



State of the WA public sector 2015

Creating opportunities

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Letter of transmittal

THE SPEAKER
LEGISLATIVE ASSEMBLY

THE PRESIDENT
LEGISLATIVE COUNCIL

I submit to Parliament my report, *State of the WA public sector 2015—Creating opportunities*, in accordance with section 22D of the *Public Sector Management Act 1994* (PSM Act) and section 22 of the *Public Interest Disclosure Act 2003* (PID Act).

The report describes the state of public sector administration and management in accordance with the PSM Act and reports on the extent of compliance by public sector entities with standards and ethical codes.

State of the WA public sector 2015—Creating opportunities also meets my obligation to report on the extent of compliance with the PID Act.

I intend to publish the report after it is laid before the House.



M C Wauchope
PUBLIC SECTOR COMMISSIONER
18 November 2015

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Preface

The aim of the Public Sector Commission is to support an efficient public sector in providing services that meet the needs of Western Australians. A public sector that operates with integrity is also important to ensure public trust and accountability for its decisions.

The Commission has a significant role in supporting public authorities through providing guidance and supporting organisational performance and legislative compliance. It also designs and delivers development programs to enhance the capability of government employees.

State of the WA public sector 2015—Creating opportunities informs the Parliament, staff and the broader community of public sector performance over the previous year. In particular, the report addresses the requirement for the Public Sector Commissioner to report annually to Parliament, under the [Public Sector Management Act 1994](#), on the state of administration and management and the extent of compliance with standards and ethical codes. It also covers the Commissioner's reporting obligations under the [Public Interest Disclosure Act 2003](#) (PID Act) on the extent of compliance with the PID Act.

The report draws on a number of information sources including the public sector entity survey (PSES), public interest disclosure (PID) survey, employee perception survey (EPS), equal employment opportunity (EEO) survey, integrity and conduct survey (ICS), and human resource minimum obligatory information requirement (HRMOIR) data. The Commission makes every effort to ensure the integrity of reported data but is reliant on public authorities to provide accurate data.

Further information regarding the Commission's evaluation framework can be found in 'Appendix A – Evaluation framework'.

This year's report continues to reflect a more contemporary style and benchmark the WA public sector's performance against other jurisdictions for a variety of performance indicators. Public authorities are encouraged to access more detailed comparative information in the *State of the WA public sector statistical bulletin 2015* to benchmark their own performance.

Commissioner's overview



I am pleased to deliver the fifth report on the state of the Western Australian public sector. Over the past year the foundations have been laid for long-term and enduring change and we are now well positioned to take advantage of our evolving circumstances and give momentum to the public sector renewal agenda.

The theme of this year's report is 'creating opportunities'. While there has been much commentary at the federal, state and local level about the inevitability of change in the political and public sector environment, I contend the narrative should be around creating opportunities. In the dynamic and fast-paced contexts we operate in, we should be looking for every opportunity, whether they be the 'one per cent' gains or whole scale change to increase efficiency and effectiveness.

Having looked at the data and the achievements of the sector over the past year, I believe we can all take pride in the results. Our leading public authorities have streamlined business processes, leveraged technology and innovative partnerships, and pursued creative, outcomes-based solutions to fulfil their business imperatives. In my opinion these efforts have combined to produce a leaner but more effective public sector.

It is clear the complexity of the issues we face and the pace of change will continue in the near future. Knowing this, we must take every opportunity to place a greater emphasis on the capability and development of our sector's most valuable resource, our people. In our role as stewards of public service, I believe we have a good blend of the right people and the right systems to be responsive both now and into the future. However, a real opportunity still exists to harness the skills, knowledge and abilities of people from different backgrounds. Having a more diverse and inclusive public sector simply makes good business sense.

Over the year ahead I will assist the Minister for Women's Interests, the Hon. Liza Harvey MLA, and the Minister for Veterans, the Hon. Joe Francis MLA, to address unconscious bias in public sector recruitment and increase the representation of diversity groups across all levels of public sector employment.

Inter-jurisdictional collaboration and partnerships—with both the public and private sectors—strengthen the appetite for, and application of, public sector reform and renewal. I have been pleased to work with my colleagues in other Australian jurisdictions, as well as those from South East Asia and New Zealand, to re-examine the role of human resources in public sector employment. This work creates an opportunity to reposition the human resources profession in its role of enabling business outcomes as well as to support public sector leaders to expect a more strategic contribution by its practitioners.

Looking within

As I look across the sector, I see confident and experienced leaders, who are well supported to maximise their impact and deliver positive outcomes to the community. I am encouraged our leaders remain steadfast in their commitment to excellence in service delivery, innovation and engagement, and are producing public officers of a high calibre equipped to excel in their work.

In the main, our public sector leaders are building organisations with ethical cultures supported by robust governance systems. This contributes to public trust and confidence in our institutions. Integrity and governance, as reflected through leadership, systems and culture, are the cornerstones of effective and efficient public administration and management. Investing in active promotion of integrity principles throughout all facets of the organisation is preferable to responding to avoidable integrity problems.

In our sector over the past year, we have seen some instances of poor decision making and governance failures in a small number of organisations that received significant media attention, particularly with regards to sponsorships, hospitality and gifts and benefits. It is a reminder to us all that while we may think our governance arrangements are strong, there should be a focus on continual improvement.

For example, WA Health has implemented a strong governance reform agenda to help strengthen their system for the future. The overhaul consisted of dissolving governing councils and establishing health service boards, and developing robust systems around information and communication technology and procurement practices.

I believe it is only when we have the right foundations for ethical decision making in place that we can move forward confidently and focus on other workforce challenges, of which there are many. The current financial climate places the onus on public authorities to economise, adapt and innovate while maintaining or improving service standards. The opportunity lies in how we remove unnecessary constraints of bureaucracy and red tape to focus more on performance and productivity.

The release of the *Regulatory reform policy statement* promotes a whole-of-government approach to drive innovation and reduce barriers to entrepreneurial activity, productivity, investment and employment. The Department of Finance has played a key role in assisting public authorities to plan for regulatory reform divested of red tape and unnecessary delays

and avoidable costs, duplication of regulatory or compliance requirements across different government agencies and excessive compliance burden, especially for low risk applications and approvals. The opportunity lies for public authorities to fully consider the regulatory burden, before instituting new compliance obligations and any alternative approaches. If a compliance obligation is proposed, I recommend it is assessed against the good practice principles outlined in the Public Sector Commission's recent [Reviewing compliance obligations: A good practice approach](#) publication.

Building partnerships

In the past year, I have observed many instances of good practice in building partnerships.

This was evidenced in the combined effort of federal, state and local governments who partnered for the commemoration of the 100th anniversary of the departure of the first convoy of Australian and New Zealand troops from King George Sound, Albany. While events such as the ceremonial sunset, troop march along York Street and the official Commemorative Service were highly successful and popular events, infrastructure such as the National Anzac Centre and the Albany Heritage Park provides a lasting legacy.

The Commonwealth Government led by the Department of Veterans' Affairs, State Government agencies led by the Department of the Premier and Cabinet, local governments led by the City of Albany and a number of corporate partners all played a significant role. The development of the state-of-the-art museum which tells the story of World War I through the voices of Anzac soldiers, and the series of commemorative events to mark the national launch of the Anzac Centenary, are products of their successful collaboration.

Similarly, the Department of Culture and the Arts, Lotterywest and Tourism WA worked together to continue the story of the Anzacs when 'The Giants' opened the Perth International Arts Festival in February. The spectacle drew 1.4 million people into the city centre over three days and aimed to ensure the community better understands the Anzac story.

Our State is also undergoing a number of other significant changes with the development of infrastructure a key priority. With Elizabeth Quay, Perth City Link, the new Perth Stadium, commissioning of the new Fiona Stanley Hospital, development of the new Children's Hospital and the museum redevelopment underway, it highlights that projects of this magnitude could not be achieved without effective collaboration between public authorities and a forward-thinking approach by public sector leaders.

Reaching out

The Western Australian public sector has a long history of engagement and continues to embrace opportunities for closer relationships with our overseas neighbours. Our interface is particularly strong with Asian countries given they are among our largest trading partners. Over the past year, opportunities for collaboration and partnerships in the tourism, mining, agriculture, health, education and arts sectors have continued to strengthen and evolve.

China is one of our State's fastest growing international markets and public authorities have actively engaged with the region. Increasingly our public sector leaders are acting as important linkages between Chinese and Western Australian business interests. This is particularly prevalent in the agricultural sector as China is this state's biggest market for agriculture and food products, with exports worth over \$1 billion a year. China has also become our second highest source of international tourism visitor spending, contributing \$215 million over the last financial year. Our partnership with the Australia and New Zealand School of Government has provided an annual opportunity for public sector leaders to gain experience in the Chinese public service through an exchange program to share information and ideas on managing the challenges facing the Chinese Government.

Through the Department of State Development's network of overseas offices, we have fostered close relationships with Indonesia and explored new markets and opportunities. This includes increasing the representation of public officers in Jakarta through the adoption of a new regional office model to include a regional director, and tourism and agriculture officers. Following an approach from the Department of Foreign Affairs and Trade, we lead an Australian-first initiative to strengthen links with the Indonesian public sector through the Commission's 'International leadership program' for senior Indonesian public servants studying postgraduate qualifications in Western Australia. I have been pleased to host 27 Indonesian public servants who are recipients of the Australia Awards, prestigious international scholarships and fellowships funded by the Australian Government.

The international education program delivered by the School Curriculum and Standards Authority is offered in seven countries including Bangladesh, China, Malaysia, Philippines, Singapore, Vietnam and Zimbabwe. These countries are able to access the same dynamic, relevant, balanced and academically challenging curriculum as our pre-primary to Year 12 students without leaving their own country. This partnership creates an opportunity for international pathways to be established into our vocational education and training and university sectors.

With the dialogue now open with our Asian colleagues, public authorities and their leaders should continue to look outward, beyond the borders of their organisations, to other national and international jurisdictions, seeking out opportunities to collaborate and leverage the good work of others to foster the State's ties with the international community.

Focusing on the future

While we cannot predict the future, we have sought to build the capacity to think more strategically about the opportunities that lie ahead. The Director General of the Department of the Premier and Cabinet, the Under Treasurer and I led an exercise with chief executive officers to identify the challenges and opportunities facing the broader sector.

Many of the public sector leaders who participated found the process of thinking through possible outcomes, and the driving forces for change, as a collective was beneficial in shaping how we can solve whole-of-sector issues in a more effective way. It is likely to be the first of a series of similar initiatives.

