



EQUAL EMPLOYMENT OPPORTUNITY MANAGEMENT PLAN

(November 2021)

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INTRODUCTION

Equal Employment Opportunity (EEO) means that all employees receive fair and equitable treatment in the workplace. Council will achieve this by ensuring that workplaces are free from all forms of unlawful discrimination and harassment through the implementation and co-ordination of programs, policies, and procedures.

EEO is fundamental to good human resource management. Council in accordance with the Local Government Act (1993) has prepared a policy statement entitled Equal Employment Opportunity and an EEO Management Plan. This Management Plan states the objectives, actions and targets to achieve Council's overall strategy for equal employment opportunity in the workplace. It complements the policy and ensures compliance with the policy.

EEO OFFICER

The EEO Officer has the overall responsibility for the implementation and co-ordination of the Equal Employment Opportunity Management Plan.

The EEO Officer for Lockhart Shire Council is the Human Resources Coordinator, however, Council recognises that EEO is the responsibility of all persons in the Council and as such will ensure advice on EEO matters is available on an ongoing basis to all staff.

All employees of Council have a legal and moral responsibility to treat each other fairly and are expected to fulfil these responsibilities as a condition of employment.

STATUTORY PROVISIONS OF THE EQUAL EMPLOYMENT OPPORTUNITY MANAGEMENT PLAN

Section 345 of the Local Government Act 1993 requires Council to prepare and implement an Equal Employment Opportunity Management Plan. The plan is to include provisions relating to:

- a) the devising of policies and programs by which the objects of equal employment opportunity are to be achieved; and
- b) the communication of these policies and programs to persons within the staff of the Council; and
- c) the collection and recording of appropriate information; and
- d) the review of personnel practices within the Council (including recruitment techniques, selection criteria, training and staff development programs, promotion and transfer policies and patterns and conditions of service) with a view to the identification of any discriminatory practices; and
- e) the setting of goals or targets, where these may reasonably be determined, against which the success of the plan in achieving the objects of equal employment opportunity may be assessed; and
- f) the means, other than those referred to in paragraph (e), of evaluating the policies and programs referred to in paragraph (a); and
- g) the revision and amendment of the plan; and
- h) the appointment of persons within the Council to implement the provisions referred to in paragraph (a) to (g):

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

Legislation	Areas of concern
Anti-Discrimination Act (NSW) 1977	Race, sex, marital or domestic status, disability, homosexuality and age.
Disability Discrimination Act (Comm.) 1992	"Disability", in relation to a person, means: <ul style="list-style-type: none"> a) total or partial loss of the person's bodily or mental functions. b) total or partial loss of a part of the body. c) the presence in the body of organisms causing disease or illness. d) the presence in the body of organisms capable of causing disease or illness. e) the malfunction, malformation, or disfigurement of a part of the person's body. f) a disorder or malfunction that results in the person learning differently from a person without the disorder or malfunction. g) a disorder, illness or disease that affects a person's thought processes, perception of reality, emotions, or judgment or that results in disturbed behaviour.
Racial Discrimination Act (Comm.) 1975	Race, colour, descent or national or ethnic origin.

Legislation

Areas of concern

Same-sex Relationship (Equal Treatment in Commonwealth Laws - Superannuation) Act (Comm.) 2008

As per the title of the Act.

Sex Discrimination Act (Comm.) 1984

Sexual orientation, gender identity, intersex status, marital or relationship status, potential pregnancy, breast feeding and family responsibilities.

STRATEGY 1 – Communication and Awareness Raising

Objective

To inform all employees, potential employees and the general community at large that the Council is an Equal Opportunity Employer.

Target Group

1. All Council employees
2. All potential employees
3. The community at large

Specific Action

1. The EEO Statement is to be included in all job advertisements as follows:
“The Lockhart Shire Council is an equal employment opportunity employer”
2. Review all literature to ensure it conforms with EEO principles.
3. All new staff are to be provided with a copy of Council’s EEO Policy.
4. Segments on EEO are to be included in appropriate employee training programs. (e.g. supervisor training).
5. Display a copy of Council’s EEO Policy in staff rooms and on Council’s public notice board.
6. An EEO Report is to be included in Council’s Annual Report to ratepayers.
7. Provide EEO Awareness training to all Council Employees.

