

# EQUITY & INCLUSION



City of  
**KINGSTON**

<b>VERSION:</b>	<b>V1 – 28.08.23</b>
<b>DEPARTMENT:</b>	<b>People &amp; Culture</b>
<b>PREPARED BY:</b>	<b>Claire Tietze - Team Leader Organisational Equity &amp; Inclusion Skip Fulton - Team Leader Health &amp; Safety Emma Harry - Manager People &amp; Culture Ben Southam – PACE Health Management</b>
<b>WORK SCHEDULE:</b>	<b>Days Per week:</b> Monday - Friday 8am – 5:30pm <b>Hours/Day:</b> 8 hours <b>Breaks:</b> Breaks flexible
<b>LOCATION/S ANALYSIS UNDERTAKEN:</b>	<b>Kingston City Council – Cheltenham Office</b>
<b>Organisation specified objectives of this analysis</b>	Functional Task Analysis
<b>Task Modifications Available - Physical</b>	Assistance from colleagues Ramps, Lifts, Trolleys (load reduction) Lighter duties Reduced work rate Increased breaks
<b>Task Modifications Available – Cognitive</b>	Ability to work independently Ability to work in teams Remote support
<b>Task Modifications Available Environmental</b>	Ability to rotate work within facility
<b>Most prevalent workplace injuries:</b>	RSI (tennis elbow) Lower back injuries Shoulder injuries Neck injuries Headaches Eye irritation Depression Anxiety
<b>Most prevalent workplace injury incidents/tasks:</b>	Prolonged sitting Prolonged screen time Artificial light Prolonged standing Case management of injuries and unwell employees Exposure to extreme physical & mental health cases
<b>Description and primary purpose of role:</b>	The Organisational Equity and Inclusion team offer organisation-wide support through education, advice, and advocacy regarding creating a safe and accessible workplace. The team is responsible for the implementation and adherence to key legislation, the deliver of workshops and events, facilitation of networks and committees, delivery of policies, presentations and business cases and providing best-practice, balanced and practical advice on inclusion practice.



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ENVIRONMENTAL FACTORS	Description
Temperature	Indoor/Temperature controlled Outdoors (weather parametres for stopping work 98/2%) Combination indoors and outside (split 98%/2%)
Noise (e.g could not hear a person talking from 1 metre away/unable to concentrate on task)	Not Applicable
Vibration	Not Applicable
Personal Protective Equipment	Not Applicable
Machinery/Tools	Laptops
Uneven Terrain	Not Applicable
Wet/Slippery	Mopping, spill in Kitchen

**PACE Ratings:**

Slow Pace      Medium      Fast Pace      Self Paced      Externally Paced

### Manual Handling Physical Demand Rating Classification Guide:

Physical Demand Rating	Tick	Weight/Force Exerted to push or pull items.	Weight Lifted or carried
Sedentary	✓	Exerting less than 4.5 kg of force occasionally, negligible force to push objects needed to push or pull objects.	>4.5 kg occasionally, 1-3 kilograms frequently to lift or carry objects.
Light		Exerting up to 9 kilograms occasionally and 4.5 kilograms frequently or negligible amounts of force constantly to push or pull objects.	Exerting 4.5-9 kg occasionally, 3-4.5kilograms frequently to lift or carry objects.
Medium		Exerting up to 9-23 kilograms occasionally and or 4.5-11 kilograms frequently or 4.5kg force constantly to push or pull objects.	>9-15 kg occasionally, 4.5 -11kg frequently to lift or carry objects.
Heavy		Exerting up to 23-45 kilograms occasionally and or 11-23 kilograms frequently or 4.5kg force constantly to push or pull objects.	>15-20 kg occasionally, 11-16kg frequently to lift or carry objects.
Very Heavy		Exerting up to >45 kilograms occasionally and or >23 kilograms frequently or 9kg force constantly to push or pull objects.	20kg+ occasionally, 16+ kg frequently to lift or carry objects