The Department of Education showcased the adaptability and flexibility of their workforce over the past year, as they implemented two very significant changes as part of their journey of reform in public education—the move of Year 7 students to secondary school and the new school funding model—both of which were successfully in place for the start of the 2015 school year.

Public officers of the future will need to be agile and flexible in their approaches. They will need to be able to adapt quickly to a dynamic and increasingly global environment. They will also need to be proficient with technology and understand how it can be harnessed to drive productivity and efficiency. Public officers will have to learn and develop quickly on the job, and the importance of mentoring and stretch projects in this context cannot be underestimated. The 70:20:10 model of professional development adopted by the Centre for Public Sector Excellence underpins this approach. Much of the focus will be on public officers' capabilities around collaboration, negotiation, stakeholder engagement, contract and risk management and information and communication technology.

Strategies to recruit, develop and retain our workforce need to reflect the growing trend towards the public sector enabling and facilitating service delivery, as well as directly providing services. In this transition, it is critical we look to enhancing productivity through strong employee engagement.

Our public authorities are extremely resilient, adaptable and flexible and demonstrate high levels of engagement, productivity and ethical leadership. However, to continue to transform our public service as an institution we need a clear vision of what our sector should become in the decades ahead, and how we actively create the opportunities to leave it in a better place for the future. While the Commission has an integral role to play to this end, it can only be achieved if all public officers are willing to contribute. I am confident we are well positioned and I encourage all public officers to create an opportunity in their daily work to contribute to improving their workplace, and ultimately the broader sector.



M C Wauchope
PUBLIC SECTOR COMMISSIONER
18 November 2015

The WA public sector



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The Western Australian public sector comprises a diverse group of over 100 employing authorities. They work together to deliver services to the community, from very small organisations such as the Minerals and Energy Research Institute of WA, which grants funds for minerals research, through to the Department of Education, which employs more than 35,000 teachers, education assistants and school officers.

Public authority employees are based in all corners of the state, as well as overseas. There are 68 employees working in locations such as Christmas Island, Cocos Islands, China, Japan, India, Indonesia, Singapore, the United Arab Emirates and the United Kingdom.

The most northern WA location where an employee is based is the Kalumburu Community, with a population of about 400 people. In the south, it is Torndirrup National Park, which is home to Albany's natural rock formations such as the Gap and the Blowholes.

The sector creates opportunities for employment in each region through a diverse range of frontline jobs, including very specialised positions such as maxillofacial prosthetists, crematorium supervisors and fingerprint processing officers.

Staff numbers

As of June 2015, there were 138 440 public sector employees (109 019 FTE) working as teachers, police staff, fire fighters and nurses, as well as professionals from disciplines as varied as planning, conservation, economics, engineering, accounting, human resources and public works.

In line with the operating environment, there was negligible growth (0.02%) over the year in employment. The WA public sector growth was smaller than WA population growth (1.6%) and broader WA workforce growth (1.4%) over the same period.¹

The negligible growth in the public sector overall can be largely attributed to staffing in the Departments of Education and Health, with FTE increases of 1.9% and 0.5% respectively. These are increases in the number of frontline employees, such as teachers, nurses and medical interns.



¹ Australian Bureau of Statistics (ABS) 2014, *3101.0 – Australian demographic statistics, December quarter 2014*; ABS 2015, *6202.0 – Labour force, Australia, August 2015*

In the broader government sector, March 2015 survey results indicated there were:

- 23 916 staff in local governments (down 5.3% this year)
- 21 377 university staff (up 0.6%)
- 10 446 staff in government trading enterprises (down 0.9%).

There were also 6377 sworn officers in the Police Force and 258 employees working in electorate offices across the state.

Senior executives

The Senior Executive Service (SES) is the executive leadership group of the public sector. The SES provides high level policy advice and has oversight responsibility.

The SES is a relatively small group, with 497 employees this year, compared to 509 in 2014. At 0.4% of the public sector workforce, this is lower than most other Australian states and territories.²

These leaders are predominantly male (67.8%), with a median age of 54.1 years. Close to one in five (19.5%) are aged 60 years and over, and the median retirement age of the SES in 2014/15 is 61.8 years.

The representation of women in management and the SES has generally increased over the last few years. However, women continue to be underrepresented across senior levels. At June 2015, women represented:

- 32.2% of SES positions
- 27.3% of tier one managers (chief executives)
- 37.2% of tier two managers
- 41.3% of tier three managers.

² Queensland: 0.2%, New South Wales: 0.6%, Victoria: 0.7%, Australian Capital Territory: 1.0%, South Australia: 1.3%, Australian Public Service: 1.6% (see Appendix B for inter-jurisdictional sources).

Place of work

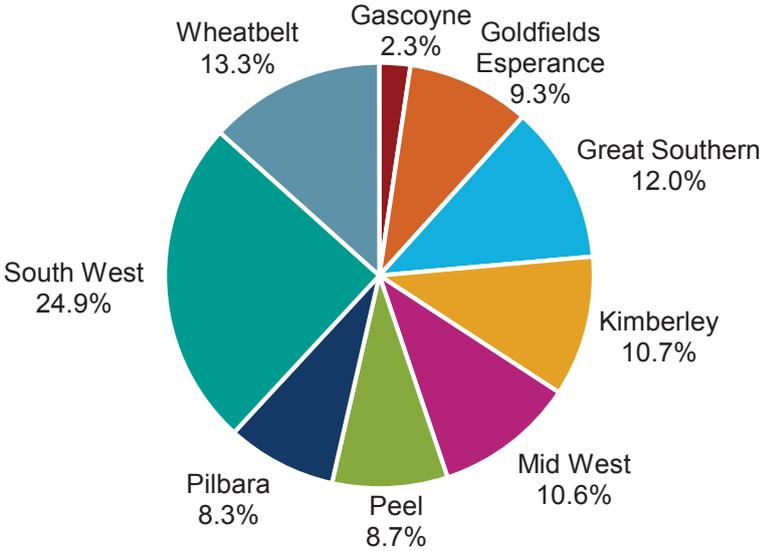
Geographical isolation creates one of the greatest challenges for the public sector in service delivery to communities and gaining private investment.

More than 30 000 public sector employees worked in regional areas outside of the Perth metropolitan area in June 2015, accounting for just under one-quarter (24%) of the state’s public sector workforce. In addition, more than 1000 sworn police officers work in regional areas.³

Only 3% of the SES (representing 16 officers) were employed in regional locations at June 2015.

Figure 1.1 shows the regional working locations of the public sector. One-quarter of regional staff work in the South West. The non-metropolitan postcodes with the greatest number of staff include Bunbury, Albany, Geraldton, Broome, Mandurah, Kalgoorlie and Northam.

Figure 1.1 Public sector staff by non-metropolitan region, June 2015



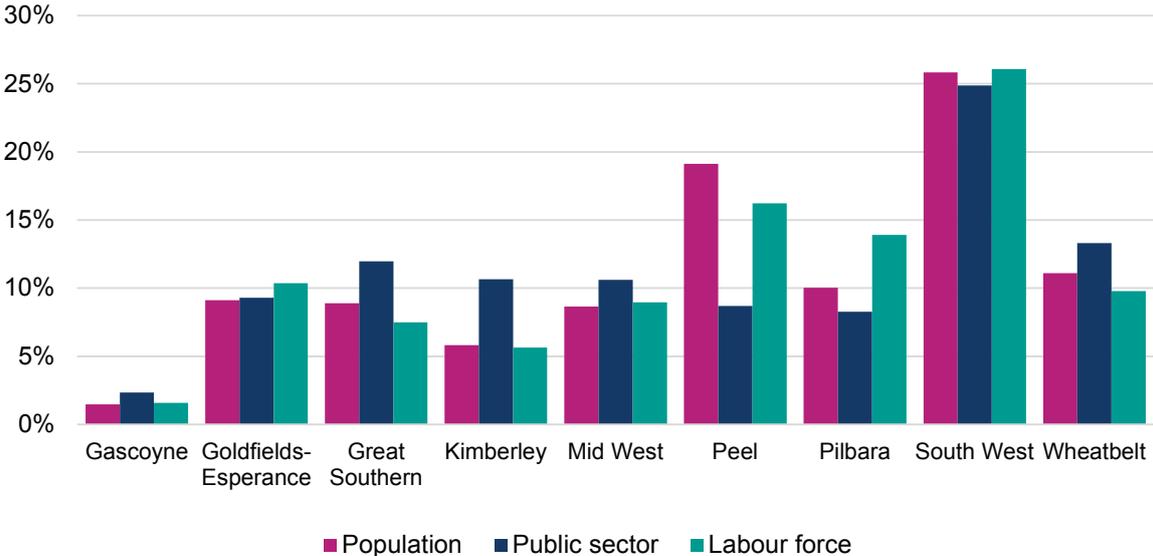
Source: HRMOIR

These regional staff provide a diverse range of services in the areas of corrective services, parks and wildlife, child protection and family support, agriculture and food, education, health, road works, housing, fire and emergency services, and vocational education and training.

³ For further information, see the Commission’s e-book, [Leading for the regions – A resource for agencies](#).

Figure 1.2 shows the regional locations of the public sector compared to the broader WA workforce and population.⁴ Public sector employees are well-represented across locations, with the exception of the Peel region. The share of the regional population located in Peel is close to one-fifth (19%), whereas the share of the regional public sector is closer to one-eleventh (9%).

Figure 1.2 WA public sector, labour force and population in the regions, 2014 and 2015



Sources: HRMOIR, Department of Education, Employment and Workplace Relations, and Australian Bureau of Statistics

In the metropolitan area, public sector employees are also well-represented (75.9%), in comparison to 74.2% of the broader workforce and 73.8% of the population.

Type of work

Table 1.1 shows that, with a higher percentage of professionals (48.8%) than the WA workforce (20.8%), the public sector is an increasingly professionalised workforce.

The sector also has a lower percentage of managers. Managerial representation has remained steady over the last 12 years.

⁴ Department of Employment 2015, *Small area labour markets Australia – June quarter 2015*; ABS 2014, 3218.0 *Regional population growth, Australia, 2013-14*

Table 1.1 Occupations in the public sector and broader WA workforce, 2003 and 2015 (%)

Occupations	Public sector 2003(a)	Public sector 2015	WA workforce 2015
Managers	7.8	7.9	11.1
Professionals	43.9	48.8	20.8
Technicians and trades workers	4.3	4.4	18.0
Community and personal service workers	19.6	16.3	9.4
Clerical and administrative workers	20.8	18.0	13.6
Sales workers	0.1	0.5	8.2
Machinery operators and drivers	0.5	0.7	8.3
Labourers	3.1	3.5	10.5

(a) Determined through converting occupations reported under the Australian Standard Classification of Occupations (ASCO) to occupations under the Australian and New Zealand Standard Classification of Occupations (ANZSCO).

