



NORFOLK ISLAND REGIONAL COUNCIL

EQUAL EMPLOYMENT OPPORTUNITY MANAGEMENT PLAN 2016-2020

There are many important benefits to Council of applying Equal Employment Opportunity; implementing the principles of multiculturalism; and incorporating the social justice principles of equity, access, participation and rights across all levels of workforce planning. These include:

- Maximising the potential recruitment pool available to Council;
- Council's workforce better reflecting and communicating with the local community it serves;
- Enabling a better understanding of the issues affecting the local community;
- Better achieving the community's aims in the Community Strategic Plan.

POLICY STATEMENT

Council will adhere to the principles of Equal Employment Opportunity (EEO) at all organisational levels. Council operates on the belief that working within an EEO framework creates a fair, more harmonious and productive workplace, which results in the provision of more effective and efficient services to the community.

Equal Employment Opportunity at Norfolk Island Regional Council is about:

- Fair and equitable practices in the workplace;
- Management decisions made without bias;
- Recognition and respect for the social and cultural backgrounds of all staff and customers;
- Employment practices which produce staff satisfaction, commitment to the job and the delivery of quality services to ratepayers and residents;
- Improved productivity by guaranteeing:
 - The person with the most merit is recruited or promoted while skilled staff are retained;
 - Training and development are linked to employee and Council needs;
 - A competent and productive workplace free of discrimination and harassment;
 - Reduced staff turnover and increased job satisfaction minimal stress related absences from work.



COUNCIL'S OBLIGATIONS

Council has a legal obligation to ensure its workplaces are free from discrimination and harassment. The following laws state this requirement:

Local Government Act (NSW) 1993 - Section 344(1)(b) of this legislation states that Council is "to promote equal employment opportunity for women, members of racial minorities and persons with disabilities in councils". In accordance with Section 345 of this Act Council is also obliged to "prepare and implement an equal employment opportunity management plan".

Council also has a moral obligation to ensure staff are not subjected to other forms of harassment. All employees are expected to treat each other with due consideration and mutual respect at all times.

Commonwealth laws stating the requirements for EEO in the workplace are:

- *Racial Discrimination Act 1975*
- *Sex Discrimination Act 1984*
- *Disability Discrimination Act 1992*
- *Australian Human Rights Commission Act 1986*
- *Workplace Gender Equality Act 2012*
- *Age Discrimination Act 2004*

Local Government – Equal Employment Opportunity

Section 345 of the Local Government Act sets out the requirements for Council EEO management plans:

(1) A council must prepare and implement an equal employment opportunity management plan in order to achieve the objects of this Part.

(2) The plan is to include provisions relating to:

(a) the devising of policies and programs by which the objects of this Part are to be achieved, and

(b) the communication of those 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 this Part 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 paragraphs (a)-(g).

(3) An equal employment opportunity management plan may include provisions, other than those referred to in subsection (2), that are not inconsistent with the objects of this Part.

(4) A council may, from time to time, amend its equal employment opportunity management plan.

Norfolk Island Regional Council's (NIRC) Workforce Plan and Enterprise Agreement (EA) will be guided by the Equal Employment Opportunity Management Plan and also be complementary to each other.

The EEO Management Plan is the overarching legal policy framework, the Workforce Plan contains the practical implementation of strategies and actions supporting Council's Delivery Program and the EA sets out the industrial framework for staff working for the Council.

OBJECTIVE

Norfolk Island Regional Council (NIRC) is an equal opportunity employer. In accordance with anti-discrimination principles, it is the purpose of this policy to enforce EEO.

Norfolk Island Regional Council prohibits discrimination and harassment of any type and affords equal employment opportunities to employees and applicants without regard to race, color, religion, sex, national origin, age, disability or genetic information.

