist, racist or otherwise offensive or discriminatory nature.

8 Performance Targets

- 8.1 Immediate and ongoing.

Harassment and Grievance Procedures

1. Objective

To promote and implement an accessible and effective grievance policy and procedures, which will prevent discrimination and harassment of employees through ensuring 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.

2. Strategies

- 2.1 To review current harassment and grievance procedures to ensure they are accessible and effective.

2.2 To ensure all employees know that harassment is unacceptable and illegal behaviour and that instances of such behaviour may lead to disciplinary and/or legal action.

3. Target Group

All current employees.

4. Actions

4.1 Review and issue a Grievance Policy to all employees and publicise widely.

4.2 Review and issue Harassment Policy and communicate to all employees.

4.3 Develop and conduct a training programme for all identified grievance handlers/supervisors.

4.4 Staff involved in high public contact positions be trained in conflict resolution and related skills in order to prevent or remedy offensive behaviours by the public.

4.5 Amend statements of duties of employees who have responsibility for dealing with grievances to include this responsibility.

5. Responsibility

- General Manager
- Directors
- Managers/Supervisors
- Human Resource Coordinator

6. Performance Evaluation

6.1 Monitor utilisation and success rate of grievance handling system.

6.2 Table statistical report on grievances on a quarterly basis to Council.

6.3 Develop monitoring forms for use by all identified grievance handlers/supervisors which maintain statistics on types of grievances and monitor the extent of grievances related to harassment.

6.4 Document cases where harassment is given as a reason for resignation in exit questionnaires/interviews.

6.5 Report outcomes in EEO Annual Report.

7. Performance Standards

- 7.1 A systematic approach for investigating and addressing causes of EEO complaints.
- 7.2 A preventative approach is adopted for EEO problems through audits, reviews, evaluations etc.
- 7.3 Turnover is recorded and analysed.
- 7.4 Exit interviews are held with all employees who resign from Council.
- 7.5 Absenteeism is recorded and analysed and incidence of stress related illness is assessed.
- 7.6 All employees in positions with high public contact are trained in conflict resolution and related skills.

8. Performance Targets

- 8.1 Exit interviews are held with all employees prior to their leaving Council and results are reported on a quarterly basis to the General Manager.
- 8.2 All supervisors/managers are trained in how to deal with harassment and grievance issues.

Implementation and Evaluation

1. Objective

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

2. Strategies

- 2.1 To implement the EEO Management Plan successfully.
- 2.2 To revise and amend the EEO Management Plan.
- 2.3 To ensure Councils personnel records system complies with EEO principles.

3. Target Group

Senior management and staff with responsibility for EEO.

4. Actions

- 4.1 Examine which staff should have particular responsibilities in relation to the effective implementation of the Management Plan.

- 4.2 Include responsibility for EEO implementation in position statements of all managers and supervisors.
- 4.3 Allocate sufficient staff and other resources to undertake actions outlined in the EEO Management Plan.
- 4.4 Second suitable employees to assist with the implementation of specific aspects of the plan required as necessary.
- 4.5 Review and amend the EEO Management Plan as appropriate.
- 4.6 Regularly report to the Staff Consultative Committee and Council senior management about progress of monitoring mechanisms and other activities undertaken to implement strategies.
- 4.7 Provide for comment for all employees as part of the review process through the Staff Consultative Committee.
- 4.8 Review EEO and Privacy considerations in relation to implementation of a computerised personnel system (including data requirements) and address problems, which might arise.
- 4.9 Develop guidelines to safeguard confidentiality and EEO principles for access to and use of the Personnel Records system.
- 4.10 Review personnel system to ensure data required to monitor the EEO program is included.
- 4.11 Prepare an EEO Annual Report and distribute results.

5. Responsibility

- General Manager
- Directors
- Human Resource Coordinator

6. Performance Evaluation

- 6.1 Report on adequacy of staffing and resources in the EEO Annual Report.
- 6.2 Use any targets/performance indicators set in the EEO Management Plan to test achievement of objectives.
- 6.3 Compare the outcomes in the EEO Annual Report to objectives in the Plan as a measure of success and an indication for amendments/adjustments to the Plan.
- 6.4 Check that each strategy in the Plan has been examined.

- 6.5 Check amendments adequately address identified failure to meet the Plan's objectives
- 6.6 Review guidelines for access to and the use of the Personnel Records System as part of the annual EEO management plan review.

7. Performance Standards

- 7.1 EEO Annual Report is prepared on an annual basis for presentation to Council and results are distributed.
- 7.2 Data is regularly analysed and feedback from affected parties is used to evaluate and improve EEO strategies.

8. Performance Targets

- 8.1 EEO Annual Report is produced on an annual basis by the 30 November.
- 8.2 EEO Management Plan is reviewed on a regular basis and amended as necessary.

RELEVANT LEGISLATION AND COUNCIL POLICIES

- 1. Racial Discrimination Act 1975;
- 2. Sex Discrimination Act 1984;
- 3. Disability Discrimination Act 1992;
- 4. NSW Anti-Discrimination Act 1977
- 5. Anti Discrimination Act 1977;
- 6. Environmental Planning and Assessment (EPA) Act 1979;
- 7. Fair Work Act 2009;
- 8. Government Information (Public Access) Regulation 2009;
- 9. Government Information (Public Access) Act 2009;
- 10. Government Information (Public Access) Amendment Act 2012;
- 11. Health Records and Information Privacy Act 2002;
- 12. Independent Commission against Corruption Act 1988;
- 13. Industrial Relations Act 1996;
- 14. Local Government Act 1993;
- 15. Local Government (General) Regulations 2005;
- 16. Privacy and Personal Information Protection Act 1998;
- 17. State Records Act 1998;
- 18. Work Health and Safety Act 2011 and Regulations;
- 19. Government Information (Public Access) Policy;
- 20. Privacy Management Plan;
- 21. Records Management Policy.
- 22. Code of Conduct for Councillors, staff and delegates of Council;
- 23. Complaints Policy & Procedures
- 24. Complaints Management Policy;
- 25. Code of Business Practice Policy
- 26. Code of Meeting Practice
- 27. Community Engagement Policy

28. **Equal Employment & Anti-Discrimination Policy**
29. Grievance Policy;
30. Disciplinary Policy;
31. Employee Assistance Program
32. Employment & Retention Policy
33. Flexible Working Arrangement Policy & Procedure
34. Harassment Policy
35. Injury Management and Return to Work Policy
36. Interaction between Councillors and Staff Policy
37. Performance and Misconduct Policy
38. Recruitment & Selection Policy
39. Secondary Employment Policy
40. Separation & Termination Policy
41. Service Recognition Policy
42. Leave Policy
43. Service Delivery Policy;
44. Training Policy
45. Volunteer Emergency Services Staff Policy
46. Work Experience Policy
47. Fraud and Corruption Prevention Policy; and
48. Any other relevant legislation and guidelines as applicable.

VARIATION

Council reserves the right to vary or revoke this policy/plan.