Notes: Due to rounding, results may not add up to 100%.

Sources: HRMOIR, ANZSCO and the ABS⁵

Diversity

The diversity of the state's population creates opportunities to tap into new and different perspectives and ideas to better target programs and services to community needs.

Table 1.2 shows the representation of diversity groups across government in March and June 2015.

Table 1.2 Representation of diversity groups in public employment, March and June 2015 (%)

Diversity group	Public sector	Local governments	Universities	Government trading enterprises
Aboriginal Australians	2.8	1.9	1.0	1.6
People with disability	2.1	1.5	1.6	1.3
Women in the Senior Executive Service	32.2	-	-	-
People from culturally diverse backgrounds	12.4	15.0	23.7	18.2
Youth (24 years and under)	4.4	14.4	6.5	5.0
Mature workers (45 years and over)	52.5	49.4	32.9	46.2

Sources: HRMOIR (June 2015) and EEO surveys (March 2015).

⁵ ABS 2015, 6291.0.55.003 - Labour Force, Australia, detailed, quarterly, May 2015

Aboriginal representation in the public sector was 2.8% in June 2015, being the same as the estimate for those of working age in the WA population.⁶

Across broader government employment, representation of Aboriginal Australians has remained relatively steady, with the greatest movement in local governments.

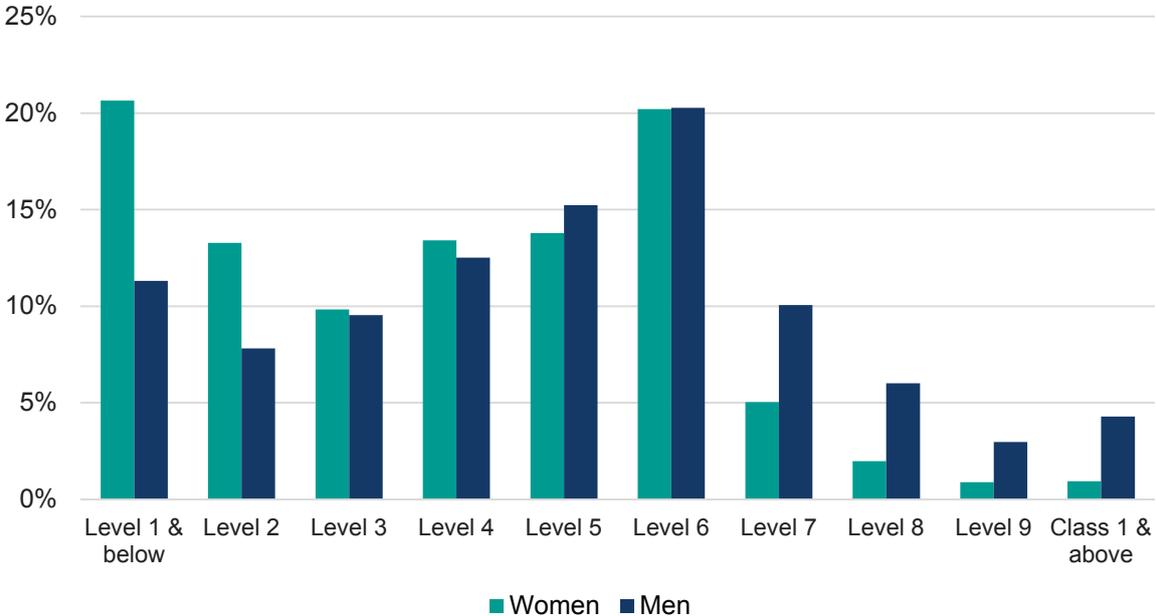
For the public sector, the representation of people with disability was 2.1% in June 2015. This remains above the level of those needing assistance with core activities in the WA working age population (1.9%).

In general, there continues to be a slight trend downwards across broader government employment for people with disability, including in local governments and government trading enterprises.

In the last 10 years, the percentage of women in the public sector has moved from 63.7% to 72.3%, representing an increasingly female workforce when compared with the broader WA workforce (44.3%).⁷ Women make up much of the state’s large nursing and teaching workforce.

Figure 1.3 shows that public sector positions at lower salary bands tend to be predominately occupied by women. For example, 95.9% of education aides are women, compared to the 80.1% of surgeons that are men.

Figure 1.3 Gender distribution across public sector salary bands, June 2015



Source: HRMOIR

6 ABS 2012, 2011 Census of population and housing
 7 ABS 2015, 6291.0.55.003 - Labour force, Australia, detailed, quarterly, May 2015

Across public authorities more broadly, the representation of women was lower than in the public sector:

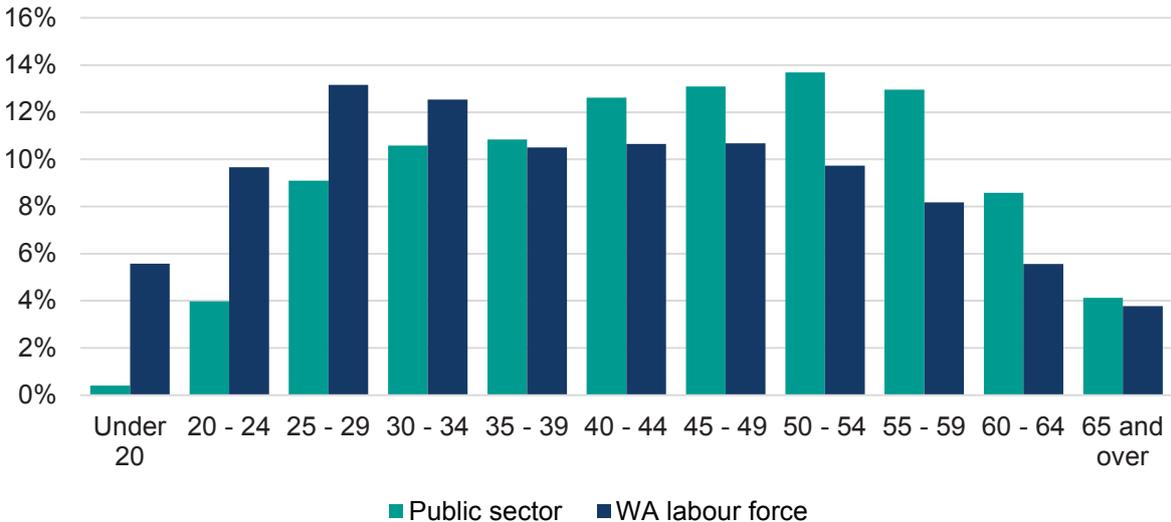
- 63.1% in universities
- 53.7% in local governments
- 31.1% in government trading enterprises.

Around 30% of public sector employees (that indicated country of birth) were born somewhere other than Australia. After the United Kingdom and New Zealand, the largest groups come from India, South Africa, Malaysia, Singapore, and Philippines. Some more diverse examples include Niue, Djibouti, Lesotho, Armenia and the Holy See. There are 170 different languages primarily spoken at home by employees, including Bislama, Ewe and Assamese.

People from culturally and linguistically diverse backgrounds continue to be represented across the public sector at levels similar to that estimated for the WA population.

The WA public sector has one of the oldest age profiles across the Australian jurisdictions. Figure 1.4 shows that mature employees (aged 45 and over) comprise a greater percentage of the public sector workforce (52.5%) when compared with the broader WA workforce (37.9%). Just over one-quarter (25.7%) are aged 55 and over. Meanwhile, youth (aged under 25) made up 4.4% of the public sector in June 2015, compared to 15.2% of the WA labour force.

Figure 1.4 Age profile of public sector and WA labour force, June 2015



Sources: HRMOIR and ABS

More information about the diversity of the WA public sector is provided in Chapter 4.

Good governance

Governing for integrity



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Strong leadership, a positive organisational culture and robust governance systems are all drivers of ethical behaviour, and create opportunities for improved organisational performance and public trust and confidence.

Governing for integrity is particularly complex in regional areas due to the state’s geographical spread. Ongoing attention to promoting integrity across all work units and locations will naturally build an environment that promotes ethical behaviour and good decision making.

Public authorities continued to perform very well this year in the areas of good governance and leading for integrity. They continue to maintain and communicate contemporary and appropriate ethical codes, recognise the importance of effective integrity controls and support managers in modelling ethical conduct for staff.

However, while public authorities continue to embrace the ‘Accountable and ethical decision making’ (AEDM) program to promote ethical behaviour, staff participation or refresher training rates could be improved.

Performance meetings with staff provide another avenue for reaffirming appropriate behaviour. There is scope for public authorities to more regularly reinforce expected standards of behaviour through the performance management process.



Leadership for integrity

Effective leadership works to create a wide-reaching work culture where ethical behaviour is the norm. This facilitates the implementation of good governance across the state to ensure employees continue to make good decisions in the face of ethical challenges.

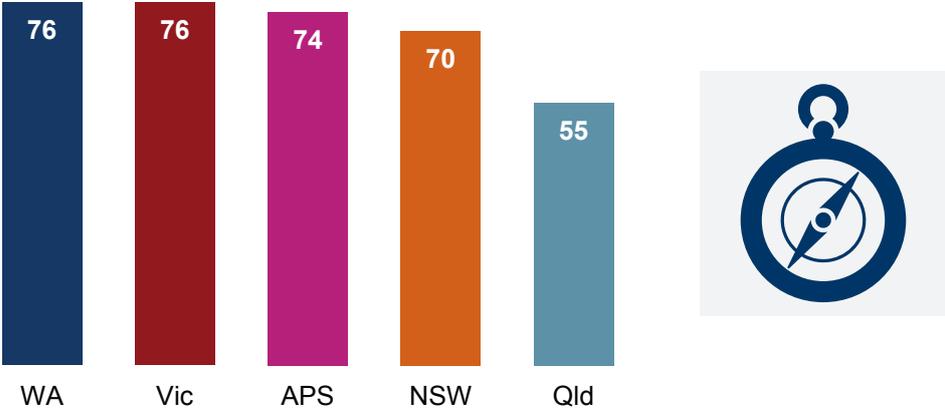
The 2015 employee perception survey (EPS) results suggest regional leaders are more likely to engage in honest and open communication with staff, which may help to mitigate risks associated with staff working in remote locations.

Setting the standard

Leaders play an important role in clearly establishing and modelling organisational values and leading by example. Through their actions, behaviours and the measures they put in place, they strengthen integrity from the top to win staff respect and compliance.

