



City of
Greater Geraldton
a vibrant future



Equal Employment



Opportunity Plan

2015 - 2017

Contents

MESSAGE FROM THE CEO	3
INTRODUCTION.....	4
MONITORING AND EVALUATION OF THE PLAN	5
City of Greater Geraldton Diversity Statistics.....	6
Females	7
Aboriginal Descent	7
Declared Disability.....	7
Born Overseas	7
Outcome 1.....	8
Outcome 2.....	13
Outcome 3.....	15



MESSAGE FROM THE CEO

It is with great pleasure that I present to you the City of Greater Geraldton's Equal Employment Opportunity Management Plan 2015 - 2017

This Equal Employment Opportunity (EEO) Management Plan has been developed in accordance with Part IX of *the Equal Opportunity Act 1984* and is aligned with the Director of Equal Opportunity in Public Employment's EEO and Diversity Outcome Standards Framework:

Outcome 1: The organisation values EEO/diversity and the work environment is free from racial and sexual harassment.

Outcome 2: Workplaces are free from employment practices that are biased or discriminate unlawfully against employees or potential employees.

Outcome 3: Employment programs and practices recognise and include strategies for EEO groups to achieve workforce diversity.

Workforce diversity is a business imperative and is part of good human resource management practice. An inclusive and accepting workplace has benefits for all employees. A diverse workforce will attract and retain quality employees, which translates into effective business decisions and effective service delivery.

The City of Greater Geraldton's Equal Employment Opportunity Management Plan is the foundation for a working environment free from harassment and discrimination. Through the implementation of this Plan, we will strive to build a workforce and supporting organisational culture that reflects the diversity of the greater community. Our Plan is a live document that we will continue to develop and build on for our future success.

I encourage all staff to embrace equity and diversity. The EEO Management Plan is our foundation for a working environment free from harassment and discrimination. Through the implementation of this plan, we will strive to build a workforce and supporting organisational culture that reflects the diversity of the greater community. Our plan is a live document that we will continue to develop and build on for our future success.

I look forward to ongoing commitment and involvement from all staff in implementing this EEO Management Plan.



Ken Diehm
Chief Executive Officer

INTRODUCTION

The City of Greater Geraldton is committed to a policy of equal employment opportunity, fair treatment and non-discrimination for all existing and future employees.

The purpose of the City's Equal Employment Opportunity Management Plan is to address the requirements for local government entities in accordance with Section 145 of the Equal Employment Opportunity Act 1984. These requirements state that the City will continue to promote EEO strategies and goals in accordance with the Office of Equal Employment Opportunities outcome standards framework.

In the previous 3 years, the City of Greater Geraldton has taken significant steps in strengthening its Equal Employment Opportunity Policies and Procedures. These steps include:

- Rolling out Equal Employment Opportunity training sessions to all levels across the organisation specifically tailored to individual teams including:
 - Outdoor Workers
 - Indoor Worker
 - Line Supervisors

Managers and Executive Management Team - Biannual EEO training scheduled for 2015

- Reviewing and developing a new Grievance Management Procedure outlining the process the organisation must follow when an EEO complaint has been received.
- Implementing a zero tolerance approach to breaches of EEO by any member of the organisation, and outlining the subsequent consequences of such a breach.
- Included EEO and diversity information in the organisation's annual report
- Collating data from all new employees upon commencement with the organisation via a diversity questionnaire which is then registered on a database for reporting compliance.
- Incorporating the Organisation's Values into all employees' individual performance plans demonstrate the City's commitment to ensuring that all employees are aware of their EEO requirements
- Review and update the City's Code of Conduct to reinforce the commitment the organisation has in providing a discrimination free organisation.
- Provide training to all line managers and supervisors through the performance review process to ensure that all performance reviews are conducted in a discriminatory free environment.
- Reviewing and updating the City of Greater Geraldton's Reconciliation Action Plan (RAP) to ensure that the City is committed to improving relationships between Indigenous and non-Indigenous Australians.
- Update and review the City's Disability Inclusion Action Plan (DIAP) to promote access processes for the needs of people with disability in obtaining and being supported in their employment.