When, Who, How

Target Date	Responsibility	Action
Continuing Process	General Manager Directors EEO Officer	<ol style="list-style-type: none"> 1. EEO Policy is reviewed in accordance with council’s Policy Review Timetable. 2. Information regarding Council’s EEO policy is incorporated into the Handbook for New Employees. 3. EEO Awareness training incorporated into the induction process for new employees. 4. Information regarding Council’s Code of Conduct, including provisions relating to bullying and harassment, are incorporated into the Handbook for New Employees. 5. Code of Conduct training, including provisions relating to bullying and harassment, to be incorporated into the induction process for new employees.

STRATEGY 2 – Consultation

Objective

To ensure the active participation of all management, employees and relevant unions in the EEO Management Plan.

Target Group

All management, employees and relevant unions.

Specific Action

- 1) Invite comment and input from Council employees and relevant unions via the Award Consultative Committee on matters relating to the EEO Management Plan.
- 2) Identify EEO potential problem areas via Award Consultative Committee.

When, Who, How

Target Date	Responsibility	Evaluation
Continuing Process	EEO Officer Award Staff Consultative Committee	1. Check that all Specific Actions are completed. 2. Evaluate feedback from process.

STRATEGY 3 – Recruitment & Selection

Objective

To review recruitment and selection procedures and practices to ensure they support EEO principles.

Target Group

General Manager, Directors, Managers and Selection Panels

Specific Action

Encourage the use of and review current recruitment and selection, for each of the following:

1. Advertising a position
2. The job advertisement
3. Application forms
4. Enquiries
5. Selection panels
6. Short listing
7. Interviewing
8. Selection and appointment
9. Medical Examination
10. Other selection tools
11. Reference checking
12. Temporary appointments

Sections 348 (Advertising of staff positions) and 349 (Appointments to be on merit) of the Local Government Act 1993 are to be adhered to when employing persons to a position within Council.

When, Who, How

Target Date	Responsibility	Evaluation
Continuing process	Council General Manager Directors Managers Selection Panels EEO Officer	<ol style="list-style-type: none"> 1. Check that all Specific Actions are completed. 2. Evaluate all practices and procedures for EEO commitment and non-discriminatory impact. 3. Ensure all recruitment practices and procedures are documented and referred to when applicable. 4. Monitor Selection Panel compliance with EEO principles.

STRATEGY 3.1 – Preparation and Questioning in Interviews

Objective

To ensure that all council employees involved in the interview process adopt a technique which is non-discriminatory. i.e. questioning, non-verbal gestures etc.

Target Group

General Manager

Directors

Managers

Selection Panel

Specific Action

1. Ensure that all interview questions are carefully worded in a non-discriminatory manner and documented.
2. The staff member preparing questions for an interview should seek to have interview questions assessed by the EEO Officer or his/her nominee.
3. Any interview question/s identified as being discriminatory or having potential to be viewed as discriminatory are to be revised and amended.
4. Interviewers during the interview are to express an understanding of EEO principles and state Council’s support towards an EEO workplace.
5. At least one standard question should be asked to gain knowledge of the applicants understanding of EEO.

When, Who, How

Target Date	Responsibility	Evaluation
Ongoing	General Manager Directors Managers Selection Panel EEO Officer	1. Monitor Selection panels compliance with EEO principals. 2. Check all Specific Actions are completed.

STRATEGY 3.2 – Interviewee EEO Responses

Objective

To encourage applicants for positions to demonstrate an awareness of EEO principles and practices at interview. The level of awareness and knowledge is to be varied according to the level and nature of the position and the number of staff to be supervised.

Target Group

All job applicants.

Specific Action

1. Requirements regarding EEO are to be included in all advertisements.
To be an essential qualification for supervisory and training staff.
2. Applicants during the interview should express their understanding and ability to apply EEO principles by their response to specific interview questions on EEO principles

When, Who, How

Target Date	Responsibility	Evaluation
Ongoing	Council General Manager Directors Managers Selection Panel EEO Officer	<ol style="list-style-type: none"> 1. All advertisements include EEO requirement. 2. Monitor Selection Panel's compliance with EEO principles. 3. Check all Specific Actions are completed.

STRATEGY 4 – Appointment, promotion and transfer

Objective

To ensure all employees are treated in a fair and consistent manner in relation to matters pertaining to appointment, promotion and transfer within Council.

Target Group

All employees

Specific Action

1. Review current practices and procedures for appointment, promotion, transfer and career mobility.
2. Identify when appropriate opportunities arise for multi-skilling and job re-design and ensure they meet the needs of employees, as well as the needs of the employer e.g. When a job vacancy occurs.
3. Review all job evaluation/performance appraisal procedures to ensure that they are non-discriminatory in content and administration.