Through this year's EPS, just over three-quarters of respondents (76%) indicated their senior management leads by example in ethical behaviour (up from 71% in 2014). Figure 2.1 shows this result was amongst the highest across all jurisdictions.

Figure 2.1 Employee perceptions of ethical leadership across jurisdictions, 2014 and 2015 (%)



Sources: EPS and other inter-jurisdictional publications (see Appendix B)

Ms Cheryl Gwilliam, Director General of the Department of the Attorney General, has previously stated that 'earning trust, retaining trust and serving the public interest is a key aspect of a public servant's role'. The following feature highlights some of her achievements in governing for integrity.

Department of the Attorney General Director General awarded 2015 Patron's Award and National Fellowship

In June 2015, the Institute of Public Administration Australia (IPAA) WA awarded the Patron's Award to Cheryl Gwilliam for her significant contribution to the state and the public sector. In October 2015 she was also made a National Fellow of IPAA. This prestigious award recognises the recipient's outstanding contribution to the practice and study of public administration.



Previously the Director General of the Department of Local Government and Regional Development, following on from Chief Executive Officer and other senior leadership positions in Government, Cheryl was appointed to the position of Director General, Department of the Attorney General, in August 2007.

Throughout her career she has placed a strong emphasis on public administration and, in particular, ensuring that agencies have in place appropriate governance arrangements and a strong commitment to client-focused service delivery.

Cheryl also has a passion for developing and implementing initiatives to build a flexible, responsive and diverse public sector. In her current role, she has been instrumental in developing targets for Aboriginal employment, employment of people with disabilities and young people through traineeships.

A strong belief in developing the skills and knowledge of people, organisational development and sound governance which deliver improved Public Sector efficiencies and effectiveness is a characteristic of her leadership.

Cheryl's commitment to the public sector is also demonstrated through her contribution as a member of the Advisory Board for the Public Sector Commission's Centre for Public Sector Excellence.

The former Director General of the Department of Housing, Mr Grahame Searle, has recently been appointed to lead major reforms in service delivery and infrastructure in Aboriginal communities in WA. Mr Searle's leadership in promoting diversity, collaboration, integrity and innovation led to his selection for the role, as highlighted in the following case study.

Leading regional reform – Mr Grahame Searle

In June 2015, Mr Grahame Searle was appointed to lead major reforms in the way infrastructure and human services are provided to Aboriginal communities in Western Australia.

The State Government announced in May a long-term regional services reform plan, led by Child Protection Minister Helen Morton and Regional Development Minister Terry Redman, to enable better education, health, social wellbeing and employment outcomes for Aboriginal people living in regional and remote areas.



Mr Searle left his position as Director General of the Department of Housing in order to take up a two-year position as head of a new, small reform unit.

Mr Searle was chosen for the role due to his extensive experience as a public sector leader and innovator with a particular focus on non-traditional accommodation and housing models, including working with Aboriginal communities to develop innovative housing solutions. He was instrumental in achieving Aboriginal employment at the Department of Housing at a level double the public sector average.

Mr Searle believes there are opportunities to do things better in the regions, noting that a recent study of the Pilbara town of Roebourne identified 63 organisations that provided 200 separate services to a community of 1,400 people. As part of the reforms, Mr Searle plans to consult extensively with Aboriginal communities to improve outcomes, services and value.

The following feature article provides a number of examples of ethical leadership recognised through the award of Public Service Medals in 2015. This medal is awarded by the Governor General twice each year for outstanding service in government.

WA Public Service Medals awarded in 2015

Australia Day Honours, 26 January

Mr David John Hartley PSM

For outstanding public service to the forest products industry in WA through sustainable management, corporate governance and market development.

Mr Hartley was Acting General Manager of the Forest Products Commission (FPC) from March 2010 and formally appointed to the position in February 2012. He held this position until his retirement in July 2014. In the period prior to his appointment, the FPC faced issues around its corporate governance, financial viability and industry development. Mr Hartley played a vital role in proactive change management in the entity to address those issues, by providing frank and fearless advice in restructuring the FPC in line with government decisions. His efforts were pivotal in focusing the FPC on its core business in native forests and plantations and in improving corporate governance mechanisms. He undertook reviews of the FPC's outcomes-based management framework and formal key performance indicators, and the delivery of the internal audit function, leading to the introduction of a new model for the core internal oversight function in 2013/14. Mr Hartley's efforts in maintaining the FPC's close relationship with the forest industry were also significant.



Ms Gail Josephine Milner PSM

For outstanding public service to community health and aged care reform in WA, particularly through the establishment and implementation of innovative clinical programs.

Ms Milner has worked for the Department of Health in a variety of senior leadership roles since 1987. During this time, she has held positions in health system reform, aged care and nursing. Ms Milner has been Operational Director of Innovation Health System and Reform since 2007. In her various roles, she has engaged and worked closely with all health sectors, including private, not-for-profit and government organisations at local, state and national level, including Silver Chain Group and St John Ambulance.



During her career with Health, she has been committed to improving health service delivery in WA, including leading, developing and implementing the Western Australian and Commonwealth Government's National Partnership Agreement on Improving Public Hospitals Implementation Plan. She has also provided ongoing leadership and support to the Clinical Services Framework 2010-2020, which sets out the planned structure of health service provision in WA for the next 10 years. Ms Milner has led the development and implementation of the WA State Aged Care Plan, and the Dementia, Carers and Leadership Action Plans.

Mr Alexander George Errington PSM

For outstanding public service to land conservation and environmental preservation in WA through policy development and senior management roles.

Mr Errington has demonstrated outstanding service to WA in a career that has spanned more than 56 years. During that time, he has held a range of senior positions in the former Department of Fisheries and Wildlife, the Department of Parks and Wildlife, and its forerunners, the Departments of Conservation and Land Management and Environment and Conservation. Most of his roles have included a focus on identifying and acquiring lands for the establishment of the public conservation estate in WA. He is also a former Deputy Ombudsman for the state, and Secretary of the Public Service Board.



Mr Errington has delivered a high level of service in his work on the Land Tenure Project which has led to significant acquisitions on behalf of the state, including the creation of the King Leopold Conservation Park, additions to Nambung National Park and Ellen Brook Nature Reserve, and the increased effectiveness of the management of Leeuwin-Naturaliste National Park, D'Entrecasteaux National Park and Benger Swamp Nature Reserve.

Mr Errington has worked tirelessly, and with great passion and integrity, to acquire lands throughout WA for addition to the state's terrestrial conservation reserve system.

Queen's Birthday Honours, 8 June

Mr Ricky Dawson PSM

For outstanding public service to the environment in WA, particularly through parks and wildlife.

Mr Dawson has worked as a wildlife officer for the Department of Parks and Wildlife and its predecessors since April 1997. He held the role of Senior Investigator from 1997 to 2009 and since then, of Regional Compliance Coordinator. He holds a senior position in the department's small team of wildlife officers that operates around WA. This demanding position involves managing a team of six officers and requires detailed knowledge of the state's flora and fauna and relevant legislation. Since 1997, he has led a monitoring program of the threatened Carnaby's cockatoo at sites in the state's mid and south-west regions. The improved knowledge gained through his work has contributed to the better management of this high-profile bird species. Mr Dawson's enthusiasm, professionalism and dedication to his public service work are of the highest standard.



Organisational culture for integrity

Strong leadership creates a healthy organisational culture where ethical behaviour is promoted and unethical conduct is discouraged and prevented.

The public sector continues to promote an organisational culture for integrity across the state. Most 2015 EPS respondents agreed their workplace actively encourages ethical behaviour (89%) and supervisors demonstrate honesty and integrity (85%).

Promoting ethical behaviour

Every public authority faces unique ethical challenges based on the nature of its workplace, stakeholders and services. This includes ensuring integrity principles are consistently applied across the state and risks specific to geographical locations are identified and mitigated.

A range of strategies to promote an ethical culture were reported through the 2015 public sector entity survey (PSES) and an inaugural integrity and conduct survey (ICS) targeted at local governments, public universities and government trading enterprises.

Promoting the employee code of conduct was the most common strategy to embed ethical behaviour, often as part of an employee induction program. This works well in raising awareness, with 88% of respondents to the 2015 EPS indicating familiarity with the [Commissioner's Instruction No. 7 – Code of Ethics](#) and 93% with their agency code of conduct, similar to previous years. Employees in regional locations were more likely to report awareness of their employee code of conduct and the Code of Ethics, suggesting that entities ensure integrity promotion activities are conducted across all their staff locations.

Authorities reported they had used a range of other strategies to promote ethical behaviour throughout the year. For example, the:

- Department of Fire and Emergency Services conducted customised awareness and 'pitfall avoidance' sessions across fire stations
- Metropolitan Cemeteries Board conducts an annual misconduct survey that examines workplace culture, operational strategies and management environment
- Kimberley Development Commission discussed and reflected on cases of misconduct in the public domain to inform prevention strategies
- Department of Aboriginal Affairs demonstrated transparency by circulating committee decisions to all staff
- Department of Planning displayed core organisational values on computer screen savers.

Staff performance meetings provide another avenue for reaffirming appropriate behaviour. In the 2015 EPS, less than half of respondents (42%) reported their performance meetings had discussed conduct. In the 2015 ICS, less than two-fifths (39%) reported these meetings involved reminding employees of behavioural expectations. Local governments were most likely to report they discuss employee behaviour at manager meetings or with all staff.

This creates an opportunity for more public authorities to regularly reinforce expected standards of behaviour through direct engagement with staff.

Accountable and ethical decision making

Public authorities operate in an increasingly complex and rapidly changing context across a number of locations. As a result, prescriptive models of behaviour cannot possibly cover every situation employees face in the workplace. Instead, modern workplaces generally emphasise broad organisational values and principles.

Within this context, the AEDM program encourages participants to consider the alignment of their personal values with expected standards of conduct and build their capacity to manage a variety of issues through sound decision making.

AEDM program participation rates remained relatively high across the public sector in 2015, with 70% of employees reportedly having undertaken the program in the last five years. There remains room to improve on staff completion or refresher rates, and a refresher session has been developed for authorities wishing to revisit key AEDM messages with employees who have previously completed the full program.

The AEDM program has also been customised for government boards and committees and is designed to be delivered by board chairs.

Systems, policies and processes for integrity

A comprehensive statutory framework supports senior leaders in embedding an ethical culture across the state and creates opportunities for public authorities to determine their own governance systems.