### Cardiovascular Physical Demand Rating Classification Guide:

Physical Demand Rating	Tick	Cardiovascular Demand
Sedentary	✓	A role predominantly involving sitting with occasional standing and walking. Low level force and slow movements required occasionally. Heart Rate <40% maximal Heart Rate or 4/10 effort
Light		A role involving frequent standing or walking with occasional bouts of sitting. Physical tasks in this role are light in nature, completed at a slow pace and could be sustained throughout the working day without noticeable increase in breathing rate or levels of exertion. Heart Rate 40-55% maximal Heart Rate or 4-5.5/10 effort
Medium		A role involving frequent to constant walking and standing with occasional bouts of sitting. Some physical tasks in the role are light to moderate in nature, completed at a moderate pace and could not be sustained for periods of greater than 20 minutes at a time, the participant will have a noticeable increase in breathing and exertion rate but is still able to say a sentence before requiring to take a breath. Heart Rate 55-70% maximal Heart Rate or 5.5-7/10 effort
Heavy		A role involving frequent to constant walking and standing with rare bouts of sitting. Most physical tasks in the role are moderate to heavy in nature, completed at a moderate to fast pace and could not be sustained for periods of greater than 10 minutes at a time, the participant will have a noticeable increase in breathing and exertion rate and will require to take a breath every few words. Heart Rate 70-90% maximal Heart Rate or 7-9/10 effort
Very Heavy		A role involving frequent to constant walking and standing with rare bouts of sitting. Most physical tasks in the role are heavy in nature, completed at a fast pace and could not be sustained for periods of greater than 5 minutes at a time, the participant will have a noticeable increase in breathing and exertion rate and will be puffing and panting. The heavy work may be interspersed with short periods of rest. Heart Rate >70% maximal Heart Rate or 9+/10 effort

## HEALTH MONITORING CONSIDERATIONS

CRITERIA	YES / NO
Exposure to hazardous noise	NO
Exposure to manual handling as part of normal activities	NO
Exposure to hazardous chemicals	NO
Exposure to hazardous manual handling	NO
Exposure to hazardous waste	NO

## PHYSICAL DEMAND MATRIX

**POSITION ASSESSED:** Equity & Inclusion

**KEY:** **R:** Rarely **O:** Occasionally 1-33% or <2.5hrs/shift **F:** Frequently 33-66% or >2.5-5 hrs/shift **C:** Constant 67-100% or >5-8 hours of shift **OH:** Occasional High Frequency (Posture/Movement repeated/held for 3 + minutes at a time)

### SUSTAINED POSTURES AND MOBILITY REQUIREMENTS

Posture Required	R	O	F	C	OH	Typical Maximal Holding Time	Typical Holding Time
Standing		X				3 hours	30min -2 hours
Sitting				X		8 hours	60-120min
Walking		X				30 minutes	1-5 minutes
Unilateral Kneel (one knee)		X				30 seconds	5-10seconds
Bilateral Kneel (two knees)		X				30 seconds	5-10seconds
Reaching Overhead		X				2 minutes	1-2 minutes
Reaching forward		X				2 minutes	1-2 minutes
Reaching Shoulder height		X				2 minutes	1-2 minutes
Computer based work				X		8 hours	60-120min
Stooping or bending		X				30 seconds	5-10seconds
Twisting		X				5 minutes	10-30 seconds
Turning		X				5 minutes	10-30 seconds
Looking up/Down				X		8 hours	60-120min
Writing/Typing/				X		8 hours	60-120min
Scanning		X				5 minutes	10-30 seconds
Squatting		X				5 minutes	10-30 seconds
Push & Pull		X				5 minutes	5 minutes

Force Exerted	Description
Sedentary	Exerting less than 4.5 kg of force occasionally, negligible force to push objects needed to push or pull objects.
Light	Exerting up to 9 kilograms occasionally and 4.5 kilograms frequently or negligible amounts of force constantly to push or pull objects.
Medium	Exerting up to 9-23 kilograms occasionally and or 4.5-11 kilograms frequently or 4.5kg force constantly to push or pull objects.
Heavy	Exerting up to 23-45 kilograms occasionally and or 11-23 kilograms frequently or 4.5kg force constantly to push or pull objects.
Very Heavy	Exerting up to >45 kilograms occasionally and or >23 kilograms frequently or 9kg force constantly to push or pull objects.