This EEO Management Plan identifies objectives Council wishes to achieve in the nine (9) Key Result Areas identified in the Act to ensure adherence to EEO principles of anti-discrimination:

Key Result Areas and objectives:



1. **Policies and Procedures:** All relevant Council policies and procedures adhere to EEO principles.
2. **Communication and Awareness Raising:** All managers and employees are properly informed and understand EEO principles and their individual rights and responsibilities in relation to EEO.
3. **Data Collection:** Comprehensive and accurate EEO statistical data is collected and reported upon on a regular basis.
4. **HR Practices: Recruitment and Selection** - All recruitment and selection policies, procedures and practices adhere to EEO principles, demonstrating that Council employs the best person for the job based on merit, on every occasion.
5. **HR Practices: Learning and Development** - All staff have equal access to, and are encouraged to take advantage of, training and development opportunities relevant to their needs.
6. **HR Practices: Conditions of Service** - All employees are aware of their conditions of service and are treated in a fair and consistent manner in relation to employment matters.
7. **Workplace Bullying and Harassment:** NIRC maintains a steadfast commitment in maintaining a workplace that is free from acts of harassment and discriminatory conduct.
8. **EEO Target Groups:** Council's staff profile reflects the representation of EEO target groups within the community. Members of EEO target groups have equitable access to opportunities for employment, training and development, promotion, transfer and higher duties.
9. **Implementation and Evaluation:** EEO Management Plan is successfully implemented, effectively evaluated and reviewed on an annual basis.

EEO STAFF CONTACTS

Council has identified suitable EEO Staff Contacts to implement and proactively maintain the 9 Key Result Areas and Objectives. The contacts have a sound knowledge of equal employment



opportunity matters, including the handling of EEO grievances. If staff have any enquiries regarding EEO issues they should contact:

- Human Resources Officer – hr@nirc.gov.nf or telephone 22001 Ext. 2
- Executive Manager – Governance and Human Resources
- General Manager
- Consultative Committee members

EEO WORKPLACE CONSULTATION

One of the main discussion forums for EEO will be the Staff Consultative Committee.

RESPONSIBILITY

The overall responsibility for monitoring the effectiveness of this policy and for implementing an on-going program of action to make the policy fully operational lies with the General Manager, Group Managers and the Staff Consultative Committee. Council also recognises that EEO is the responsibility of everyone within Council, and as such will ensure that advice on EEO matters is available on an on-going basis to all staff. The co-ordination of the EEO function within Council is primarily the responsibility of Human Resources.

HUMAN RESOURCES are responsible for:

- The maintenance of EEO statistics;
- Ensuring recruitment and selection procedures are implemented and applied in a non-discriminatory manner and without bias;
- The distribution and maintenance of the EEO Management Plan;
- The provision of EEO information to Management;
- Ensuring EEO Management plans are in accordance with the *Local Government Act (NSW) 1993*;
- The identification of EEO training to meet Council's EEO goals;
- The evaluation of EEO training and recording of statistics;
- Ensuring that Council meets its EEO obligations under the *Local Government Act (NSW) 1993*.

THE GENERAL MANAGER AND GROUP MANAGERS are responsible for:

- Treating all work colleagues equally and in a non-discriminatory manner;



- Promoting the aims and objectives of the EEO Management Plan and associated practices and procedures;
- The identification of EEO needs;
- Ensuring that staff within all sections of the Council participate in EEO training as required by legislation;
- Ensuring that Branch Managers fulfill their EEO responsibilities;
- Undertaking EEO training provided by Council.

MANAGERS are responsible for:

- Treating all work colleagues equally and in a non-discriminatory manner;
- The identification of branch EEO needs;
- Consideration of amendments to the EEO Management Plan, and making suggestions where appropriate;
- Ensuring that staff of the branch are acting in a non-discriminatory manner, free of harassment;
- Ensuring that all staff treat each other with consideration and respect at all times;
- Ensuring that staff within the respective sections are aware of Council's EEO Plan;
- Ensuring recruitment and selection procedures within their branch/section are non-discriminatory and without bias;
- Undertaking EEO training provided by Council.

TEAM LEADERS AND SECTION LEADERS are responsible for:

- Ensuring that all staff treat each other with consideration and respect at all times;
- Treating all work colleagues equally and in a non-discriminatory manner;
- Ensuring that all new staff under their supervision are provided with adequate induction training;
- Ensuring that all staff under their supervision have equal access to employment and training opportunities subject to individual, section and corporate priorities;
- Ensuring that all staff under their supervision treat each other in a non-discriminatory manner, free of harassment;
- Ensuring that all individual employees under their supervision fulfill their responsibilities in regards to EEO;
- Undertaking EEO training provided by Council.