From 1 July 2015, the integrity landscape has changed under the revised [Corruption, Crime and Misconduct Act 2003](#). Notifications of suspected minor misconduct will be made to the Public Sector Commission, and notifications about serious and police misconduct will continue to be made to the Corruption and Crime Commission. The Public Sector Commission will assume responsibility for misconduct education and prevention, and will continue to support chief executives to make informed decisions about notifications and to promote integrity within their authorities.

On 28 April 2015, the Hon. John McKechnie QC commenced as the fourth Corruption and Crime Commissioner of Western Australia. The following article provides insights into the approach that is being taken and priorities in the new integrity landscape.



Commissioner McKechnie (third from left) and his new Corporate Executive team.

The Hon. John McKechnie QC – In his own words

What's your vision for your agency's role in relation to corruption and misconduct management over the next five years?

We have taken the time to evaluate the way we do business. Moving forward we are taking a more strategic, targeted and intelligence-led approach to exposing serious misconduct and corruption in the public sector.

The Corruption and Crime Commission's job, as I see it, is to bring to the attention of the Government and public sector heads, the systematic corruption and serious misconduct risks threatening the integrity and viability of the state, so that they can make the appropriate changes.

How is the transition of minor misconduct functions to the Public Sector Commission assisting public authorities?

It was clearly the intent of government to focus the considerable powers of the Corruption and Crime Commission (CCC) on the most serious public sector matters and on WA Police misconduct. The change allows us to focus our energies in that direction whilst remaining connected to Public Sector Commission intelligence about lower level misconduct matters across the sector.

The Public Sector Commission already has 'runs on the board' in relation to promoting the Code of Ethics, effective discipline processes and other human resources issues. Well established capability development initiatives and education programs are also in place, so it makes sense to align these.

How will your agency contribute to improving the integrity of public authorities?

We set our own 'terms of reference' in how we go about improving the integrity of the sector. We decide the matters we will investigate and report upon.

Our guiding principles will be: is there a significant risk to the state, either the state finances or what I call the body politic, the electoral part of the state, or a systemic problem within the public sector, and will the conduct disclose a serious abuse of office?

We are aiming to look at such matters in a more timely way, and report back to the sector and Parliament about them in a more timely way. I don't think the CCC has always been as timely as it should be, but I am determined that we should actually do things more or less in real time.

How do you see your leadership role in relation to integrity in public authorities?

I don't think the CCC is the main corruption prevention agency in Western Australia – leaders of public authorities are. Corruption and misconduct prevention is a part of good management and everyone's responsibility.

The CCC is uniquely placed to shine a light on key issues and risks and highlight the importance of the integrity agenda. Corruption for us is not in a little box, it is for all public sector leaders to manage their organisations in a way that prevents corruption. The best way to do that, of course, is to design your governance systems so risks are minimised. If you have risky systems, you run the risk of corruption.

Ethical codes

Standards guiding employee behaviour are contained in legislation and policy, including the Code of Ethics and staff codes of conduct, as well as in complementary policy such as human resources and customer service policies. Standards for employee behaviour also guide the fair and consistent application of business processes and delivery of services to the community.

In the 2015 PSES and 2015 ICS, almost all authorities reported having an employee code of conduct in place. Government boards and committees were least likely to report a code of conduct (78%) however many of these indicated they were supported by their department's policies and processes.

In addition to codes of conduct, public authorities reported a number of systems, policies and processes guiding employee behaviour, such as:

- processes for pre-employment checks, including psychometric, working with children, criminal history and qualifications checks
- registers for delegations, conflicts of interest, gifts and benefits, secondary employment and media contact
- policies for managing disciplinary processes, grievances, bullying and substandard performance
- processes for reporting suspected unethical behaviour.

Public sector standards

Under the [Public Sector Management Act 1994](#), human resource standards are established to ensure fairness and accountability in matters of employment, grievance resolution, performance management, redeployment, termination and discipline.

In the 2015 EPS, respondents who were aware of the standards were asked whether they believed there had been a breach in their workplace over the year. Of these:

- 5% (representing 276 employees) believed there had been a breach and had raised it
- 7% believed there had been a breach and had taken no action
- less than 1% had lodged a breach of standard claim.

Table 2.1 shows a small number of breach claims (236) were lodged across all standards in 2014/15 (compared to 206 last year). This continues to represent very few breach claims across the public sector workforce.

Table 2.1 Outcomes of breach claims against public sector standards, 2014/15

Standard	Total claims	Claims resolved internally		Claims reviewed by the Commission		
	Number	Number	%	No breach	Breach Number	Other outcome(a)
Employment	184	95	52	68	1	20
Grievance resolution	41	24	59	10	2	5
Performance management	6	2	33	2	0	2
Redeployment	4	0	0	2	0	2
Termination	0	0	0	0	0	0
Total	235	121	51	82	3	29

(a) Other outcomes represent 'withdrawn', 'declined' and 'conciliation'.

Sources: PSES and claims processed by the Commission

Ethical conduct

Upholding appropriate behaviour



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Through the people it employs, government undertakes vital activities and creates opportunities for the community, and is charged with the proper stewardship of public resources. Therefore, government employees are expected to uphold the highest levels of ethical conduct in the performance of their work duties.

While it may not be of an illegal nature, unethical behaviour can have serious consequences if not addressed, such as decreased productivity and damage to brand and reputation. Where public authorities manage operations across multiple sites, including regional areas, the oversight, monitoring and management of behaviour presents unique challenges.

This year, there continued to be a low level of unethical behaviour in the WA public sector, with fewer than four breaches of ethical codes per 1000 employees. As many matters may originate with employee reports of unethical behaviour, confidence in reporting remains important for the sector.

As per previous years, where unethical conduct does occur, it primarily relates to infrequent episodes of unprofessional behaviour rather than systemic maladministration. With written warnings and reprimands being the most common outcome across government, most instances of unethical behaviour would not meet the threshold of minor misconduct.

The number of public interest disclosures remains low this year. Public authorities continue to educate their employees to raise awareness about the disclosure process.

Monitoring and managing behaviour

Generally, employees exercise good judgement and discharge their responsibilities in line with public sector values and standards. However, given the possible consequences of workplace behaviour, public authorities have sound processes for examining concerns or claims.

In the 2015 employee perception survey (EPS), public sector respondents were asked about any unethical behaviour they had observed over the preceding 12 months. This behaviour would likely be managed in the workplace using a combination of disciplinary, grievance resolution, complaints management and substandard performance processes.

Most employees reported rarely observing unethical behaviour over the year. However, for the minority who had more frequently witnessed it, this workplace behaviour most commonly took the form of unprofessional conduct such as inappropriate language (12% frequently observed). Staff in regional locations were more likely than staff in the metropolitan area to report they had never witnessed unprofessional conduct.

Minor misconduct

Since 1 July 2015, notifications of suspected minor misconduct have been made to the Public Sector Commission rather than the Corruption and Crime Commission for public sector entities, government trading enterprises (GTEs), local governments and public universities under the [Corruption, Crime and Misconduct Act 2003](#).

Minor misconduct involves behaviour of such a significant nature that it could reasonably lead to the termination of employment. However, most misconduct issues arising in the workplace are unlikely to meet this threshold and will not need to be notified. These matters will continue to be more appropriately managed by the employing authority through relevant processes as described in this chapter.

Grievance resolution

Conflicts between staff can often be informally managed by supervisors or human resources staff. However, in some situations, employees may feel resolution is impossible through informal mechanisms and will formally lodge a grievance.

Staff grievances were usually about inappropriate workplace behaviour or bullying by colleagues.

In 2014/15, public sector entities reported formally processing 231 grievances, compared with 245 in the previous year. These typically involved allegations of interpersonal conflict, bullying and inappropriate behaviour in the workplace and represented a low level of grievances across the sector at around two per 1000 employees.

The Commission's inaugural integrity and conduct survey (ICS) explored the same issue for local governments, boards and committees, public universities and GTEs. The authorities responding to the survey reported managing 414 grievances⁸ throughout 2014/15, most commonly involving inappropriate behaviour in the workplace or bullying.

Disciplinary processes

Effective disciplinary processes enable suspected breaches of codes of conduct to be addressed in a timely, confidential and fair manner.

This year, 45% of public sector entities reported they had completed disciplinary processes. Almost half of these (48%) reported completion within 3 months on average, and most of these (88%) completed disciplinary processes within 6 months (compared to 80% in 2014).

⁸ Two universities reported they use the terms 'grievances' and 'complaints' interchangeably, and as such do not discriminate between staff grievances and student complaints.

Table 3.1 shows the most common breach of ethical codes overwhelmingly related to inappropriate behaviour during working hours, such as disrespecting co-workers and using inappropriate language. This was also the case in 2013/14, and mirrors the results of the 2015 EPS as previously discussed in this chapter.

There continues to be fewer than four breaches of ethical codes per 1000 employees in the public sector, representing a low level of unethical behaviour.

Table 3.1 Alleged breaches of ethical codes reported by public sector entities, 2014/15

	Number of completed processes		% of total where breach found
	Total	Breach found	
Inappropriate behaviour of employees during working hours	277	118	43
Falsification of information or records	50	30	60
Improper use of public resources (e.g. vehicles)	52	26	50
Fraudulent or corrupt behaviour	44	26	59
Inappropriate access of confidential information	35	20	57
Inappropriate behaviour of employees outside working hours	24	18	75
Unauthorised disclosure of information	38	18	47
Misuse of drugs or alcohol	31	14	45
Failure to manage conflicts of interest	24	13	54
Improper use of internet or email	30	10	33
Bullying	20	8	40
Workplace theft	21	5	24
Inappropriate acceptance of gifts or benefits	3	1	33
Other elements (e.g. failure to follow proper process/policy/instruction, assault, neglect of duty)	107	50	47
TOTAL	1151^(a)	516^(b)	45

Note: A completed process can be counted against more than one type of breach.

(a) Includes 395 processes from the Department of Education where the Department reported they could not be classified according to these types.

(b) Includes 159 processes from the Department of Education where the Department reported they could not be classified according to these types. The Department noted, however, that the majority were attributed to the area of 'inappropriate behaviour'.

Sources: PSES and ICS

Where breaches were found, the most common outcomes were overwhelmingly reprimands or formal written warnings, as shown in Table 3.2. This was the same as the previous year and indicates most instances of unethical behaviour, where they occur, would not meet the threshold of minor misconduct.

Table 3.2 Outcomes of breaches of ethical codes, 2014/15

	Number of outcomes
Reprimand	273
Formal written warning	253
Termination of employment	52
No sanction imposed for reasons other than employee resignation	41
Counselling/dispute resolution	37
Training and development	29
Improvement notice	22
Deductions from salary by way of a fine	17
Performance management	13
Reduction in salary	8
Reduction in classification	5
Further employment contract not offered	4
Employee transferred	4
Reassignment of duties	3
Other outcomes (e.g. written apology, localised management)	7
TOTAL	772^(a)

Note: A completed process can be counted against more than one type of outcome.