MONITORING AND EVALUATION OF THE PLAN

Whilst the City has made significant progress in the development of EEO policy, the City recognises that there are still a substantial number of strategies that need to be implemented and monitored over the next 3 years. These include:

- Ensuring that all induction programs incorporate EEO and diversity principles in them, including awareness of the EEO Management Plan.
- Appointing and training grievance officers to assist in investigating and resolving grievances lodged within the organisation.
- Review of the recruitment and selection process to ensure that it encourages a greater diversity application pool. This review will include assessing:
 - Adding appropriate EEO statements to all recruitment advertising and employment on the internet which will encourage applicants from diversity groups to apply.
 - Advertising currently used to attract candidates
 - Wording used in position descriptions to include EEO and diversity
 - Reviewing current interview panels and techniques to ensure that they are conducted in a non-discriminatory manner
- Commencement of quarterly reporting to the Executive Management Team on EEO demographics and actions completed in the EEO Management Plan.
- Developing a set of retention measures to be able to generate a retention report to identify areas for improvement.
- EEO and diversity are integrated in the long term business planning process.
- Ongoing training on EEO principles and practices conducted on an annual basis throughout the organisation.
- Managers and Executive Management Team to attend biannual training session to ensure they are aware of their responsibilities in managing EEO and discriminative practices.
- Conduct a review of the training database to ensure that training is being delivered across all areas of the organisation.
- Conduct a diversity survey on an annual basis to ensure that diversity figures are correctly monitored and updated.
- Update and review the City's Disability Inclusion Action Plan (DIAP) and Reconciliation Action Plan (RAP).

These strategies will be reviewed as part of the Human Resource's Corporate Business Plan and will be monitored through the City's progress and performance reporting processes.

City of Greater Geraldton Diversity Statistics

	Females	Aboriginal Descent	Disability	Born Overseas
% Living in the City Boundaries of the Greater Geraldton	52.59%	3.88%	4.24%	4.24%
Overall % working at the City of Greater Geraldton	55.81%	4.36%	2%	6.72%
Community Infrastructure	37.05% of CI staff are female	20.83% of CI are of Aboriginal descent	4.41% of CI have a registered disability	5.17% born overseas
Corporate & Commercial	70.83% of CC staff are female	0% of CC are of Aboriginal descent	1.53% of CC have a registered disability	11.53% born overseas
Creative Communities	84.10% of CC staff are female	58.33% of CC are of Aboriginal descent	0.66% of CC have a registered disability	7.86% born overseas
Sustainable Communities	33.70% of CS staff are female	12.5% of CS are of Aboriginal Descent	2.24% of CS have a registered disability	3.97% born overseas
Managers	21.05% of Managers are female	0% of Managers are of Aboriginal Descent	0% of Managers have a registered disability	16.66% born overseas
Executive Management	20% of Executive Management are female	0% of the Executive Management team are of Aboriginal Descent	0% of Executive Management team have a registered disability	28.57% born overseas

Information that can be gauged from the above statistics

Females

- There is a slight over representation of overall females employed at the City in comparison to the community in general.
- There is a moderate under representation of women in the area of Community Infrastructure.
- There is an over representation of women in the areas of Corporate & Commercial Services and Creative Communities.
- There is a moderate under representation of women in both general and executive management at the City.

Aboriginal Descent

- There is a clear under representation of Aboriginal People in the Corporate and Commercial Services department.
- There is a large under representation of people of Aboriginal descent in any of the management roles currently held at the City

Declared Disability

- There is a clear under representation of people with a disability in all of the City Directorate's.
- There is a large under representation of people with a disability in both the general management and executive management areas.

Born Overseas

- The City is slightly over represented in respect of employees who were born overseas.

As a result of the collation of the above data, the strategies as outlined below will be implemented in an effort to:

- 1) Encourage a more even spread of females across the organisation.
- 2) Increase the number of Aboriginal employed within the organisation, both at an employee level and a management level.
- 3) Review current practices to encourage people with disabilities to apply and successfully gain employment at all levels and all directorates across the organisation.

Outcome 1: Workplace is accountable and free from sexual and racial harassment

Strategy 1 – Structures, policies and procedures are in place to ensure the workplace is free from harassment

Objective	Initiative	P = Proposed			E = Existing		R=Reviewed Responsible Officer
		P	E	R	Timeframe	Measure	
1.1 EEO & Diversity values are incorporated into corporate values and human resource plans	a) Incorporate the City's organisational values into individual performance management requirements as per the City's electronic performance management system.	✓			Ongoing – org values to be measured on an annual basis during the performance management process	360 degree feedback	Immediate line supervisors and Human Resources team
	b) Include EEO information in the Annual Report	✓			Ongoing – EEO data to be collected on a quarterly basis and be reviewed.	Published in the annual report	Manager HR
	c) EEO and diversity initiatives included in the Human Resource's Corporate Business Plan	✓			Ongoing – EEO data collected on a quarterly basis	HR frameworks to specifically incorporate EEO Principles	Human Resources Team