When, Who, How

Target Date	Responsibility	Evaluation
Ongoing	General manager Directors EEO Officer Award Consultative Committee	<ol style="list-style-type: none"> 1. Check that all relevant Specific Actions are completed. 2. Ensure all policies and procedures are examined for EEO commitment and non-discriminatory impact. 3. Ensure all appointment, promotion, transfer and career mobility procedures are documented and practiced accordingly. 4. Ensure that an Interview Rating Sheet is used by each panel member to generate scores for each question answered by the interviewee. This system ensures that the most meritorious person for the position is employed.

STRATEGY 4.1 – Appointment, promotion and transfer : higher grades

Objective

To ensure that all employees have equal opportunities to relieve/act in higher positions.

Target Group

All employees

Specific Actions

Review formal procedures and practices for employees who relieve/act in higher positions in accordance with the Local Government (State) Award and other legislative instruments and Council Policy and/or Procedures as they apply.

In addition, the following is to be addressed:

- the need to ensure that arrangements are based on merit or the developmental needs of employees.
- the need to advertise any long term positions and call for expressions of interest.
- the need to develop appropriate acting/relief rosters to ensure equitable access for all appropriate employees for short term acting/relief opportunities.

When, Who, How

Target Date	Responsibility	Evaluation
Ongoing	General Manager Directors Managers	1. Report participation in acting/relief opportunity by EEO target groups via the appropriate mediums. 2. Check that all Specific Actions are completed.

STRATEGY 4.2 – Appointment, promotion and transfer : disabilities

Objective

To identify opportunities for providing positions for people of all abilities in Council employment.

Target Groups

People with identified physical disabilities.

Specific Action

1. Identify opportunities for providing positions for people with physical disabilities.
2. (a) Examine the barriers to people with physical disabilities gaining appointment, selection and promotions; and
(b) Examine issues of access.
3. Identify assistance needed by staff with physical disabilities with regard to:
 - (a) gaining recognition of skills and qualifications.
 - (b) removing perceived physical barriers from workplace layouts and access, occupational safety, equipment.
 - (c) work experience/training courses.
 - (d) career development.

When, Who, How

Target Date	Responsibility	Evaluation
Ongoing	General Manager Directors Managers	1. Opportunities identified. 2. Barriers and issues of access identified. 3. Evaluate advertisements and their placement. 4. Have regard to access issues when formulating the annual training plan. 5. Check that all Specific Actions are completed.

STRATEGY 4.3 – Appointment, promotion and transfer : career paths

Objective

To ensure that all employees have equal opportunities for promotion and career path development within the Council.

Target Group

All employees

Specific Action

1. Identify barriers to people gaining promotion and career path development with Council including:
 - selection procedures
 - lack of relevant training programs
 - classification of work positions
 - appropriate selection criteria
 - qualifications
2. Advertise internally and/or externally all opportunities for:
 - promotion
 - transfers
 - secondments
 - higher duties
 - training programs
3. Provide assistance to staff with:
 - work experience
 - career development

When, Who, How

Target Date	Responsibility	Evaluation
Ongoing	General Manager Directors Managers	1. Check that all Specific Actions are completed. 2. Monitor representation, promotion and career path development of target groups in Council Employment. 3. Monitor representation, promotion and career path development of target groups in Council's training plan.

STRATEGY 4.4 – Appointment, promotion and transfer : part-time

Objective

To remove any barriers to part-time positions within the Council.

Target Group

People seeking part-time work.

Specific Action

1. Identify occupations and levels where part-time positions are currently available.
2. Identify and where possible eliminate the barriers to providing more opportunities for part-time positions including:
 - job specifications
 - workloads/work continuity
 - job training
 - employment benefits
 - occupant’s decision not to job share
3. Identify further opportunities for part-time work.
4. Advertise in appropriate ways all opportunities and programs for part-time positions.

When, Who, How

Target Date	Responsibility	Evaluation
Ongoing	General Manager Directors Managers	1. Check all relevant Specific Actions are completed. 2. Check the response to the Specific Actions.

STRATEGY 4.5 – Appointment, promotion and transfer : under 21 years

Objective

To encourage opportunities for full-time and part-time trainee positions within Council for people under 21 years.

Target Group

People under 21 years of age.

Specific Action

1. Identify opportunities within Council for the employment of trainees and encourage people under 21 years of age to apply for such positions.
2. Ensure that people under 21 years of age have equal access to skills development and promotional opportunities.

When, Who, How

Target Date	Responsibility	Evaluation
Ongoing	General Manager Directors Managers	<ol style="list-style-type: none"> 1. Number of opportunities identified. 2. Monitor equal access opportunities. 3. Monitor representation, promotion and career path development of target group in Council’s training plan. 4. Check that all Specific Actions are completed.

