

EQUAL EMPLOYMENT OPPORTUNITY MANAGEMENT PLAN

The fundamental vision of Equal Employment Opportunity (EEO) is a workforce with diverse backgrounds and skills, working in a discrimination and harassment free environment. As a public sector agency, we are required to work towards this vision and specifically to achieve the following three EEO outcomes:

- A diverse and skilled workforce
- Improved employment access and participation by EEO groups, and
- A workplace culture displaying fair workplace practices and behaviours.

Our EEO Management Plan, as well as a range of other personnel and general management policies and practices, outlines how we will implement these principles and outcomes. 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*. We are required to submit our EEO Management Plan to the Director of Equal Employment Opportunity in Public Employment. We are also required to report on our EEO activities and achievements to the Director as well as in our annual report.

The following document outlines our EEO plans for the financial years 2010–2011 and 2011–2012. The format used is modelled on the template provided by the Director of Equal Employment Opportunity in Public Employment.

OMBUDSMAN APPROVAL



Bruce Barbour
OMBUDSMAN

NSW Ombudsman policy number:	7a
Policy originally created:	7 September 1994
Last reviewed / updated:	October 2010
Version number:	2
Related policies:	EEO Policy, Code of conduct, Performance Management, Good Working Relationships

This policy supersedes the Equal Employment Opportunity Policy dated 1998.

EEO MANAGEMENT PLAN – 2010 TO 2012

Key Result	Strategies	Performance Indicators	Performance standards	Responsibility	2010-2011 planned activities	2011-2012 planned activities
Outcome 1 – Sound Information base						
1.1: EEO Statistical data are comprehensive and accurate	1.1.1 Collect statistics to comply with annual reporting specifications	EEO survey promoted to all staff Statistics collected	100% staff complete survey as part of recruitment activities	Personnel Officer	Maintain current practice. No additional strategies planned	Continue to implement existing or 2010-2011 planned activities
	1.1.2 Encourage staff to complete EEO surveys during staff induction & training sessions	Increased EEO response rate	100% of staff complete survey when recruited/inducted	Personnel Officer	Maintain current practice. No additional strategies planned	Continue to implement existing or 2010-2011 planned activities
			Statistics gathered on staff attendance at training courses	Administrative Officer (Corporate)	Ensure that training details are accurately recorded in our HR database. This will enable statistics to be generated on the participation of EEO groups in training activities	Continue to implement existing or 2010-2011 planned activities
	1.1.3 Analyse statistics to inform EEO and diversity management strategies and actions.	Statistics analysed	Statistics inform EEO activities	Manager Corporate/Senior Managers/Manager Personnel	From analysis examine participation in employment programs to improve diversity of workforce. Review advertising practices – consider broader advertising of vacancies in targeted press or by other means This strategy is linked to our disability action plan, multicultural action plan and Aboriginal employment strategy.	Continue to implement existing or 2010-2011 planned activities
1.2: Qualitative information is collected and used in EEO planning	1.2.1 Collect qualitative data from surveys and other consultative mechanisms.	Data collected	Data provided for annual Workforce Profile Data Collection by due date Data provided for Ombudsman annual report	Personnel Officer	Maintain current practice. No additional strategies planned	Continue to implement existing or 2010-2011 planned activities
	1.2.2 Analyse data to inform planning and action.	Data analysed	Data informs EEO and workforce planning	Manager Corporate/Senior Managers/Manager Personnel	Develop workforce plan to guide our recruitment, retention, capacity planning into the future.	Implement workforce plan
	1.2.3 Ensure feedback is incorporated into EEO planning and program development, and corporate planning	Feedback from staff informs planning and program development	Data informs EEO and workforce planning	Manager Corporate/Senior Managers/Manager Personnel	Relevant information is used for corporate and division planning purposes.	Continue to implement existing or 2010-2011 planned activities
OUTCOME 2: Employee views are heard						

