

NSW Public Sector

Model Equal Employment Opportunity Management Plan

2008-2012

The NSW Public Sector is committed to the development of a culture that is supportive of employment equity and diversity principles. The Sector promotes management policies and practices that reflect and respect the social and cultural diversity contained within the sector and the community, and support the NSW Government goals of:

- A workplace culture displaying fair practices and behaviours, and
- Improved employment access and participation for Equal Employment Opportunity (EEO) groups.

The EEO Management Plan facilitates the identification and removal of systemic barriers to the participation and promotion in employment of EEO groups, including:

- Women
- Aboriginal People and Torres Strait Islanders
- People from racial, ethnic and ethno-religious minority groups
- People whose language first spoken as a child was not English
- People with a disability, and
- People with a disability requiring adjustment at work.

This EEO Management plan is prepared in accordance with Part 9A of the *Anti-Discrimination Act 1977*, under section 122J.

(Signed)

Robyn Kruk
Director General
NSW Department of Premier and Cabinet

Agency CEO

EEO Planning Outcomes

Responsibilities: HR Branch, Managers, Agency Executive Group

OUTCOME 1: Sound information base

Key Result 1.1: EEO Statistical data are comprehensive and accurate

	Strategies	Performance Indicators
1.1.1	Collect statistics to comply with annual reporting specifications.	EEO survey promoted to all staff Statistics collected
1.1.2	Encourage staff to complete EEO surveys during staff induction & training sessions	Increased EEO response rate
1.1.3	Analyse statistics to inform EEO and diversity management strategies and actions.	Statistics analysed

Key Result 1.2: Qualitative information is collected and used in EEO planning

	Strategies	Performance Indicators
1.2.1	Collect qualitative data from surveys and other consultative mechanisms.	Data collected
1.2.2	Analyse data to inform planning and action.	Data analysed
1.2.3	Ensure feedback is incorporated into EEO planning and program development, and corporate planning	Feedback from staff informs planning and program development

OUTCOME 2: Employees views are heard

Key Result 2.1: EEO group members contribute to decision making

	Strategies	Performance Indicators
2.1.1	Consult regularly with EEO group representatives and like agencies on diversity strategies and initiatives	Regular consultation occurs
2.1.2	Actively promote and support (formal and informal) network meetings for EEO staff	Feedback incorporated into agency planning

OUTCOME 3: EEO outcomes included in agency planning

Key Result 3.1: EEO is integrated into the agency's workforce planning

	Strategies	Performance Indicators
3.1.2	Incorporate EEO and diversity management issues into agency planning	EEO and diversity incorporated into planning processes
3.1.3	Communicate requirements to business	Managers and staff aware of EEO policies and changes

EEO Action & Program Outcomes

Responsibilities: HR Branch, Managers, Agency Executive Group

OUTCOME 4: Fair policies and procedures, and a workplace culture displaying fair practices and behaviours

Key Result 4.1: Policies and procedures are non-discriminatory and contribute to EEO outcomes

	Strategies	Performance Indicators
4.1.1	Ensure all policies and procedures comply with and support equity standards	Policies and procedures comply with equity standards

Key Result 4.2: Policies and practices meet both the diverse needs of employees and the Agency's business and service goals

	Strategies	Performance Indicators
4.2.1	Communicate components of flexible work practices to managers and staff	Flexible work arrangements are offered
4.2.2	Monitor access to and use of provisions of policy	Equitable access is provided to staff

Key Result 4.3: Work organisation enables skill development and career progression

	Strategies	Performance Indicators
4.3.1	Identify and remove barriers to career progression for EEO group members	The agency has a process to identify and remove structural barriers to career progression
4.3.2	Consider the needs of EEO groups in work re-organisation or structural changes	Structural re-alignments and work re-organisation incorporate EEO and diversity principles

Additional suggested actions:

- ü Review the requirement for formal qualifications in position descriptions.
- ü Train managers in effective job analysis and design.

Key Result 4.4: Workplace relations are based on respect for others, and the workplace is free from discrimination

	Strategies	Performance Indicators
4.4.1	Promote EEO, anti-discrimination and diversity principles through policy, staff induction, and training for managers and staff on bullying and harassment	Increased percentage of employees who perceive that the workplace is free of discrimination
4.4.2	Monitor workplace grievances and harassment allegations	Grievances monitored and appropriately addressed. Preventative action taken

OUTCOME 5: Needs based programs for EEO groups, and improved employment access and participation by EEO groups

Key Result 5.1: The agency provides appropriate development opportunities for EEO groups.

	Strategies	Performance Indicators
5.1.1	Provide access to targeted development opportunities	The agency provides access to targeted development opportunities for EEO group members

Additional suggested actions:

- ü Use cadetships and traineeships to increase the pool of suitably qualified applicants from EEO groups.
- ü Provide support mechanisms (eg mentoring programs) cadets, trainees and graduates).

Key Result 5.2: Recruitment strategies target EEO groups

	Strategies	Performance Indicators
5.2.1	Workforce planning incorporates EEO and diversity principles	EEO and diversity principles are incorporated into workforce planning

Additional suggested actions:

- ü Use identified and targeted positions to increase the representation of EEO group members in the agency's workforce.
- ü Promote employment opportunities by advertising all identified positions through appropriate EEO group distribution (eg Indigenous newspapers, disability networks etc).