## MANUAL HANDLING DEMANDS

Physical Demands	Metrics (Tasks)	R	O	F	C	OH	Maximal Weight / Load (kg)	Typical Load (kg)	Typical Reps/Hr	Typical Time Sustained for (min)
Lift floor to waist:	Laptop Stationary delivery		X					5kg	1-3kg	
Lift below the knee to waist:	Laptop Stationary delivery		X					5kg	1-3kg	
Lift waist to shoulder:	Stationary Box	X						5kg	1-3kg	
Lift waist to overhead:	Stationary Box		X					5kg	1-3kg	
Carry bilateral (two arms):	Catering Agenda Training resources Training room chairs and tables			X				5kg	1-3 kg	
Unilateral Carry (one arm):	Catering Agenda Training resources		X					5kg	1-3 kg	
Push load:	Table Catering trolley		X					Light		
Pull load:	Table Catering trolley		X					Light		
Grasping:	Typing Writing				X	X		Light	Light	
Pinching:	Typing Writing				X	X		Light	Light	
Fine finger/ Hand Coordination:	Typing Writing				X	X		Light	Light	



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# PSYCHOSOCIAL MATRIX

**KEY: R:** Rarely (<1%) **O:** Occasionally (1-33% or <2.5hour per shift) **F:** Frequently (33-66% or >2.5-5 hours per shift)

**C:** Constant (67-100% or >5-8 hours per shift) **OH:** Occasionally high frequency (repeated for 3+ minutes at a time)

	Attribute	Explanation	Frequency Experienced during typical day	General examples Please provide 2-3 examples to provide context
<b>PERSONAL</b>	<b>Decision making/reasoning</b>	<p>Making good and timely decisions that keep the department moving forward</p> <ul style="list-style-type: none"> <li>- Makes sound decisions, even in the absence of complete information</li> <li>- Relies on a mixture of analysis, experience, and judgement when making decisions</li> <li>- Considers relevant factors and uses appropriate decision-making criteria and principles</li> <li>- Recognises when and reasonable solution will suffice in a timely matter</li> </ul>	Occasionally	<ul style="list-style-type: none"> <li>- Understanding requirements of legislation and standards to inform reasoning and decision-making</li> <li>- Judgement about service interventions</li> <li>- Prioritising tasks and activities with a service perspective</li> <li>- Responding to business requirements as first point of contact</li> <li>- Making recommendations on budget expenditure</li> <li>- Filtering, managing and editing confronting, defamatory, negative feedback</li> </ul>
	<b>Rule following</b>	<p>Follows policies and procedures in place to ensure business operations are consistent</p>	Constant	<ul style="list-style-type: none"> <li>- Providing first point of call resolution for business requests</li> <li>- Appropriately escalate and transfer matters as required</li> <li>- Interpret and apply organisational policies to ensure fair and equitable outcomes</li> <li>- Understanding situations to recognise when flexibility can or cannot be applied</li> <li>- Following safety and service procedures and standards</li> </ul>
	<b>Literacy skills</b>	<p>An ability to understand written information, to evaluate arguments about this information and formulate necessary written or verbal response.</p>	Constant	<ul style="list-style-type: none"> <li>- Read and understand written information in English</li> <li>- Preparing communication with an understanding of political and social nuance.</li> <li>- Comprehension and understanding of different communication styles (formal, informal, English second language)</li> <li>- Identify individual communication needs and adapt style to provide accurate and timely information and direction</li> <li>- Writing policies, procedures, guidelines for staff</li> <li>- Writing reports for internal stakeholders</li> </ul>
	<b>Numeracy skills</b>	<p>The ability to understand numerical information as well as the ability to make logical conclusions</p>	Constant	<ul style="list-style-type: none"> <li>- Processing of purchase orders and invoicing</li> <li>- Analyse and interpret statistical information</li> <li>- Developing and analysing expenditure for budgets</li> </ul>
	<b>Technical literacy</b>	<p>Anticipating and adopting innovations in department-building digital and technology applications</p> <ul style="list-style-type: none"> <li>- Anticipates the impact of emerging technologies and makes adjustments</li> <li>- Readily learns and adopts new technologies</li> </ul>	Constant	<ul style="list-style-type: none"> <li>- Readily learns and adopts new technologies, software, systems, operating procedures</li> <li>- Proactive management of email inboxes</li> <li>- Active engagement with third party software and apps</li> <li>- Self identifies learning needs of systems and technologies</li> <li>- Confidence to approach and embrace different types of technology</li> <li>- Share technical skills and abilities with team members and other stakeholders</li> </ul>