Key Result	Strategies	Performance Indicators	Performance standards	Responsibility	2010-2011 planned activities	2011-2012 planned activities
2.1: EEO group members contribute to decision making	2.1.1 Consult regularly with EEO group representatives and like agencies on diversity strategies and initiatives	Regular consultation occurs	Joint Consultative Committee meets regularly (monthly meetings are scheduled from February to November if issues require a meeting. Issue specific meetings can also be called). Disability Action Planning Advisory Group meet regularly to oversee the implementation of the DAP. The Multicultural Action Planning Advisory Committee meets regularly to oversee the implementation of the MAP.	Director Corporate	Maintain current consultative forums Establish other consultative forum, if required	Continue to implement existing or 2010-2011 planned activities
	2.1.2 Actively promote and support (formal and informal) network meetings for EEO staff	Feedback incorporated into agency planning	Information informs planning activities Relevant staff attend formal and informal network meetings	Director Corporate /Manager Personnel/Senior Managers	Relevant information is used for corporate and division planning purposes. Promote formal and informal networks	Continue to implement existing or 2010-2011 planned activities
OUTCOME 3: EEO outcomes included in agency planning						
3.1: EEO is integrated into the agency's workforce planning	3.1.2 Incorporate EEO and diversity management issues into agency planning	EEO and diversity incorporated into planning processes	Information informs planning activities	Director Corporate/Senior Managers	Relevant information is used for corporate and division planning purposes as well as disability action planning, multicultural action planning and for the Aboriginal employment strategy	Implement strategies in office planning documents
	3.1.3 Communicate requirements to business	Managers and staff aware of EEO policies and changes	Managers and staff are aware of current policies	Director Corporate	Inform staff, supervisors and managers about office policies particularly when changes are made Discuss significant office policies at formal induction courses	Continue to implement existing or 2010-2011 planned activities
OUTCOME 4: Fair policies and procedures, and a workplace culture displaying fair practices and behaviours						

Key Result	Strategies	Performance Indicators	Performance standards	Responsibility	2010-2011 planned activities	2011-2012 planned activities
4.1: Policies and procedures are non-discriminatory and contribute to EEO outcomes	4.1.1 Ensure all policies and procedures comply with and support equity standards	Policies and procedures comply with equity standards	Policies comply with relevant standards and office requirements Policies are reviewed in accordance with our policy on policy review and development	Ombudsman/ Director Corporate	Review the following policies: <ul style="list-style-type: none"> • Code of conduct • Performance Management • Good working relationships • Grievance handling • Reasonable adjustment • Recruitment • Co-lateral flexible working hours 	Review the following policies: <ul style="list-style-type: none"> • EEO • Consultative arrangements • Working at home • Access and equity • Multicultural Action Plan • Disability Policy • Study assistance • Job rotation • Family and Community services leave • Breastfeeding
4.2: Policies and practices meet both the diverse needs of employees and the Agency's business and service goals	4.2.1 Communicate components of flexible work practices to managers and staff	Flexible work arrangements are offered	Managers and staff are aware of current policies Staff are making use of flexible work options	Director Corporate/Senior Managers	Inform staff, supervisors and managers about office policies and flexible work options Discuss flexible work options and relevant office policies at formal induction courses	Continue to implement existing or 2010-2011 planned activities
	4.2.2 Monitor access to and use of provisions of policy	Equitable access is provided to staff	EEO target groups are provided with flexible work options	Director Corporate/Senior Managers	Flexible work options continue to be provided to staff	Continue to implement existing or 2010-2011 planned activities
4.3: Work organisation enables skill development and career progression	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	There are no structural barriers to career progression within the office	Director Corporate/Senior Managers	Review positions descriptions Implement capability framework Develop workforce plan Review training strategies to better link to career development	Implement strategies from relevant plans
	4.3.2 Consider the needs of EEO groups in work reorganisation or structural changes	Structural realignments and work reorganisation incorporate EEO and diversity principles	EEO and diversity principles are considered in any structural changes	Ombudsman/ Director Corporate/ Senior Managers/ Manager Personnel	All structural reviews take on board EEO and diversity principles. Specific reviews planned for this period include the review of administrative support in business divisions and the review of executive support	Continue to implement existing or 2010-2011 planned activities