(a) Includes four outcomes where entities reported the type of outcome could not be identified.

Sources: PSES and ICS

In the 2015 ICS, local governments, boards and committees, public universities and GTEs were also asked about the types of disciplinary matters they had managed.

As shown in Table 3.3, breaches relating to inappropriate personal behaviour during working hours were more common for these authorities than the public sector. Formal written warnings were the most common type of outcome, indicating most instances of unethical behaviour, where they occur, would not meet the threshold of minor misconduct.

Disciplinary matters across all types of government authorities most commonly related to personal behaviour during working hours, such as inappropriate language or disrespecting co-workers.

Table 3.3 Alleged breaches of staff conduct codes and policies in local governments, boards and committees, universities and GTEs, 2014/15

	Number of completed processes		% of total where breach found
	Total	Breach found	
Inappropriate behaviour of employees during working hours	324	271	84
Misuse of drugs or alcohol	47	46	98
Bullying	74	40	54
Falsification of information or records	32	32	100
Improper use of public resources (e.g. vehicles)	35	31	89
Improper use of internet or email	27	26	96
Fraudulent or corrupt behaviour	36	25	69
Inappropriate access of confidential information	15	11	73
Failure to manage conflicts of interest	21	10	48
Workplace theft	12	9	75
Unauthorised disclosure of information	12	8	67
Inappropriate acceptance of gifts or benefits	6	6	100
Other elements (e.g. failure to follow proper process/policy/instruction)	74	54	73
TOTAL	715	569	80

Note: A completed process can be counted against more than one type of breach.

Source: ICS

Complaints

Public authorities may receive a range of other complaints from outside the organisation that do not necessarily lead to formal disciplinary processes. Information about complaints informs the integrity landscape and the assessment of misconduct risks in public authorities.

Twenty-eight per cent of local governments, boards and committees, public universities and GTEs that completed the ICS received complaints about staff behaviour in 2014/15. Complaints were most often about inappropriate personal behaviour (such as language, gestures or phone manner), customer service quality, disagreement with staff decisions (for example around licensing) or use of public resources (such as unsafe driving of government vehicles). The universities also received some complaints about teaching quality and perceived fairness of assessment.

Bullying

Courtesy, consideration and sensitivity amongst employees are essential to an ethical public sector. However, it is important to distinguish bullying from other forms of workplace behaviour, such as taking legitimate management action.

Perceived bullying rates continue to be lower in WA than in other Australian jurisdictions.

During the preceding 12 months, 10% of EPS respondents felt they had been bullied in their workplace (same result as in 2014). This was reported as typically constituting verbal abuse and criticism, dissemination of false information or rumours, and behaviour contributing to employee isolation or exclusion.

Rates of perceived bullying by employees continue to be lower in WA than in other Australian jurisdictions, with between 17 and 26% of employees in other jurisdictions reporting being subject to bullying, where information was available.⁹

Reporting unethical behaviour

Building confidence in reporting will strengthen the ethical culture of public authorities.

All staff should feel they can report behaviour not in keeping with their workplace culture, without fear of recrimination.¹⁰ Where a strong ethical culture is in place, employees will, to a degree, self-police.

In general, public sector employees indicate they understand how to report unethical behaviour (83% of 2015 EPS respondents). However, only 56% who witnessed unethical behaviour over the preceding year reported it at least some of the time. This is similar to responses provided in previous years.

The Commission will continue to assist public authorities to build employee confidence in reporting as part of their integrity promotion functions.

⁹ 17% in the APS, 19% in Victoria, 18% in Queensland and 23% in New South Wales. Definitions of bullying may differ between jurisdictions – for further information see Appendix B.

¹⁰ Kasalana 2015, *How do we promote ethical behaviour?*

Public interest disclosure

Across the board, Australian legislation requires government to have internal procedures for facilitating disclosures, and also for protecting and supporting employees who report behaviour.¹¹

Researchers from Griffith University are currently collaborating with integrity agencies from around the country to examine organisational responses to employee reporting of unethical behaviour. Recently awarded funding under the Australian Research Council's Linkage Projects scheme, the project will identify the factors that influence organisational responses, provide a research basis for future reform of policies and law, and set benchmarks for national and international comparisons.

In WA, the [Public Interest Disclosure Act 2003](#) (PID Act) provides protection for those making disclosures about behaviour and those who are the subject of disclosures.

Employee awareness and confidence

It is important that systems, policies and processes are not only in place, but are communicated to employees and inspire confidence in their use.

Fifty-five per cent of 2015 EPS respondents indicated they know where to go to make a disclosure, down from last year's result (63%). However, for those who knew how to make a disclosure, 65% indicated they would make one if they became aware of public interest information (compared to 69% last year). This suggests that, while strategies to improve awareness are needed, employee generally have confidence in disclosure policies and processes.

Organisational strategies

Public authorities are required to facilitate the management of disclosures in accordance with the PID Act. As part of these requirements, most public authorities (91%) reported designating at least one occupant of a specified position to receive disclosures.

Sixty-three per cent of public authorities reported publishing internal procedures for disclosures, same as last year. Awareness raising strategies most commonly used by authorities were publishing the names of PID officers, ensuring PID officers attend the Commission's training, and publishing information regarding the Commission's advisory service.

One public authority reported it had investigated allegations of non-compliance with the PID Act during 2014/15. It was alleged that an incorrect decision had been made as to whether a disclosure was appropriate for the purposes of the PID Act, and in response to the allegations, the authority proceeded to investigate some aspects of the disclosure.

11 Blueprint for Free Speech 2014, *Whistleblower protection laws in G20 countries - priorities for action*

Disclosures

This year, a total of 53 disclosures were reported as received by public authorities (compared to 52 in the previous year). Issues raised continue to represent a very small proportion of all matters considered by public authorities (for example, more than 20 times as many disciplinary processes were undertaken in 2014/15).

Of the 53 disclosures received, 14 were assessed by public authorities as appropriate for the purposes of the PID Act. In the 2014/15 reporting period, 23 distinct matters were covered in the 14 PIDs assessed as appropriate. These matters related to improper conduct (11); alleged offences under written law (3); substantial irregular or unauthorised use of public resources (3); substantial mismanagement of public resources (3); and acts or omissions that involve a substantial and specific risk of injury to public health (1), harm to environment (1), or prejudice to public safety (1).

Three disclosures were referred to another body for investigation and two were not investigated as provided for under the PID Act.

High performance

Improving the sector



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The public sector continued to face a challenging fiscal climate during 2014/15, with an ever increasing focus on improving productivity and efficiency.

A number of measures were implemented by the Government to limit expense growth. As a result of these measures, salaries growth for in 2014/15 was a modest 2.9%, the lowest rate of growth in salaries expenditure since 1998/99.¹²

These changes in the operating climate are encouraging innovation to improve the way the public sector works and increase performance across the state. This year's results show the sector continues to create opportunities by driving employee engagement through senior leadership, work/life balance and job empowerment.

Higher rates of staff participation in formal performance meetings and investment in performance development were reported this year, with an opportunity to move towards more on-the-job training. However, there was little change in representation of diversity groups within the sector. Workforce diversity leverages a range of skills, knowledge and experiences to drive performance.



12 Government of Western Australia 2015, *2014-15 Annual report on state finances*

Innovation driving performance

Sector performance is driven by a culture of creativity and productivity and by increasingly educated staff, who are seeking to contribute to their organisation's performance.¹³ Close to three-quarters (73%) of respondents to the 2015 employee perception survey (EPS) reported their workgroup has implemented innovative ideas in the last 12 months.

Many examples of promoting innovative practice for improved performance were reported by public authorities in the 2015 public sector entity survey (PSES). For example, Challenger Institute of Technology's 'Innovate program' creates opportunities for staff to contribute ideas for improvements to services and business processes through an online microsite that allows the ideas to be discussed, rated and promoted.

Similarly, Main Roads WA launched an 'Innovation and research' program in 2015 to encourage, promote and record innovative ideas, research and trials. Staff submit their ideas and research proposals through an 'ideas forum' on their intranet, and these are evaluated by a panel of experts from across Main Roads who prioritise proposals, recommend further initiatives and investment and endorse innovation strategy.

Landgate has had an innovation program in place since 2008, which encourages staff to create new solutions and submit proposals to be assessed for funding. The following case study highlights an innovative solution developed as a result of the program.

Success in promoting staff innovation - Landgate

Landgate recently collaborated with Aerometrex to develop a unique digital aerial mapping solution that combines technologies, based on a proposal from employee Mr Bavin Shah, Sales Executive, funded through Landgate's Innovation Program.

Mr Shah saw an opportunity to integrate the earthmine 3D high-resolution street mapping system with Aerometrex's Aero3DPro fully textured, geographically accurate 3D models, which have the capacity to incorporate all natural and human-built objects in a scene. Previously, 3D aerial imagery was not capable of providing high resolution images of objects at ground level, and scenery under trees or buildings could not be seen. By combining the technologies, users can identify and analyse assets and infrastructure on both a large scale and in detail, which will likely be of benefit to customers such as local governments in managing assets and making planning decisions.

The prototype solution recently won the WA Spatial Excellence Award for Innovation and Commercialisation, showcasing the value of promoting and supporting staff innovation.

13 Institute for Public Administration Australia 2014, *Shaping the future through co-creation*

Employee engagement

Engaged employees are more committed to their organisation and motivated to be productive. They are generally more innovative, more likely to ‘go the extra mile’, less likely to leave, and likely to take fewer days of unplanned personal leave.

Employee engagement index

In 2014, the Public Sector Commission commenced measuring employee engagement through the EPS, using an engagement index developed by the UK Civil Service and regularly used by other Australian jurisdictions.¹⁴

In 2015, the engagement score for WA is 67, compared with 66 in 2014. As shown in Figure 4.1, this compares favourably with other jurisdictions.

Figure 4.1 Employee engagement index across jurisdictions, 2014 and 2015



Sources: EPS and other inter-jurisdictional publications (see Appendix B)

Engagement scores varied substantially between public sector entities that participated in the 2015 EPS (from 51 to 74).

Further analysis of employee engagement found that:

- Regional employees had similar engagement levels to those in metropolitan areas (68 compared to 67).
- Employee engagement was highest for staff employed for less than a year (75), and lowest for those who had been with their agency for 20 years or more (63).