<p>1.2 A positive, inclusive and harassment free workplace culture is communicated and promoted within the organisation</p>	<p>a) EEO, harassment and bullying policies and grievance procedures provided to all current and new employees.</p> <p>b) Provide ongoing training for harassment, EEO Grievance Procedures and Disability Awareness program for existing and new employees</p>			✓	Annually	Utilisation of Human Resources to ensure policies are read and signed off on an annual basis	Human Resources
<p>1.3 Implementation of a structured EEO & Grievance Management framework, identifying the importance of EEO and the measures taken when breaches have occurred</p>	<p>Grievance process ensuring fair procedure, understanding and confidentiality is developed and communicated to all new employees at inductions, as well as given to all employees on commencement.</p> <p>Questions on the City's Grievance Process included in the Exit Interview Survey.</p>		✓	✓	Reviewed on an annual basis	Human Resources to ensure policies are read and signed off on an annual basis Review of Exit Interview Surveys	Human Resources Human Resources
<p>1.4 Workplace is monitored and assessed to determine that it is inclusive and free from harassment and unlawful discrimination.</p>	<p>Assess grievances to determine if any trends appear to be occurring</p>		✓	✓	Reviewed on an annual basis	All reported grievances are recorded in a confidential database by Manager Human Resources	Manager Human Resources

		P = Proposed		E = Existing		R=Reviewed	
Objective	Initiative	P	E	R	Timeframe	Measure	Responsible Officer
Ensure the organisation is sufficiently resourced with trained grievance officers	Appoint grievance officers as required and provide them the training required.	✓			30 June 2016	At least one grievance officer is available to employees in each directorate	Human Resources Team
Attract and retain a diverse workforce and promote an inclusive work culture	Review and implement recruitment and selection processes to encourage a more diverse recruitment pool and promote an inclusive work culture			✓	Annually	Percentage increase diverse culture statistics as at 30 June 2014	Human Resources Team
Induction programs incorporate EEO and diversity principles, including awareness of the EEO Management Plan.	Include EEO Management Plan in City's induction process		✓		Within the first six months of commencement (new employees trained)	Increased staff awareness of the City's EEO management plan	Human Resources Team
Responsibility and accountability occurs for the implementation of the EEO Management Plan	<ul style="list-style-type: none"> a) The Executive Management Team to endorse the EEO Management Plan b) The plan identifies responsibilities for each outcome. 		✓			Plan is endorsed by Executive Management Responsibilities are clearly identified and implementation of the plan is monitored.	Human Resources Team

Strategy 3 – Integrate EEO and Diversity into Business Planning Processes

		P = Proposed			E = Existing		R=Reviewed
Objective	Initiative	P	E	R	Timeframe	Measure	Responsible Officer
Report to Executive Management Team on a quarterly basis providing latest EEO demographics and performance actions against requirements in the EEO Management Plan	Annual Report		✓		Annually	Results demonstrate an increasing trend in workplace diversity	Human Resources Team
	Training Feedback Forms		✓		Quarterly		
	Diversity Questionnaires		✓		Quarterly		
	Exit Interviews		✓		Quarterly		
Review staff responsibilities towards EEO in the Code of Conduct and ensure that it is in line with current EEO legislation	Review Code of Conduct and conduct comparison with current EEO legislation			✓	Annually	Staff have access to updated copies of the Code of Conduct that is reflective of current EEO legislation.	Human Resources
Ensure EEO references are evident in key planning processes such as the corporate business plan and workforce development plan and included as outcomes	Corporate business plans and workforce development plan must have reference to EEO principles		✓			All EEO outcomes are included in appropriate operational plans	Human Resources & Departmental Managers

<p>Undertake training for managers in performance reviews ensuring that all EEO aspects are addressed</p>	<p>Training Matrix All managers and supervisors to undergo performance management training</p>	<p>✓</p>		<p>Biannually - scheduled training to be completed by 30 June 2015</p>	<p>All managers and supervisor's trained in performance review process including updates on EEO principles</p>	<p>Human Resources Team</p>
---	--	----------	--	--	--	-----------------------------

Outcome 2: Workplaces are free from employment practices that are biased or discriminate unlawfully against employees or potential employees.