PERSONAL

<p><b>Coping with pressure and setbacks</b></p>	<p>Works productively in a high-pressure environment</p> <ul style="list-style-type: none"> <li>- Responds reasonably to difficulty situations</li> <li>- Balances the demands of work life and personal life</li> <li>- Handles criticism well and learns from it</li> </ul>	<p>Frequent</p>	<ul style="list-style-type: none"> <li>- Responds reasonably to difficult situations (challenging stakeholders)</li> <li>- Adapt with changing priorities, varying levels of workload, and time critical and sensitive responses to staff and leaders</li> <li>- Triaging feedback and escalating where necessary</li> <li>- Delivering on work expectations and timelines in a ever-changing environment</li> <li>- Forward planning and applying workflow to manage service delivery</li> </ul>
<p><b>Manages complexity</b></p>	<p>Making sense of complex, varied quantity, and sometimes contradictory information to effectively solve problems</p> <ul style="list-style-type: none"> <li>- Asks questions to accurately analyse situations</li> <li>- Acquires data from multiple and diverse sources when solving problems</li> <li>- Uncovers root causes to problems</li> <li>- Evaluates pros and cons, risks, and benefits of different solution</li> </ul>	<p>Constant</p>	<ul style="list-style-type: none"> <li>- Analyse research and data to inform approaches to work</li> <li>- Understanding and managing competing priorities and expectations</li> <li>- Asks questions to accurately analyse and respond to needs</li> <li>- Balancing internal expectations and needs with the ability to deliver on inclusive organisational standards</li> <li>- Organise, facilitate, and deliver group sessions and programs</li> </ul>
<p><b>Manages Ambiguity</b></p>	<p>Operating effectively, even when things are not certain or the way forward is not clear</p> <ul style="list-style-type: none"> <li>- Deals comfortably with the uncertainty of change</li> <li>- Effectively handles risk</li> <li>- Can decide and act without the total picture</li> <li>- Is calm and productive, even when things are up in the air</li> <li>- Deals constructively with problems that do not have clear solutions or outcomes</li> </ul>	<p>Constant</p>	<ul style="list-style-type: none"> <li>- Recognising, accepting, and adapting to the ever-changing needs and services</li> <li>- Proactively seeks clarity and understanding from all levels of the organisation</li> <li>- Constructively resolves with unclear customer, staff and management requests in a timely manner</li> </ul>
<p><b>Ability to work in isolation</b></p>	<p>Comfortable working in isolation for prolonged periods of time without the company of others</p> <ul style="list-style-type: none"> <li>- Persists in accomplishing objectives despite obstacles and setbacks</li> <li>- Self-led to achieve results</li> </ul>	<p>Occasionally</p>	<ul style="list-style-type: none"> <li>- Ability to stay self-motivated and work without direct supervision</li> <li>- Ability to manage own workload and activities whilst working flexibly (in office or remotely)</li> <li>- Autonomously researches and identifies activities and tasks</li> </ul>
<p><b>Emotional Stability</b></p>	<p>Stay composed and forward thinking when faced with challenging situations</p>	<p>Occasionally</p>	<ul style="list-style-type: none"> <li>- Required to process highly sensitive and potentially triggering information provided from or about individuals and their circumstances</li> <li>- Engaging and negotiating in a balanced way with stakeholders to influence an outcome</li> <li>- Make decisions within set parameters in the best interests of the organisation.</li> </ul>
<p><b>Concentration</b></p>	<p>Has the ability to maintain a broad, receptive attention to a variety of demands.</p>	<p>Constant</p>	<ul style="list-style-type: none"> <li>- Active listening/engaging with staff and leaders</li> <li>- Analyse data and information</li> <li>- Applying legislation, policies and procedures</li> <li>- Detailed preparation of information and advice to staff and leaders</li> <li>- Multi-tasking and re-prioritising in an ever-changing work environment</li> <li>- Manage workload based on interruptions and priorities</li> <li>- Managing various communication platforms and in-person interactions</li> </ul>

