

# Equal Employment Opportunity

**Management Plan 2009 – 2012**

Attorney General's Department of  
New South Wales



**New South Wales Government**  
Attorney General's Department

## Director General's introduction

The Department's commitment to its employees through the creation of an equitable and productive working environment for all is articulated in this Management Plan.

The EEO Management Plan 2009-2012 will address equity in areas of employment while creating a diverse workforce that is better able to plan for and deliver appropriate services to a diverse New South Wales community.

The Department is proud of its Aboriginal Employment Strategy. We have made a commitment to employ a significantly higher number of Aboriginal staff than the Government benchmark of two percent. By 2011, we want to achieve an Aboriginal representation of ten percent in Local Courts and Sheriff's Office, and six percent across the rest of Department. We are well on the way to achieving this target and had an Aboriginal representation of over four percent for 2007/08.

The Department is also pro-active in eliminating bullying and harassment within the workplace. Initiatives such as the Re:spect campaign aims to eliminate inappropriate behaviour in the Department. We will continue to implement strategies and projects as part of the Re:spect campaign to build better working relationships.

The Plan aims to build on these achievements and assist us to create a more diverse and harmonious workforce.

I commend this Plan to all staff of the Department. I ask that managers in particular strive to contribute to the implementation of these strategies to improve our employment environment and our services.

EEO is the responsibility of all. Staff must treat each other with dignity and respect. Managers must ensure that fairness and equity is exercised within their work areas as well as striving to implement strategies within this plan and achieve improved EEO outcomes for our staff.



LAURIE GLANFIELD  
DIRECTOR GENERAL  
1 January 2009

## Contents

<b>Planning Outcome 1</b>	<b>1</b>
<hr/>	
Sound information base	
<b>Planning Outcome 2</b>	<b>2</b>
<hr/>	
Employee views are heard	
<b>Planning Outcome 3</b>	<b>2</b>
<hr/>	
EEO outcomes included in agency planning	
<b>Action and Program Outcome 4</b>	<b>3</b>
<hr/>	
Fair policies and procedures	
<b>Action and Program Outcome 5</b>	<b>5</b>
<hr/>	
Needs based programs for EEO groups, and improved employed access and participation by EEO groups	
<b>Action and Program Outcome 6</b>	<b>7</b>
<hr/>	
Managers and employees are informed, trained and accountable for EEO	
<b>Action and Program Outcome 7</b>	<b>8</b>
<hr/>	
A diverse and skilled workforce	

## EEO PLANNING OUTCOME 1

**Sound information base****Key Result 1.1****EEO statistics are comprehensive and accurate**

	<b>Strategies</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
1.1.1	Design methods to encourage completion of the EEO Data Collection Form by staff	Assistant Director Workforce Planning and Strategy Unit	EEO Data Collection response rate consistently over 80% over the next four years
1.1.2	Provide accurate and comprehensive workforce profile data for the Department of Premier and Cabinet including statistics on EEO	Assistant Director HR Services	Comprehensive EEO statistics are provided to the Department of Premier and Cabinet within the quarterly and annual workforce profile
1.1.3	Provide EEO related statistics to Business Centre Managers through quarterly workforce profiles	Assistant Director Workforce Planning and Strategy Unit	Workforce Profile Data presented to Business Centre Managers
1.1.4	Provide timely and accurate statistics on the participation of EEO groups in training and development activities	Assistant Director HR Services Assistant Director People Development	Statistics on the participation rate of EEO group members in training is available

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

	<b>Strategies</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
1.2.1	Collect qualitative EEO data from surveys	Assistant Director Workforce Planning and Strategy	Data gathered from AGD staff survey, exit surveys and relevant EEO group committees
1.2.2	Analyse qualitative EEO data	Assistant Director Workforce Planning and Strategy Business Centre Managers	Qualitative data used in HR and agency planning

## EEO PLANNING OUTCOME 2

**Employee views are heard****Key Result 2.1****EEO Groups contribute to decision-making**

	<b>Strategies</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
2.1.1	Support the Cultural Diversity Network for staff from a Culturally and Linguistically Diverse Background	All managers	Cultural Diversity Network continues to operate and be represented on the Equity and Diversity Alliance
2.1.2	Support the Aboriginal Staff Network	All managers Norimbah Unit	Aboriginal Staff Network continues to operate and be represented on the Equity and Diversity Alliance
2.1.3	Support the Women's Network	All managers Women's Liaison Officer	Women's Network continues to operate and be represented on the Equity and Diversity Alliance
2.1.4	Support the Staff with a Disability Network	All managers	Staff with a Disability Network continues to operate and be represented on the Equity and Diversity Alliance
2.1.5	The Equity and Diversity Alliance is used as forum to influence policy and procedure	Chief Financial Officer and Director Human Resources	Members on the Equity and Diversity Alliance meet regularly to contribute to decision-making for policies and procedures