Key Result 5.3: Selection success for EEO groups

	Strategies	Performance Indicators
5.3.1	Workforce planning incorporates appropriate strategies for the employment and retention of employees from EEO groups	Progress towards population benchmarks and Government targets in the representation of EEO group members among successful external job applicants
5.3.2	Ensure that staff undertaking selection are appropriately trained in staff selection techniques	Staff appropriately trained in merit selection techniques

Additional suggested actions:

- ü Targeted advertising and information sessions are used to promote vacancies
- ü EEO groups are encouraged and supported in applying for internal vacancies and career development opportunities

Key Result 5.4: Retention of employees from EEO groups

	Strategies	Performance Indicators
5.4.1	Promote career development opportunities within the Agency by encouraging the participation of EEO group employees in leadership and management development programs	EEO group employees supported and encouraged to participate

Additional suggested actions:

- ü Analyse separation statistics and exit interview feedback
- ü Provide mentoring support for employees from EEO groups

OUTCOME 6: Managers and employees informed, trained and accountable for EEO

Key Result 6.1: Accountabilities for EEO are specified in the performance agreements of the CEO and all managers

	Strategies	Performance Indicators
6.1.1	Ensure that EEO accountabilities and outcomes are incorporated into the performance agreements of the CEO and senior managers	The CEO and managers have EEO accountabilities in their performance agreements.
6.1.2	Keep managers and leaders informed of changing responsibilities, EEO and diversity issues.	Managers aware of their responsibilities for EEO and diversity issues.

Key Result 6.2: EEO issues are integrated into relevant training and development for all employees, and information on EEO and associated policies and programs reaches all employees

	Strategies	Performance Indicators
6.2.1	Ensure that all staff training, including induction, performance management and leadership training incorporates EEO and diversity principles	Staff training incorporates EEO and diversity principles
6.2.2	Ensure that staff and managers are aware of their obligations in terms of EEO and diversity	A variety of communication strategies are used to inform employees of EEO policies and programs

Additional suggested actions:

- ü Provide cultural awareness training to staff
- ü Encourage managers to foster a respect for individual diversity (reflected in managers' performance agreements).

OUTCOME 7: A diverse and skilled workforce

Key Result 7.1: Diversity in the workforce reflects the diversity of the NSW community

	Strategies	Performance Indicators
7.1.1	Include specific outcomes for the employment, development and retention of staff from EEO Groups in workforce strategies	Progress towards Government targets and benchmarks for the representation of EEO groups

Key Result 7.2: Employee diversity across salary levels and occupations and pay equity

	Strategies	Performance Indicators
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7.2.1	Review the distribution of employees from EEO groups across all salary levels and occupations	Progress towards the distribution of each EEO group across salary levels being the same as that of all employees (Distribution Index of 100). Increased representation of each EEO group in occupations where they are under-represented
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Appendix – Explanatory notes

Director of Equal Opportunity in Public Employment

The Director of Equal Opportunity in Public Employment has the responsibility of monitoring EEO in the public sector and reports annually to the Premier. Following an amendment to part 9A of the *Anti-Discrimination Act 1977* (December 2007), reporting will be done using information provided in agency Annual Reports. The annual reporting format has been modified to capture the information needed for this reporting process. Annual reports will now include a commentary on major EEO policies and programs and their outcomes.

Disability Action Plans

State Government agencies covered by the NSW *Disability Services Act 1993 (DSA)* must develop Disability Action Plans. These are to be submitted to the Department of Ageing, Disability and Home Care (DADHC).

Disability Action Plans detail the strategies that agencies use to adjust their programs so that their services better meet the needs of people with disabilities.

Further information can be found on the DADHC website, www.dadhc.nsw.gov.au

Distribution Index

The Distribution Index measures the extent to which the centre of the distribution of an EEO group across salary levels is equivalent to that of other staff.

A value of 100 indicates that the centre of the distribution of the EEO group is the same as that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels.

EEO Benchmarks

The NSW Government has set the following specific employment targets:

- 2% for Aboriginal people and Torres Strait Islanders
- 50% for women
- 12% for people with a disability
- 7% for people with a disability who require work-related adjustments
- 19% for people whose first language was not English.

EEO Management Plans

EEO Management Plans differ from EEO annual reporting requirements in that they are brief, high level, strategic documents which normally span a period of between 3 to 5 years. The plans contain information not contained in EEO annual reports including how EEO strategies will be communicated and implemented within an agency. Reference to affirmative action strategies in agency EEO management plans helps to streamline recruitment by removing the need to apply for an exemption to the *Anti-Discrimination Act 1977* when recruiting for identified positions.

Please refer to Treasury Circular 07/20, which can be accessed on the NSW Treasury website, www.treasury.nsw.gov.au

For further information relating to changes to EEO reporting, please contact the Public Sector Workforce Office, EEO@eeo.nsw.gov.au

Ethnic Affairs Priorities Statements

All NSW government agencies are guided by the Principles of Multiculturalism, which are enshrined in State law. The Principles confirm the right of individuals in NSW to:

- fully contribute and participate in the life of the state;
- respect the culture, language and religion of others (within a legal and constitutional framework where English is the common language);
- have access to government services;
- have the linguistic and cultural assets in NSW recognised and promoted.

Public sector agencies make these principles and objectives part of their core business through their Ethnic Affairs Priorities Statement (EAPS).

The Community Relations Commission for a Multicultural NSW assesses and monitors the performance of public sector agencies and reviews EAPS progress.

Further information can be obtained from the Community Relations Commission website, www.crc.nsw.gov.au

Further information relating to EEO management planning and reporting can be found on the NSW Government EEO website www.eeo.nsw.gov.au