Key Result	Strategies	Performance Indicators	Performance standards	Responsibility	2010-2011 planned activities	2011-2012 planned activities
4.4: Workplace relations are based on respect for others, and the workplace is free from discrimination	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	Increase in the number of staff who believe that the workplace is free of discrimination	Ombudsman/ Director Corporate/ Senior Managers/Manager Personnel	Review the following policies: <ul style="list-style-type: none"> • Code of conduct • Performance Management • Good working relationships • Grievance handling • Reasonable adjustment • Recruitment • Co-lateral flexible working hours Conduct EEO/harassment prevention/grievance related information sessions for those staff who have previously attended these sessions Conduct EEO/harassment prevention/grievance sessions for supervisors and managers Conduct merit based recruitment training	Review the following policies: <ul style="list-style-type: none"> • EEO • Consultative arrangements • Working at home • Access and equity • Multicultural Action Plan • Disability Policy • Study assistance • Job rotation • Family and Community services leave • Breastfeeding Maintain EEO/harassment prevention/grievance training programs Maintain Aboriginal cultural awareness, disability awareness and cultural awareness training for staff
	4.4.2 Monitor workplace grievances and harassment allegations	Grievances monitored and appropriately addressed. Preventative action taken	Decrease in the number grievances	Director Corporate/Senior Managers/Manager Personnel	Review the following policies: <ul style="list-style-type: none"> • Good working relations • Grievance handling Conduct EEO/harassment prevention/grievance related information sessions for those staff who have previously attended these sessions Conduct EEO/harassment prevention/grievance sessions for supervisors and managers Grievances are monitored and appropriate action taken	Continue to implement existing or 2010-2011 planned activities
OUTCOME 5: Needs based programs for EEO groups, and improved employment access and participation by EEO groups						
5.1: The agency provides appropriate development opportunities for EEO groups	5.1.1 Provide access to targeted development opportunities	The agency provides access to targeted development opportunities for EEO group members	EEO group members attended targeted training	Senior Managers/Manager Personnel	Individual staff training needs are consider as part of their performance management review. Training plans are developed	Continue to implement existing or 2010-2011 planned activities

Key Result	Strategies	Performance Indicators	Performance standards	Responsibility	2010-2011 planned activities	2011-2012 planned activities
5.2: Recruitment strategies target EEO groups	5.2.1 Workforce planning incorporates EEO and diversity principles	EEO and diversity principles are incorporated into workforce planning	Workforce plan reflects EEO and Diversity Principles	Ombudsman/ Director Corporate	Develop workforce plan to guide our recruitment, retention, capacity planning into the future Examine participation in employment programs to improve diversity of workforce. Review advertising practices – consider broader advertising of vacancies in targeted press or by other means. This strategy is linked to our disability action plan, multicultural action plan and Aboriginal employment strategy	Strategies implemented
5.3: Selection success for EEO groups	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	Workforce is representative of the community NSW government benchmarks are met	Ombudsman/ Director Corporate/ Senior Managers/Manager Personnel	Develop workforce plan to guide our recruitment, retention, capacity planning into the future Examine participation in employment programs to improve diversity of workforce. Review advertising practices – consider broader advertising of vacancies in targeted press or by other means. This strategy is linked to our disability action plan, multicultural action plan and Aboriginal employment strategy Conduct merit based recruitment training	Strategies implemented
	5.3.2 Ensure that staff undertaking selection are appropriately trained in staff selection techniques	Staff appropriately trained in merit selection techniques	All office representatives on selection committee are trained in selection techniques	Senior Managers/Manager Personnel	Develop recruitment policy to support our recruitment practices Conduct merit based recruitment training	Strategies implemented
5.4: Retention of employees from EEO groups	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	EEO group members attended training identified through their performance management review	Senior managers/Manager Personnel	Individual staff training needs are consider as part of their performance management review. Training plans are developed Higher duties and temporary appointment opportunities are circulated throughout the office, where appropriate	Continue to implement existing or 2010-2011 planned activities
OUTCOME 6: Managers and employees informed, trained and accountable for EEO						
6.1: Accountabilities for EEO are specified in the performance agreements of the CEO and all managers	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	The position descriptions and performance agreements of all statutory officers and senior managers include EEO accountabilities EEO outcomes are achieved through the commitment of senior staff	Ombudsman/ Director Corporate	Review position descriptions to ensure that they include EEO accountabilities Review contracts of employment to ensure that they include EEO accountabilities Review performance agreements to ensure that they include EEO accountabilities	Continue to implement existing or 2010-2011 planned activities