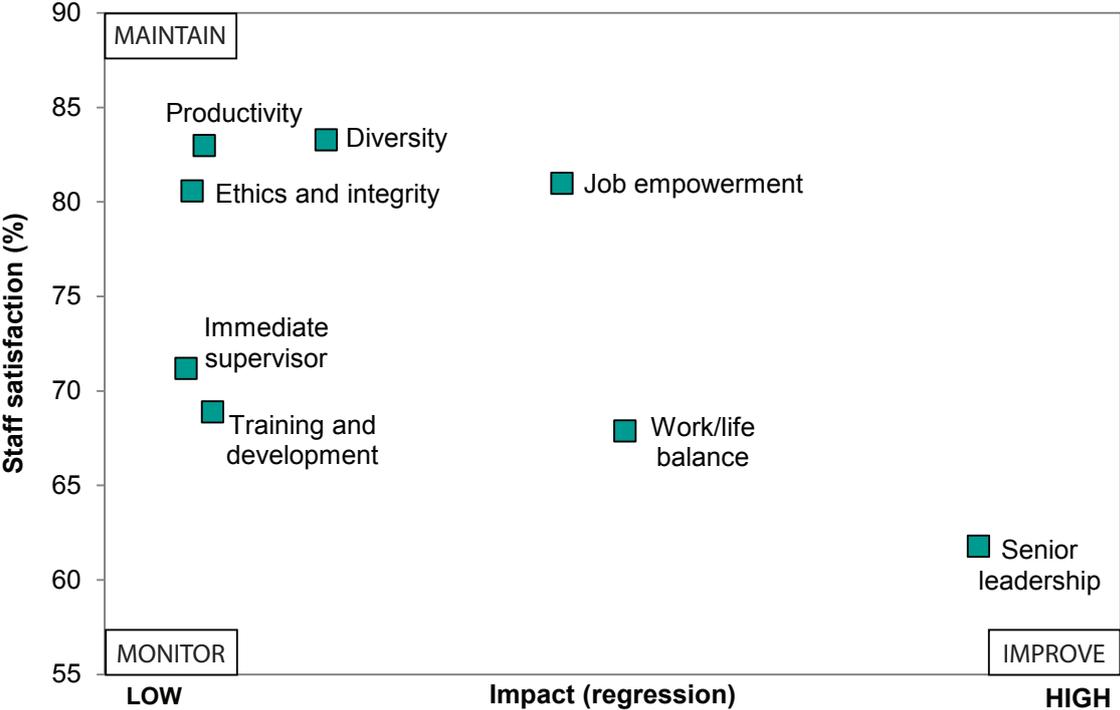
¹⁴ For further detail about the Commission’s employee engagement model, please see Appendix C.

Key drivers of employee engagement

Identifying the factors that drive employee engagement can help target efforts to improve capability, resources, policies and planning within the public sector.

As shown in Figure 4.2, this year’s analysis again found that senior leadership is the key driver of engagement.

Figure 4.2 Employee engagement drivers in a public sector sample, 2015



Source: EPS (see Appendix C)

Satisfaction with senior leadership, as the most impactful factor, was moderate, representing an area where there is potential for improvement.

Work/life balance may have emerged as a driver of engagement this year as employee satisfaction was lower than in previous years. In 2015, a majority of EPS respondents worked in frontline service delivery roles.

Outcomes of employee engagement

In looking at the outcomes of engagement for the 2015 EPS respondents, engaged employees were:¹⁵

- more likely to feel their workgroup is productive (97%, compared to 72%)
- more likely to believe their workgroup has developed innovative ideas in the last year (89%, compared to 54%)
- more likely to indicate no intention to leave their entity in the next two years (87% compared to 56%).

These results support the view that engaged employees are more likely to be productive and innovative.

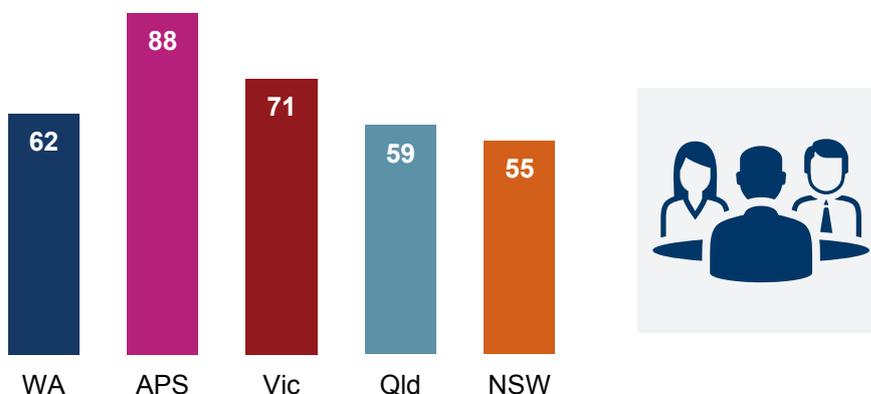
Managing employee performance

Effective performance management at the employee level can drive broader organisational performance through creating opportunities to recognise high performance, identify capability development needs and ensure that clear expectations are outlined for outcomes and behaviour.

In 2015, just under half (49%) of public sector entities reported in the PSES they had conducted formal performance meetings with most staff (increased from 42% in 2014).

Similarly, 62% of 2015 EPS respondents reported completing a formal meeting with their supervisor in the past 12 months and 79% had participated in informal performance discussions. This is lower than the APS and Victoria, but slightly higher than other states, as shown in Figure 4.3.

Figure 4.3 Employees reporting receipt of performance feedback across jurisdictions, 2014 and 2015 (%)



Sources: EPS and other inter-jurisdictional publications (see Appendix B)

¹⁵ Based on a comparison of employees in the highest and lowest quartiles of engagement index scores.

Through the 2015 PSES, public sector entities reported that managers find it challenging to manage performance activities as well as increasing service demands. However, many entities also noted they had put in place initiatives to improve managerial skills and confidence in providing performance feedback.

Performance management also creates an opportunity to plan developmental tasks and consider career aspirations. Similar to last year, less than two-thirds of 2015 EPS respondents (56%) were satisfied with opportunities for career progression in their entity (similar to the NSW public sector at 54%).

In the 2015 EPS, employees reported the following types of career development matters were discussed in their performance meetings:

- performance development activities for the employee's current job (73%)
- other development activities for career progression (54%)
- career progression opportunities within the entity (34%).



Developing staff capability

Many entities reported in the 2015 PSES that flexible and skilled staff are critical in responding to a changing operating environment. Learning and development activities support and prepare for performance during times of change.

One program supporting an agile public sector workforce and the community, and creating opportunities for workers to develop new skills, is described in the following case study.

‘Supportive employer’ program for Defence reservists

In April 2015, the sector was encouraged by the Public Sector Commissioner, Mr Mal Wauchope, to register as part of the Defence Reserves ‘Supportive employer’ program.

The Commissioner noted reservists have unique skills, qualities and knowledge, and commitment to employing reservists brings value to the public sector workforce through diversity and the skills, qualities and knowledge gained by them through military service.

‘As a longtime supporter of the Defence Reserves Support Council’s supportive employer program, I am proud to see the growing number of public sector organisations that have registered as part of this important program’, he said.

‘In 2015, the WA public sector, which includes both state and local government, comprises close to 40% of those registered as a supportive employer.’

‘A key objective of the ‘Supportive employer’ program is to enhance the availability and assist the retention of reservists for service, which requires employers demonstrating their support for Reserve service’.

‘It is important to acknowledge that behind every reservist is a supportive employer and as a sector, we recognise the valuable contribution of employers who support reservists to actively participate in sustaining Australia’s national security and wellbeing.’



From left to right: The Member for Churchlands Sean L’Estrange MLA, Colonel 13th Brigade Army; Brett Lane, Lieutenant commander (Navy); Damian Lambert, Squadron Leader 7 Wing Australian Air Force Cadets (Public Sector Commissioner); David Thompson AM, Brigadier (teacher at Rosalie Primary School); David Trench, Chair Defence Reserves Support Council WA; Murray Lampard APM, Vice President National Defence Reserves Support Council; Mal Wauchope, Public Sector Commissioner; David Mustard, Squadron Leader (RAAF)

70:20:10 framework

The 70:20:10 framework for performance development indicates 70% of learning comes from action, 20% from relationships and 10% from formal programs.

In 2014, Polytechnic West launched its 'Capability development framework 2014-2016' based on the 70:20:10 model. As part of the framework, a 'Bright ideas' initiative encourages staff to identify and implement solutions to business challenges through work-based experiential and social activity. For example, one 'Bright idea' has been to start up an e-learning user group for training delivery. This group meets on a monthly basis to hear from external speakers, as well as peers, about better practice and lessons learnt in using e-learning technology, with a view to adopting suitable practices within Polytechnic West.

This year, the Department of Fisheries has seen a number of temporary vacancies filled by employees from different areas of the business, most notably senior scientists filling high-level policy management roles. This has provided the scientists with exposure to a different area of the business, allowing them to make stronger connections with policy development staff and to develop a better understanding of each other's issues. This experiential learning also helps with breaking down the silos that occur with divisions housed in different physical locations. Fisheries has also had a senior policy officer fill a senior scientist role and reaped the same benefits.

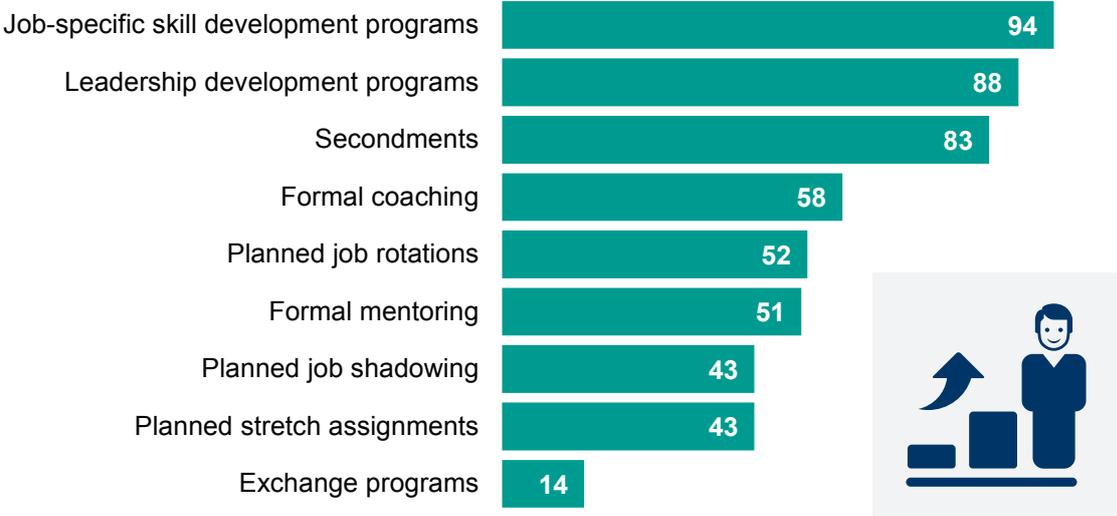
Efficient learning and development

Investment in learning and development is especially important during times when reducing budgets may prioritise service expenditure over staff development, resulting in skills gaps over time.