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<p><b>Persistence</b></p>	<p>The ability to accept obstacles, discouragement, distraction, or stressful situations</p> <ul style="list-style-type: none"> <li>- Stay committed when faced with adversity</li> <li>- Persevere in pursuit of short and/or long-term goals</li> </ul>	<p>Frequently</p>	<ul style="list-style-type: none"> <li>- The ability to work through unforeseen obstacles, discouragement, distraction, or stressful situations</li> <li>- Engaging with unpredictable individuals, groups or information.</li> <li>- Engaging individuals and groups with different circumstances and personalities</li> <li>- Persevere in pursuit of short and/or long-term goals or objectives</li> </ul>
<p><b>Nimble learning</b></p>	<p>Actively learning through experimentation and when tackling new problems by using both successes and failures.</p> <ul style="list-style-type: none"> <li>- Learns when facing new situations</li> <li>- Experiments to find new solutions</li> <li>- Takes on the challenge of unfamiliar tasks</li> <li>- Extracts lessons learnt from failures and mistakes</li> </ul>	<p>Constant</p>	<ul style="list-style-type: none"> <li>- Finding a solution through unclear direction and parameters</li> <li>- Ability to learn from past experiences, failures and mistakes, and adopt new strategies</li> <li>- Learning to cater for evolving stakeholder needs</li> <li>- Learning to adapt to new organisational policies, procedures, software, systems and Council Services</li> <li>- Engaging with industry to identify emerging trends to evolve ways of working</li> </ul>
<p><b>Ability to follow and complete instructions given</b></p>	<p>Appropriately follows instructions from others without unnecessarily challenging authority</p> <ul style="list-style-type: none"> <li>- Follows procedures and policies</li> <li>- Keeps to schedule</li> <li>- Arrives punctually for work and meetings</li> <li>- Complies with legal obligations and safety requirements of the role</li> </ul>	<p>Constant</p>	<ul style="list-style-type: none"> <li>- Complies with legal obligations and safety requirements of the role</li> <li>- Follows reasonable directions set by the organisation</li> <li>- Follows procedures and policies</li> <li>- Seeks clarity on and interprets unclear instructions</li> </ul>
<p><b>Short term focus and/or attention to detail</b></p>	<p>The ability to document key pieces of information that are frequently relied upon to perform workplace tasks</p> <ul style="list-style-type: none"> <li>- The ability to transfer information from one source to another and apply it</li> <li>- The ability to focus on a priority task with distractions present</li> <li>- Able to quickly decipher the importance of number of tasks and prioritise accordingly</li> </ul>	<p>Constant</p>	<ul style="list-style-type: none"> <li>- Take personal responsibility to ensure quality and accurate advice and information provided.</li> <li>- Ability to understand risk and implications of the advice provided and how it may be interpreted</li> <li>- Maintaining situational awareness of the organisation environment</li> <li>- Collating preparing and provide accurate advice and information in line with Council policies and legislation</li> <li>- Accurately collating and preparing data for internal and external reporting requirements</li> </ul>