Key Result	Strategies	Performance Indicators	Performance standards	Responsibility	2010-2011 planned activities	2011-2012 planned activities
	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	The position descriptions and performance agreements of all managers and supervisors include EEO accountabilities EEO outcomes are achieved through the commitment of managers and supervisors	Director Corporate/Manager Personnel	Conduct EEO/harassment prevention/grievance related information sessions for those staff who have previously attended these sessions Conduct Aboriginal cultural awareness sessions Conduct disability awareness sessions Conduct cultural awareness sessions for staff Inform managers about office policies particularly when changes are made Inform managers and senior staff about equity issues	Continue to implement existing or 2010-2011 planned activities
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	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	Equity training provided to senior managers, managers and supervisors Equity training provided to all staff EEO/equity principles are incorporated into personnel related activities EEO/equity information made available to staff	Director Corporate/ Senior Managers/Manager Personnel	Conduct EEO/harassment prevention/grievance related information sessions for those staff who have previously attended these sessions Conduct Aboriginal cultural awareness sessions for staff Conduct disability awareness sessions for staff Conduct cultural awareness sessions for staff	Continue to implement existing or 2010-2011 planned activities
	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	Staff are aware of EEO policies and programs and their obligations	Director Corporate/Manager Personnel	Conduct EEO/harassment prevention/grievance related information sessions for those staff who have previously attended these sessions Conduct Aboriginal cultural awareness sessions for staff Conduct disability awareness sessions for staff Conduct cultural awareness sessions for staff Inform staff, supervisors and managers about office policies particularly when changes are made	Continue to implement existing or 2010-2011 planned activities
OUTCOME 7: A diverse and skilled workforce						
7.1: Diversity in the workforce reflects the diversity of the NSW community	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	Workforce is representative of the community NSW government benchmarks are met	Ombudsman/ Director Corporate/ Senior Managers/Manager Personnel	Develop workforce plan to guide our recruitment, retention, capacity planning into the future	Continue to implement existing or 2010-2011 planned activities

Key Result	Strategies	Performance Indicators	Performance standards	Responsibility	2010-2011 planned activities	2011-2012 planned activities
7.2: Employee diversity across salary levels and occupations and pay equity	7.2.1 review the distribution of employees from EEO groups across all salary levels and occupations	<p>Progress towards the distribution of each EEO group across salary levels being the same as that of all employees (distribution index of 100).</p> <p>Increased representation of each EEO group in occupations where they are under-represented</p>	<p>Workforce is representative of the community</p> <p>NSW government benchmarks are met</p> <p>EEO groups are distributed across salary bands the same as that of all employees</p>	Ombudsman/ Director Corporate/ Senior Managers/Manager Personnel	Implement the activities outlined in this plan will contribute to the achievement of this strategy	Continue to implement existing or 2010-2011 planned activities