## EEO PLANNING OUTCOME 3

**EEO outcomes included in agency planning****Key Result 3.1****EEO is integrated into agency planning**

	<b>Strategies</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
3.1.1	Incorporate EEO strategies into the Department's Strategic Plan	AGD Executive Business Centre Managers	EEO objectives are included in the Department's Strategic plan
3.1.2	EEO objectives are included in Business Centre Workforce Plans	Assistant Director Workforce Planning and Strategy Unit Business Centre Managers	EEO objectives are included in Business Centre Workforce Plans
3.1.3	EEO included in Business Plans	AGD Executive Business Centre Managers	EEO strategies/targets are communicated in business plans

## EEO ACTION AND PROGRAM OUTCOME 4

**Fair policies and procedures****Key Result 4.1****Policies and procedures are non-discriminatory and contribute to EEO outcomes**

	<b>Strategies</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
4.1.1	Ensure all policies and procedures comply with equity principles	AGD Executive Business Centre Managers	All policies and procedures comply with equity principles
4.1.2	Managers implement work arrangements in a non-discriminatory manner	AGD Executive Business Centre Managers	Implementation of policies and procedures comply with equity principles
4.1.3	Develop and communicate a new Reasonable Adjustments and Employing People with a Disability policy.	Assistant Director Workforce Planning and Strategy Unit  Business Centre Managers	Policy available for implementation in 2009  Monitor the number of adjustments

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

	<b>Strategies</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
4.2.1	Review further options for flexible working arrangements that both meet the needs of management and employees	Chief Financial Officer and Director Human Resources  Assistant Director Employee Relations  Assistant Director Workforce Planning and Strategy	Flexible working arrangements reviewed
4.2.2	Human Resources policies are subject to consultation prior to approval	Chief Financial Officer and Director Human Resources  Assistant Directors Human Resources	Views of staff are considered in the development of Human Resources policies

**Key Result 4.3****Work organisation enables skills development and career progression**

	<b>Strategies</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
4.3.1	Develop a succession planning framework that considers EEO groups	Chief Financial Officer and Director Human Resources  Assistant Director Workforce Planning and Strategy	Succession planning framework implemented in 2009
4.3.2	Consider the needs of EEO groups in work-reorganisation or structural changes	Assistant Director Workforce Planning and Strategy  Assistant Director HR Services  Business Centre Managers	Structural re-alignments and work re-organisation incorporate EEO and diversity principles
4.3.3	Implement a minimum of five days training to all staff	Business Centre Managers	85% of staff achieve five days training
4.3.4	Ensure staff have achievement plan and development plans	Business Centre Managers	85% of staff have a current achievement plan and development plan

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

	<b>Strategies</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
4.4.1	Dignity and Re:spect policy annually reviewed	Chief Financial Officer and Director Human Resources  Assistant Director Workforce Planning and Strategy	Dignity and Re:spect policy annually reviewed
4.4.2	Right to Dignity at Work Steering Committee meets regularly to promote Re:spect campaign	Right to Dignity at Work Steering Committee	Ongoing communication of the Re:spect campaign
4.4.3	Review grievance procedure in 2009/10	Assistant Director Employee Relations	Grievance procedure reviewed in 2009/10
4.4.4	Monitor workplace grievances and harassment procedures	Assistant Directors Employee Relations  Business Centre Managers	Grievance procedure data is analysed and presented to management  Grievances monitored by Business Centre Managers

## EEO ACTION AND PROGRAM 5

**Needs based programs for EEO groups, with improved access and participation by EEO groups****Key Result 5.1****The Department provides appropriate development opportunities for EEO groups**

	<b>Strategies</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
5.1.1	Provide higher duties opportunities for EEO group members that reflect at least their proportion in the Department's workforce	All managers	Higher duties opportunities reflects EEO representation within the Department
5.1.2	Encourage participation by EEO group members in leadership and management development programs to facilitate career advancement	All managers	85% of staff have a current achievement plan and development plan

