



City of
Greater Geraldton
a vibrant future



Equal Employment



Opportunity Plan



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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 2012 -2014.

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 Office of

Equal Employment Opportunity's 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 has aligned the strategies in this EEO Management Plan with the City's long term strategic and human resources corporate business plans. This ensures that EEO and diversity is central to the City's business and relates to other key initiatives.

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.



Anthony Brun
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 workshops to all levels across the organisation specifically tailored to individual teams including:
 - Outdoor Workers
 - Indoor Worker
 - Line Supervisors
 - Managers
 - Executive Management Team
- 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, to assist in developing a register of the diverse culture the City is developing.
- Incorporating the Organisation's Values into all employees' individual performance plans to 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.

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.
- Conducting a complete 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
 - Advertising currently used to attract candidates
 - Wording used in position descriptions
 - 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.
- 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.

These strategies will be reviewed as part of the Human Resource's Corporate Business Plan and will be monitored through the City's electronic strategic planning tool.

City of Greater Geraldton Diversity Statistics

	Females	Aboriginal Descent	Disability	Born Overseas
% Living in the City Boundaries of the Greater Geraldton	49.37%	Data not available according to the Aust Bureau of Statistics	Data not available according to the Aust Bureau of Statistics	12.8%
Overall % working at the City of Greater Geraldton	57%	2.48%	0.38%	17%
Community Infrastructure	11.96% of CI staff are female	3.42% of CI are of Aboriginal descent	0% of CI have a registered disability	Data not available
Commercial Enterprise	82.86% of CE staff are female	0% of CE are of Aboriginal descent	0% of CE have a registered disability	Data not available
Corporate Services	73% of CS staff are female	2.6% of CS are of Aboriginal descent	2.6 of CS have a registered disability	Data not available
Creative Communities	74.42% of CC staff are female	4.64% of CC are of Aboriginal Descent	0% of CC have a registered disability	Data not available
Sustainable Communities	48.8% of SC staff are female	4.65% of SC are of Aboriginal Descent	0 % of SC have a registered disability	Data not available
General Management	33% of general managers are female	0% of the general management team are of Aboriginal Descent	0% of GM team have a registered disability	Data not available
Executive Management	33% of executive managers are female	0% of the executive management team are of Aboriginal Descent	0% of EMT have a registered disability	Data not available

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 large under representation of women in the area of Community Infrastructure.
- There is a moderate over representation of women in the areas of Corporate 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 no data provided by the Australian Bureau of Statistics in respect of the representation of Aboriginal people in the City of Greater Geraldton community.
- Across the City, there is however a clear under representation of Aboriginal People in the Commercial Enterprise and Corporate Services departments.
- 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 no data provided by the Australian Bureau of Statistics in respect of the representation of disabled people living in the City of Greater Geraldton community.
- Across the City, there is a clear under representation of people with a disability in all of the City Directorate's with only one directorate registered as employing people with a disability.
- There is also 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, in comparison to the general community.

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

P = Proposed E = Existing R=Reviewed

Objective	Initiative	P	E	R	Timeframe	Measure	Responsible Officer
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 collected on a quarterly basis and be reviewed.	Published in the annual report	Organisational Development Consultant
	c) EEO and diversity initiatives included in the Human Resource's Corporate Business Plan	✓			June 30, 2012	Development of 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>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>Annually</p>	<p>Utilisation of the City's Policy Manager to ensure policies are read and signed off on an annual basis</p>	<p>Human Resources</p>
<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 induction.</p> <p>Include questions on the City's Grievance Process in the Exit Interview Survey.</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>To be reviewed on an annual basis</p>	<p>Policy Manager to ensure policies are read and signed off on an annual basis</p> <p>Review of Exit Interview Surveys</p>	<p>Human Resources</p> <p>Human Resources</p>
<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>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>To be reviewed on an annual basis</p>	<p>All reported grievances are recorded in a confidential database by Manager Human Resources</p>	<p>Manager Human Resources</p>

Strategy 2 – Ensure transparent accountability and governance framework for EEO and diversity

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.	✓			June 30 2012	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	✓			June 30 2012	Percentage increase diverse culture statistics as at June 30 2013	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	✓			June 30 2012	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	<p>a) The Executive Management Team to endorse the EEO Management Plan</p> <p>b) The plan identifies responsibilities for each outcome.</p>	✓			December 31 2011	<p>Plan is endorsed by Executive Management</p> <p>Responsibilities are clearly identified and implementation of the plan is monitored.</p>	Human Resources Team

Strategy 3 – Integrate EEO and Diversity into Business Planning Processes

Objective	Initiative	P = Proposed			E = Existing		Responsible Officer
		P	E	R	Timeframe	Measure	
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	✓			June 30 2012	All EEO outcomes are included in appropriate operational plans	Human Resources & Departmental Managers

Undertake training for managers in performance reviews ensuring that all EEO aspects are addressed	<p style="text-align: center;">Training Matrix</p> <p style="text-align: center;">All managers and supervisors to undergo performance management training</p>			✓	Annually	All managers and supervisor's trained in performance review process including updates on EEO principles	Human Resources Team
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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		Timeframe	Measure	Responsible Officer
		P	E	R					
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	✓					June 30 2012	Applications encourage Indigenous and culturally diverse applicants. Applicants are provided with feedback to improve further job seeking potential, No appeals against the final selection of candidates	Human Resources
	b) Ensure position descriptions contain EEO statement	✓							
	c) Recruitment process allows equal opportunity to all EEO groups	✓							
Monitor outcomes of selection processes to ensure elimination of bias and/or discrimination	Review Appointment Approval Forms for elements of bias and/or discrimination			✓			June 30 2012	Appointment Approval Forms show no evidence of bias or discrimination	Human Resources

<p>Retention practices are in place to identify, develop and retain staff from all EEO groups</p>	<p>a) Develop a set of retention measures for EEO categories to complement existing retention measures.</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>✓</p> <p>✓</p>		<p>June 30 2012</p> <p>June 30 2012</p> <p>June 30 2012</p> <p>June 30 2012</p>	<p>Measures are relevant and specify EEO groups</p> <p>Reports created and analysis created</p> <p>Frequency of instances where work practices are available.</p>	<p>Human Resources</p>
<p>Workplace is monitored and assessed to ensure that it contributes to positively attracting and retaining a diverse workforce.</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>June 30 2012</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

P = Proposed E = Existing R=Reviewed

Objective	Initiative	P	E	R	Timeframe	Measure	Responsible Officer
<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>✓</p>			<p>June 30 2012</p>	<p>Applications are easy to understand and the application process is clearly outlined</p>	<p>Human Resources</p>
	<p>Ensure statement are visible in all appropriate places</p>	<p>✓</p>			<p>June 30 2012</p>	<p>Applications clearly encourage Aboriginal and Culturally Diverse Applicants</p>	<p>Human Resources</p>
	<p>Review current recruitment and selection processes to ensure they encourage a diverse application pool.</p>			<p>✓</p>	<p>June 30 2012</p>	<p>No lodgement of appeals against final applicants selected</p>	<p>Human Resources</p>

<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>June 30 2012</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>June 30 2012</p>	<p>Increased Aboriginal applicants across all recruitment processes</p>	<p>Human Resources</p>