

Equal Employment Opportunity Management Plan 2010–11



Introduction

The NSW Public Sector is committed to developing a culture that is supportive of employment and diversity principles. It promotes management policies and practices that reflect and respect the social and cultural diversity of the sector and the community as well as support the NSW Government goals of:

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

The EEO Management Plan facilitates the identification and removal of systemic barriers to EEO groups' participation and promotion in employment. This includes:

- 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
- people with a disability requiring adjustment at work.

The Office of State Revenue (OSR) recognises that developing and maintaining employment equity is integral to our ongoing success. Our continued commitment to EEO principles and programs builds on our proud achievements and reinforces a corporate culture that utilises its diverse and skilled workforce to improve effectiveness and efficiency and further strengthen EEO within OSR.

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



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Executive Director

EEO Planning Outcomes

Responsibilities: Executive Director, Divisional Directors, Human Resources Branch, Managers

Outcome 1: Sound information base

Key Result 1.1: EEO Statistical data are comprehensive and accurate

	Strategies	Performance Indicators
1.1.1	Collect statistical information to comply with annual reporting specifications	Provide all new staff with the EEO data collection form
1.1.2	Encourage staff to complete the EEO data collection form during staff induction and training sessions	EEO response rate greater than 90 per cent
1.1.3	Analyse statistics to assist in creating and updating 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 for use in planning and action	Data analysed
1.2.3	Ensure feedback is incorporated into EEO planning and program development as well as corporate planning	Feedback from staff is used in planning and program development

Outcome 2: Employee 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 related agencies on diversity strategies and initiatives	Regular consultation occurs
2.2.2	Actively promote and support (formally and informally) network meetings for EEO staff	Feedback incorporated into OSR's strategic 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
3.1.1	Incorporate EEO and diversity management issues into OSR's planning	EEO and diversity incorporated into planning processes
3.1.2	Communicate requirements to business	Managers and staff aware of EEO policies and changes

EEO Action and Program Outcomes

Responsibilities: Executive Director, Divisional Directors, Human Resources Branch, Managers

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 procedures 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	OSR has a process to identify and remove structural barriers to career progression
4.3.2	Consider the needs of EEO groups in workplace re-organisation or structural changes	Structural re-alignments and work re-organisation incorporate EEO and diversity principles
4.3.3	Review the requirement for formal qualifications in position descriptions	Formal qualifications are only included in position descriptions if they are essential to effective performance in the position
4.3.4	Train managers in effective job design and analysis	Managers are trained in effective job design and analysis

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 as well as staff induction and training 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: Need-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
5.1.2	Use cadetships and traineeships to increase the pool of suitably qualified applicants from EEO groups	Cadetships and traineeships are offered to applicants from EEO groups
5.1.3	Provide support mechanisms (eg mentoring programs) for cadets, trainees and graduates	Appropriate support mechanisms are identified and implemented

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
5.2.2	Use identified and targeted positions to increase the representation of EEO group members in OSR's workforce	Additional identified and targeted positions are created with staff recruited and retained
5.2.3	Promote employment opportunities by advertising all identified positions through appropriate EEO group distribution (eg Indigenous newspapers, disability networks etc)	Advertising through appropriate EEO group distribution channels is undertaken

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 merit selection techniques	Staff are appropriately trained in merit selection techniques

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

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 senior 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
6.2.3	Provide cultural awareness training to staff	Training is undertaken
6.2.4	Encourage managers to foster respect for individual diversity	All managers' performance agreements include a responsibility to foster respect for individual diversity

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
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