Objective	Initiative	P = Proposed			E = Existing			R=Reviewed Responsible Officer
		P	E	R	Timeframe	Measure		
Review current recruitment and selection practices ensuring flexibility to allow for adaptation of methods to suit people from diverse backgrounds	a) Ensure position descriptions are free from any inherent or perceived discriminatory language or conditions		✓			Applications encourage Indigenous and culturally diverse applicants.	Human Resources	
	b) Ensure position descriptions contain EEO statement		✓			Applicants are provided with feedback to improve further job seeking potential,		
	c) Recruitment process allows equal opportunity to all EEO groups		✓			No appeals against the final selection of candidates		
Monitor outcomes of selection processes to ensure elimination of bias and/or discrimination	Review Appointment Approval Forms for elements of bias and/or discrimination			✓	30 June 2016	Appointment Approval Forms show no evidence of bias or discrimination	Human Resources	
Retention practices are in place to identify, develop and retain staff from all EEO groups	a) Develop a set of retention measures for EEO categories to complement existing retention measures.	✓				Measures are relevant and specify EEO groups	Human Resources	

<p>Workplace is monitored and assessed to ensure that it contributes to positively attracting and retaining a diverse workforce.</p>	<p>b) From retention report, identify any areas for improvement and incorporate into future EEO planning</p> <p>c) Flexible work practices in place to ensure all groups of employees achieve work life balance</p> <p>d) Develop an annual training plan and maintain a database of training records including members of employees course titles and dates attended</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p>		<p>Reports created and analysis created</p> <p>Frequency of instances where work practices are available.</p>	
	<p>Monitor through diversity questionnaire given to all new employees</p> <p>Encourage staff to review their information on an annual basis</p>	<p>✓</p>	<p>✓</p>	<p>Annually</p>	<p>Diversity questionnaires assessed to ascertain across the organisation</p> <p>Send out diversity questionnaires to all staff for update of information</p>	<p>Human Resources</p>

Outcome 3: Employment programs and practices recognise and include strategies for EEO/diversity groups to achieve workforce diversity

Objective	Initiative	P = Proposed			E = Existing			R=Reviewed Responsible Officer
		P	E	R	Timeframe	Measure		
<p>Increased representation of Indigenous Australians and people from culturally diverse backgrounds within the organisation by:</p> <ul style="list-style-type: none"> • providing recruitment and selection and cultural diversity training to all staff involved in the recruitment and selection process • Develop a diversity "statement" to be included in all recruitment applications and on the City's recruitment website • Review advertising strategies for vacancies • Encourage the employment of culturally diverse groups in both targeted and non-targeted positions. 	<p>Implement cultural awareness recruitment and selection training</p> <p>Ensure statement are visible in all appropriate places</p> <p>Review current recruitment and selection processes to ensure they encourage a diverse application pool.</p>	✓						Human Resources
								Human Resources
								Human Resources

<ul style="list-style-type: none"> Adapt employment practices (where necessary) to enable all employees to meet their cultural and religious obligations 					
<p>Increased representation of Youth and people with disabilities in recruitment processes by:</p> <ul style="list-style-type: none"> Aligning recruitment weighting for entry level positions to encourage PWD to apply Recruitment process / criteria of roles given higher consideration to applicants with core values aligned with role/organisation (as opposed to skills) 	<p>Review specific accountabilities and selection criteria in position descriptions</p>	<p>✓</p>		<p>Increased PWD and Youth applications received for entry level positions</p>	<p>Human Resources</p>
<p>Implementation of an Aboriginal Employment Strategy</p>	<p>Include an Aboriginal Employment Strategy as a part of the City's People Plan</p>	<p>✓</p>		<p>Increased Aboriginal applicants across all recruitment processes</p>	<p>Human Resources</p>
<p>Review of Reconciliation Action Plan (RAP)</p>	<p>Review and develop new initiatives to ensure that the City contributes in strengthening its involvement within the Aboriginal and Torres Strait Islander community</p>	<p>✓</p>		<p>Increased Aboriginal and Torres Strait Islander people interaction with the City</p>	<p>Human Resources</p>

<p>Review Disability Inclusion Action Plan (DIAP)</p>	<p>Develop, implement and promote access processes for the needs of people with disability in obtaining and being supported in their employment.</p>		<p>✓</p>		<p>Advocate to the Community and commercial sectors for the needs of people with disabilities to obtain and maintain employment</p>	
---	--	--	----------	--	---	--