INDIVIDUAL EMPLOYEES are responsible for:



- Treating all work colleagues equally and in a non-discriminatory manner, and with consideration and respect at all times;
- Promoting harmonious working relationships with other members of staff in all circumstances;
- Completion of EEO surveys and forwarding of these forms to the Human Resources Section;
- Being aware of what to do if they feel harassed;
- Being aware of their rights and responsibilities under the law;
- Being aware of Council's policies in respect of EEO;
- Undertaking EEO training provided by Council.



1. Policies and Procedures: All Council policies and procedures adhere to EEO principles.

Strategies	Responsibility and Actions	Key Performance Indicators
Ensure HR policies and procedures adhere to EEO principles.	<p>Executive Manager Governance and Human Resources Group Managers Staff Consultative Committee</p> <p>Ensure EEO principles are considered when developing and revising and implementing Council employment related policies and procedures</p>	<p>All HR policies and procedures adhere to EEO principles.</p> <ul style="list-style-type: none"> • Minimum complaints are received regarding HR advice not meeting EEO principles. • Council practices, policies, procedures and other documentation reviewed as required. • Any breach of EEO is documented and resolved quickly and aligned effectively in accordance with Council's policy.

2. Communication and Awareness Raising: All managers and employees understand EEO principles and their individual rights and responsibilities in relation to EEO.

Strategies	Responsibility and Actions	Key Performance Indicators
Council's EEO Management Plan is placed on Council's web-site, distribution of materials promoting EEO awareness	<p>Managers and Team Leaders</p> <p>Discuss EEO awareness at team meetings</p> <p>Distribute information at induction and regularly thereafter</p>	Informed staff through a variety of means
EEO responsibilities are included in job descriptions of all managers and supervisors.	Executive Manager Governance and Human Resources	Job descriptions of all managers and supervisors include EEO responsibilities
Corporate Induction presentation	Executive Manager Governance and	All staff attend an Induction session



Strategies	Responsibility and Actions	Key Performance Indicators
includes information on EEO, Discrimination and Harassment.	Human Resources	within three months of commencement with Council.

3. **Data Collection:** Comprehensive and accurate EEO statistical data is collected and reported upon on a regular basis.

Strategies	Responsibility and Actions	Key Performance Indicators
Data on EEO breakdowns compiled annually for comparison with previous year.	Executive Manager Governance and Human Resources Monitor employee records and conduct the annual staff survey	EEO breakdown data presented annually in council's annual report. Data is collected and analysed annually to ensure EEO compliance.

4. **HR Practices: Recruitment and Selection** - All recruitment and selection policies, procedures and practices adhere to EEO principles, demonstrating that Council employs the best person for the job based on merit, on every occasion.

Strategies	Responsibility and Actions	Key Performance Indicators
Recruitment, Selection and Appointment Procedure Policies clearly outline procedures for screening, interviewing and appointment which adhere to EEO principles.	Executive Manager Governance and Human Resources Group Managers Staff Consultative Committee	All advertisements meet specified EEO standards.
All advertisements/Job Information Packs for vacant positions abide by the following:- • Brief statement of EEO policy.	Executive Manager Governance and Human Resources	All managers, supervisors and other staff likely to be involved in selection committees are trained in Recruitment and Selection.



Strategies	Responsibility and Actions	Key Performance Indicators
<ul style="list-style-type: none"> • Non-discriminatory use of language, occupational titles and graphics. • Accurate statement of duties. • No unnecessary qualifications or pre-requisites. • Essential and desirable selection criteria are related to the position description and competencies of the position. 		
<p>Selection committees have sufficient skills, are fully aware of, and implement EEO principles.</p>		<p>No complaints of unfair recruitment practices received</p>

5. HR Practices: Learning and Development - All staff have equal access to, and are encouraged to take advantage of, training and development opportunities relevant to their needs.