STRATEGY 5 – Training and development

Objective

To ensure staff receive training and developmental opportunities based on policies and procedures which confirm EEO principles.

Target Group

All employees

Specific Action

1. In consultation with the employee prepare a formal training plan that incorporates EEO principles and review annually.
2. Offer access to and encourage participation in training courses and education support to allow staff to reach their full potential.
3. Review Council's Information Handbook for New Employees to ensure it supports EEO principles.
4. Review Council's induction process for new employees to ensure it incorporates awareness training relating to the Code of Conduct, bullying and harassment and EEO principles.
5. Ensure access to training courses is consistent with EEO principles.
6. Ensure that in-house and external training courses are non-discriminatory and consistent with Council's EEO policy.

When, Who, How

Target Date	Responsibility	Evaluation
Ongoing (Refer Salary and Performance System Administrative Procedures Manual).	General Manager Directors Managers EEO Officer	<ol style="list-style-type: none"> 1. Policies reviewed. 2. Course content monitored. 3. Monitor representation, promotion and career path development of target group in Council's training plan. 4. Check that all Specific Actions are completed.

STRATEGY 6 – Conditions of Service

Objective

To review and monitor conditions of service and practices to ensure they conform with EEO principles and demonstrate fair practice.

Target Group

All employees

Specific Action

1. Review conditions of service for all categories of employees. (Salary & Performance System and staff related Policies and Procedures as they apply.)
2. Examine requirements and entitlements of temporary, casual, part-time and permanent employment to ensure they do not discriminate against a particular group or employee.
3. Ensure travel, accommodation, and overtime requirements are administered in a fair and equitable manner.
4. Ensure leave without pay, short/emergency leave provisions and study leave are administered in a fair and equitable manner.
5. Ensure staff are familiar with disciplinary and counselling procedures as documented in the Local Government (State) Award and Policies and Procedures as they apply.
6. Ensure all employees are informed of their conditions of service
7. Ensure all relevant allowances, expenses, benefits and entitlements are available to all employees.
8. Check that all new policies and procedures adhere to EEO principles and are documented.
9. Ensure all new employees are provided with an Employee Information Handbook on commencement of employment with the Council.

When, Who, How

Target Date	Responsibility	Evaluation
Ongoing (Refer Payroll Procedures and Leave Management Manual)	General Manager Directors Managers EEO Officer	1. Check that all relevant Specific Actions are completed. 2. EEO report to-staff and ratepayers annually. 3. Ensure Council's Handbook for New Employees and induction process incorporates information regarding award entitlements.

STRATEGY 7 – Grievance Procedures

Objective

To encourage and maintain a harmonious work environment by introducing an effective mechanism for the resolution, of grievances, accessible to all staff.

Target Group

All staff

Specific Action

1. Review formal procedures for dealing with EEO grievances, in consultation with management and unions. These procedures are the first step towards establishing an effective grievance resolution system.
2. Establish a functioning Award Staff Consultative Committee.
3. Distribution of procedures via notice boards and Council publications. All supervisors to be issued with a copy.
4. Appropriate training of nominated staff and managers.
5. Information regarding Council’s Code of Conduct, including provisions relating to bullying and harassment, to be incorporated into the Handbook for New Employees.
6. Code of Conduct training, including provisions relating to bullying and harassment, to be incorporated into the induction process for new employees.

When, Who, How

Target Date	Responsibility	Evaluation
Ongoing	General Manager Directors Managers EEO Officer	1. Monitor number of complaints, departments, types of grievances and number resolved and unresolved. 2. Check that all Specific Actions are completed.

STRATEGY 8 – Evaluation and Review of EEO Management Plan

Objective

To ensure that this EEO Management Plan addresses current and future needs of the Lockhart Shire Council and is flexible enough to adapt and respond to changing or unforeseen factors.

Target Group

All employees

Specific Action

1. Regularly review progress on implementation and relevance of the Plan.
2. Develop a reporting format to enable the issue of an annual progress report.
3. Publish an annual report on the progress made during the year on implementing the Plan; on new issues arising from grievance procedures; and,
4. Repeating essential information of EEO policy, practices and procedures.

When, Who, How

Target Date	Responsibility	Evaluation
Ongoing Annual Report – every 12 months	General Manager Directors EEO Officer	1. EEO Policy reviewed in accordance with Council’s Policy Review Timetable 2. Reviews held regularly and issues identified. 3. Report format adequately reflects results. 4. Annual Report published. 5. Check that all Specific Actions are completed.