**Key Result 5.2****Recruitment strategies target EEO groups**

	<b>Strategies</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
5.2.1	Incorporate women employment strategies derived from the "Making the Public Sector Work Better for Women" publication	AGD Executive	Increased representation to 35% of women in senior levels within the Department
5.2.2	Implement the Aboriginal Employment Strategy 2006 - 2011	Assistant Director Workforce Planning and Strategy Norimbah Unit All Managers	10% representation of Aboriginal staff in Local Courts and Sheriffs 6% representation of Aboriginal staff all other areas of the Department
5.2.3	Achieve Public Sector employment benchmarks for people from a non-English speaking background	Chief Financial Officer and Director Human Resources All Managers	20% employment representation for those from a non-English speaking background across the Department
5.2.4	Develop and implement specific strategies for the recruitment of people with a disability and disability requiring an adjustment	Chief Financial Officer and Director Human Resources All managers	12% employment representation for those with a disability across the Department 7% employment representation for those with a disability requiring an adjustment across the Department

**Key Result 5.3**  
**Selection success for EEO groups**

	<b>Strategies</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
5.3.1	All selection panels to include person trained in selection techniques	All managers	AGD panel members trained in merit selection techniques

**Key Result 5.4**  
**Retention of employees from EEO groups**

	<b>Strategies</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
5.4.1	Analyse exit survey data to identify reasons for turnover of staff in EEO groups	Assistant Director Workforce Planning and Strategy  Business Centre Managers	Analysis of exit survey data
5.4.2	Analyse staff survey data to identify barriers for EEO groups	Assistant Director Workforce Planning and Strategy  Business Centre Managers	Analysis of staff survey data
5.4.3	Business Centre Managers to monitor EEO & Workforce Profile data and implement appropriate strategies	Business Centre Managers	Maintain and/or increase employment of EEO groups

## EEO ACTION AND PROGRAM 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 Director General and SES Officers**

	<b>Strategies</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
6.1.1	Include EEO performance measures in SES/CES contracts	Director General	EEO accountabilities contained in all SES performance agreements
6.1.2	EEO strategies incorporated in business plans	Business Centre Managers	EEO achievements recorded in quarterly reports

**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**

	<b>Strategies</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
6.2.1	Continue to incorporate staff equity issues into all leadership and management development programs	Chief Financial Officer and Director Human Resources Assistant Director People Development	Leadership and management development programs specifically address and promote workforce diversity, equity and good working relationships
6.2.2	Continue to review all staff training and development to further integrate staff equity issues	Assistant Director People Development	Staff equity is appropriately integrated into the Department's training and development programs
6.2.3	Continue to use the Department's Lawlink and Infolink sites, Agenda Newsletter and other information dissemination points to inform staff of EEO policies, principles and programs	Assistant Directors Human Resources Manager Communications	A variety of communication strategies are in place throughout the State to inform staff of EEO related policies, principles and programs

## EEO ACTION AND PROGRAM 7

**A diverse and skilled workforce****Key Result 7.1****Diversity in the workforce reflects the diversity in the NSW Community**

	<b>Strategies</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
7.1.1	Promote implementation of the EEO Management Plan 2009 - 2012 by managers throughout the Department in all areas and at all levels	Chief Financial Officer and Director Human Resources  Assistant Director Workforce Planning and Strategy  AGD Executive Committee	Meet EEO targets for: <ul style="list-style-type: none"> <li>▪ Women</li> <li>▪ Aboriginal people</li> <li>▪ People with a Disability</li> <li>▪ People with a disability requiring adjustment</li> <li>▪ People from a non-English speaking background</li> </ul>
7.1.2	Review and develop the <i>Culturally and Linguistically Diverse Communities Access Plan</i>	Diversity Services Unit	Strategies implemented and monitored
7.1.3	Review and develop the <i>Disability Strategic Plan</i>	Diversity Services Unit	Strategies implemented and monitored

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

	<b>Strategies</b>	<b>Responsibility</b>	<b>Performance Indicators</b>
7.2.1	Review the distribution of employees from EEO groups across all salary levels and occupations	Business Centre Managers  Assistant Director Workforce Planning and Strategy	Progress towards the distribution of each EEO group across salary levels being the same as that of all employees (Distribution Index of 100)
7.2.2	Consider barriers to promotion for people from EEO groups	Business Centre Managers	Progress towards the distribution of each EEO group across salary levels being the same as that of all employees (Distribution Index of 100)