<b>Autonomy</b>	<p>The ability to follow your own approach and while making informed, uncoerced decisions and remain motivated when working autonomously</p>	<p>Constant</p>	<ul style="list-style-type: none"> <li>- Ability to be self-reliant to interact with multiple sources of information, whilst actively listening to and engaging with stakeholders to determine best advice</li> <li>- Manage own workload and make key decision relevant to that portfolio</li> </ul>
<b>Ability to work with colleagues/team</b>	<p>Building partnerships and working collaboratively with others to meet shared objectives</p> <ul style="list-style-type: none"> <li>- Works cooperatively with others across the organisation to achieve shared objectives</li> <li>- Represents own views while being respectful to others</li> <li>- Partners with others to get work done</li> <li>- Credits others for their contributions and accomplishments</li> <li>- Gains trust and support of others</li> </ul>	<p>Constant</p>	<ul style="list-style-type: none"> <li>- Ability to liaise, influence and work flexibly with Team Members, Supervisors and Managers, on a daily basis</li> <li>- Interact effectively with colleagues is face-to-face, phone, email, messaging</li> <li>- Ability to build trust with all levels of the organisation</li> <li>- Respectfully interact with individuals from minority identities and cultures (eg: different ages, cultures, abilities, CALD, First Nations and LBGTQA+, people with accessible needs and older adults)</li> <li>- Ability to receive and provide feedback to colleagues and team members</li> <li>- Coordinating and supporting external contractors, suppliers, event organisers and speakers</li> <li>- Facilitate training and workshops</li> <li>- Ability to negotiate with suppliers and service providers</li> </ul>
<b>Ability to work with consumers</b>	<p>Anticipating and balancing the needs of multiple customers/stakeholders/clients</p> <ul style="list-style-type: none"> <li>- Understands internal and external customers/stakeholders/client requirements, expectations, and needs</li> <li>- Considers the interests of multiple customers/stakeholders/clients</li> <li>- Considers cultural and ethical factors relevant to the situation</li> <li>- Acts reasonably despite conflicting demands of customers/stakeholders/clients</li> </ul>	<p>Constant</p>	<ul style="list-style-type: none"> <li>- This role does not interact with members of the public. This is an internal facing role only.</li> </ul>
<b>Productivity Demands</b>	<p>Understanding the effective and efficient processes to get things done, with a focus on continuous improvement</p> <ul style="list-style-type: none"> <li>- Identifies and follows the processes necessary to get work done</li> <li>- Organises and prioritises activities into efficient workflow</li> <li>- Seeks ways to improve processes</li> </ul>	<p>Constant</p>	<ul style="list-style-type: none"> <li>- Providing timely and responsive support, guidance and advice to teams and services.</li> <li>- Prioritising and organising a large variety of activities/tasks into efficient workflow.</li> <li>- Focus on continuous improvement to meet the evolving needs of the organisation.</li> <li>- Prioritising and organising a large variety of activities/tasks into efficient workflow.</li> </ul>
<b>Resilience/ Ability to manage stress</b>	<p>Rebounding from setbacks and adversity when facing difficult situations</p> <ul style="list-style-type: none"> <li>- Manages pressure</li> <li>- Handles and manages issues effectively</li> <li>- Remain productive despite adversity</li> <li>- Learns from workplace challenges</li> </ul>	<p>Constant</p>	<ul style="list-style-type: none"> <li>- Balancing staff and leader expectations within team capacity</li> <li>- Ability to understand own limitations, self-monitor, escalate and/or seek support as required</li> <li>- Managing competing work priorities</li> <li>- Ensuring business continuity at all levels of operations</li> <li>- Support staff in complex situations</li> <li>- Ability to self-monitor and seek support as required</li> <li>- Working with inefficient, incomplete and/or faulty resources, systems and processes</li> </ul>



# SOCIAL

<p><b>Ability to manage conflict</b></p>	<p>Handling conflict situations effectively</p> <ul style="list-style-type: none"> <li>- Works with all parties to reach an agreement and settles disputes equitably</li> <li>- Integrates diverse views and finds common ground and/or acceptable alternatives</li> </ul>	<p>Occasionally</p>	<ul style="list-style-type: none"> <li>- Ability to understand own limitations, self-monitor, escalate and/or seek support as required</li> <li>- Set aside personal interests to mediate and achieve balanced and appropriate outcomes</li> <li>- Supporting vulnerable staff and leaders</li> <li>- Ability to triage and action concerns / complaints that arise</li> <li>- Ability to listen, acknowledge and work with people with differing views, experiences, opinions</li> </ul>
<p><b>Situational Adaptability</b></p>	<p>Adapting approach and demeanour in real time to match demands of different situations</p> <ul style="list-style-type: none"> <li>- Readily adapts personal and interpersonal behaviours</li> <li>- Understands that different situations may call for different approaches</li> <li>- Can act differently depending on the circumstances</li> </ul>	<p>Constant</p>	<ul style="list-style-type: none"> <li>- Readily adjust personal behaviour to difference audiences, situations, and stakeholders</li> <li>- Maintaining constant awareness of organisational priorities</li> <li>- Ability to embrace additional and changing tasks and expectations at short notice</li> <li>- Adopting a creative mindset to pivot and explore difficult avenues to solve problems</li> </ul>