Strategies	Responsibility and Actions	Key Performance Indicators
<p>Annual Training Plan is prepared and included in the Operational Plan</p>	<p>Executive Manager Governance and Human Resources Group Managers Staff Consultative Committee</p>	<p>EEO target groups represented in training. No complaints received regarding unfair access to training and development opportunities. Training data base kept up to date.</p>



6. HR Practices: Conditions of Service - All employees are aware of their conditions of service and are treated in a fair and consistent manner in relation to employment matters.

Strategies	Responsibility and Actions	Key Performance Indicators
All offers of employment include a copy of the Code of Conduct and Position Description. Staff are required to sign an agreement to these conditions of service in accepting employment with NIRC	Executive Manager Governance and Human Resources Group Managers Staff Consultative Committee	All staff receive copy of Code of Conduct and Position Description with letter of employment offer. Corporate Induction includes EEO, Anti-Discrimination, Bullying and Harassment section. Records and turnover statistics current and accurate.
All new staff attend Induction Program where conditions of service are verbally explained within three months of commencement.		Corporate Induction Program sign offs kept on personnel files.
Salary System and performance reviews		Performance Reviews conducted annually



Strategies	Responsibility and Actions	Key Performance Indicators
are carried out fairly and equitably.		
Staff who need assistance or increased flexibility of conditions or hours of work due to caring responsibilities are accommodated as far as practicable.		Provisions are provided where caring responsibilities are verified

7. **Workplace Bullying and Harassment:** NIRC maintains a steadfast commitment in maintaining a workplace that is free from acts of harassment and discriminatory conduct.

Strategies	Responsibility and Actions	Key Performance Indicators
Conduct Bullying and Harassment training	Executive Manager Governance and Human Resources Group Managers Staff Consultative Committee	All staff are made aware that bullying and harassment is unacceptable in the workplace and will lead to disciplinary action. All Group Managers, Managers, and Supervisors attend information sessions and grievance handling training.

8. **EEO Target Groups:** Council's staff profile reflects the representation of EEO target groups within the community. Members of EEO target groups have equitable access to opportunities for employment, training and development, promotion, transfer and higher duties.

Strategies	Responsibility and Actions	Key Performance Indicators
Review the percentage of Council staff	Executive Manager Governance and	• Council's workforce reflects the



Strategies	Responsibility and Actions	Key Performance Indicators
<p>from EEO target groups i.e. women, young people, people from culturally and linguistically diverse backgrounds minority groups such as people of Fiji, other South Pacific Islands descent, and people with a physical disability, compared with representation in the local community.</p>	<p>Human Resources Group Managers Staff Consultative Committee</p>	<p>diversity of the community in relation to EEO target groups - women, young people, people from culturally and linguistically diverse backgrounds minority groups such as people of Fiji, other South Pacific Islands descent, and people with a physical disability.</p> <ul style="list-style-type: none"> • No complaints are received regarding inequitable access to opportunities for employment, transfer and higher duties from members of EEO target groups. • Work with other agencies to identify and address barriers to target groups gaining employment with Council

9. Implementation and Evaluation: EEO Management Plan is successfully implemented, effectively evaluated and reviewed on an annual basis.

Strategies	Responsibility and Actions	Key Performance Indicators
<p>Staff with particular responsibilities in respect of implementation of the EEO Management Plan are identified and their responsibilities communicated to them.</p>	<p>Executive Manager Governance and Human Resources Group Managers Staff Consultative Committee</p>	<p>All staff with particular responsibilities identified in EEO Management Plan are aware of their responsibilities.</p>



Strategies	Responsibility and Actions	Key Performance Indicators
Sufficient staff time and adequate funds provided annually for training, equipment and initiatives identified in the EEO Management Plan.		Council is allocating adequate funds and resources for induction and other EEO training.
Performance against Key Performance Indicators evaluated annually and reported in Council's Annual Report.		Council's annual Management Plan and Budget identified adequate funds for EEO training.
EEO Management Plan reviewed and amended annually.		EEO Management Plan reported on in Council's Annual Report.