The 2015 EPS results indicate entities continue to invest in staff development activities. Almost three-quarters (74%) of respondents reported development opportunities were available to all employees (compared to 72% in 2014). However, a smaller proportion (58%) continued to report their entity provides adequate opportunities for developing leadership skills.

While budgets for traditional off-the-job training may be reduced, opportunities remain to develop staff through stretch assignments and project work, job rotations, secondments and job shadowing. In the 2015 PSES, entities were asked to identify the development initiatives they had undertaken. Figure 4.4 shows that entities are most likely to have staff participating in formal training programs.

Figure 4.4 Entities with staff who participated in learning programs, 2014/15 (%)



Source: PSES

Training expenditure should be targeted to reflect capability requirements and skills gaps. Part of ensuring ‘value for money’ involves determining the benefits to the organisation after an employee has completed training activities.¹⁶

In the PSES, entities were asked to report how they had measured return on investment during 2014/15. Entities reported strategies such as:

- monitoring changes in employee skills and abilities through the performance management program after training completion
- seeking feedback from training program participants, and from their supervisors, regarding the transfer of skills to the workplace
- evaluating staff skills before and after job rotations, secondments, or acting arrangements.

Within the state, creating opportunities for training and development in regional areas can be challenging as it is more difficult to access specific formal training programs or to coordinate mobility opportunities. However, 2015 EPS respondents in regional locations reported similar training opportunities to metropolitan staff (72% and 74% respectively).

The sector is working with the University of Technology Sydney as part of the University’s ‘[Regional high performance networks](#)’ pilot program, which aims to build a targeted management and leadership development program for regional Australia.

¹⁶ Australian Institute of Management 2013, *Learning and development in the public sector: The case for maintaining investment in the tough times*

Developing capability across borders

Public authorities are increasingly working with overseas partners, particularly in the Asia-Pacific region. In response, the sector is implementing a series of programs to improve cross-country understanding of government structures and processes. These include:

- two interns from Brunei being hosted by the Commission as an inaugural exchange between the Australian and Bruneian Governments
- public servants from Ghana, who are on scholarships to learn about the state's world-class land management system, being hosted by Landgate
- an exchange program for senior leaders to learn in China, with the Australian Institute of Management.

The sector has also recently led an Australian-first initiative to strengthen links with the Indonesian public sector as described in the following case study.

Western Australia and Indonesia – A public sector without borders

In 2015, 27 senior Indonesian public servants participated in an 'International future leaders' program. As recipients of the Australia Awards, the participants are studying for postgraduate qualifications at Perth universities.

The program has provided participants with a whole-of-government perspective on the sector's political, legislative and operational context and an appreciation of its complexity and importance to the community.

Consisting of presentations and agency visits between July and October 2015, program participants experienced the public sector in action, with visits to the Botanic Parks and Gardens Authority, the Departments of Fisheries and Mines and Petroleum, the Rivers and Estuaries Division of the Department of Parks and Wildlife, and the City of Stirling. The opportunity to share ideas and solutions that could be beneficial to both jurisdictions was a key consideration in developing the program.

The program culminated on 13 October 2015 with a visit to Government House and a meeting with the Governor, during which program participation was recognised. This was a unique experience that the participants will take home with them.



Performance through diversity

Employing skilled employees from diverse backgrounds enables the sector to better respond to the needs of stakeholders in designing services.

Table 4.1 shows the representation of diversity groups in public authorities for 2015. Results for all diversity groups are similar to 2014.

Table 4.1 Representation of diversity groups in public authorities, 2015 (%)

Diversity group	Public sector entities	Local governments	Universities	Government trading enterprises
Aboriginal Australians	2.8	1.9	1.0	1.6
People with disability	2.1	1.5	1.6	1.3
Women in the Senior Executive Service	32.2	-	-	-
People from culturally diverse backgrounds	12.4	15.0	23.7	18.2
Youth (24 years and under)	4.4	14.4	6.5	5.0
Mature workers (45 years and over)	52.5	49.4	32.9	46.2

Sources: HRMOIR (June 2015) and EEO surveys (March 2015).

Aboriginal Australians

WA is a signatory to the Council of Australian Governments' (COAG's) [National partnership agreement on Indigenous economic participation](#). COAG's agreement sets a national target of 2.6% Aboriginal representation in the public sector workforce by 2015, and WA has committed to a target of 3.2%.

While the COAG target was exceeded for the public sector in 2012 (3.3%), at June 30 representation was the same as the estimate for the WA working age population (2.8%),¹⁷ and was similar to the previous year (2.9%).

Aboriginal employment presents some complex workforce challenges such as levels of education and training, quality of health, remote locations, discrimination and job retention levels.¹⁸ To ensure Aboriginal staff continue beyond a cadetship or traineeship program within the sector, these must be supported by a strong employment and retention strategy.

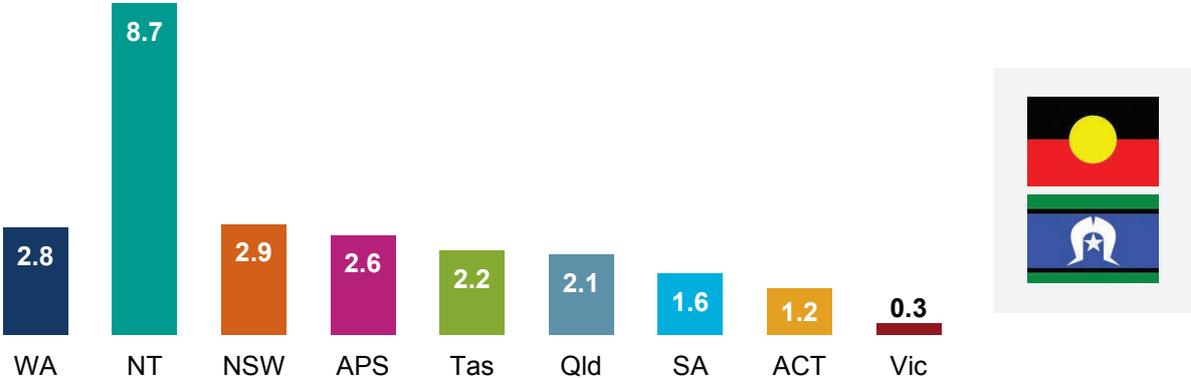
¹⁷ ABS 2013, *2002.0 – Census of population and housing: Aboriginal and Torres Strait Islander peoples (Indigenous) profile, 2011 third release*

¹⁸ Australian Institute of Health and Welfare and Australian Institute of Family Studies 2012, *Increasing Indigenous employment rates*

While retention of Aboriginal employees continues to be a challenge and somewhat explained previously by the nature of the labour market, it is clear that more needs to be done to support ongoing and long term employment. Greater flexibility could be provided in the workplace to better meet cultural and community obligations and consideration given to more supportive strategies to not only retain Aboriginal employees but to advance their career in the public sector.

The WA public sector continues to have one of the highest representations of Aboriginal employees across jurisdictions, and was similar to NSW, as seen in Figure 4.5.

Figure 4.5 Representation of Aboriginal employees across jurisdictions, 2014 and 2015 (%)



Sources: HRMOIR and other inter-jurisdictional publications (see Appendix B)

In 2014, the Department of Training and Workforce Development launched a revised Aboriginal workforce development strategy, [Training together – working together](#). The strategy is supported by five Aboriginal Workforce Development Centres that were established in Perth and four regional centres in 2010 and 2011 (Kalgoorlie, Geraldton, Bunbury and Broome).

The Centres work with over 800 service providers and other organisations to assist Aboriginal people into employment or training. They promote vacancies to job seekers, provide career guidance and information about training opportunities, develop employability and provide Aboriginal role models. They also assist employers by providing advice on attraction and retention strategies, and access to mentoring services and cultural awareness training. Since 2010, over 1300 Aboriginal people have been assisted into employment or education.

In 2015, the Department of the Premier and Cabinet implemented the ‘Aboriginal youth services investment reforms’ to increase the effectiveness of expenditure on programs and services provided to Aboriginal youth in the state. The reforms require that investment is prioritised in programs that build resilience, increase school attendance and enable Aboriginal youth to be job-ready, and in programs that are targeted towards young people who are at risk of anti-social or criminal behaviour, substance abuse and mental health issues.

This year, the Department of Fire and Emergency Services (DFES) launched a new cadetship program to increase workforce diversity, as highlighted in the following case study.

Department of Fire and Emergency Services – Firefighter cadet program improving outcomes for Aboriginal people

DFES has collaborated with State and Commonwealth Government agencies, training organisations, the not-for-profit sector, and sporting and recreational groups to deliver the ‘Aboriginal firefighter cadetship’ program. This vocational employment and training initiative assists participants to develop skills and confidence and enhances their competitiveness within the trainee firefighter recruitment process. The program launched in January 2015 with 11 participants.

During their 12 months of paid employment with DFES, cadets complete their vocational training while also being encouraged to carry out community engagement activities to enrich their personal cultural identity and establish themselves as leaders within their own communities. Cadets have assisted with art and sporting activities in primary schools, and provide support at the Kommunity Kitchen at the South Lake Ottey Centre where they engage with community members and are planning to establish a community bush tucker garden.

A father-in-law of one of the cadets reported that ‘he is a more mature man now, who has stepped up to his family responsibilities, living a healthier and more productive life, not only for himself but for his family.’

Through practical and theoretical components, and support provided by specially trained career firefighter mentors, cadets also develop their leadership, teamwork and communication skills. During the program, participants also work toward a Certificate II in Resources and Infrastructure. Five cadets continue to progress through the firefighter recruitment process after having successfully made it through shortlisting, aptitude, and physical testing.

Commissioner Wayne Gregson APM said ‘DFES is committed to increasing our Aboriginal workforce to better reflect the diversity of the community we serve and we’re eager to strengthen ties with regional and remote communities through the program.’

DFES was the winner of the 2015 Premier’s Award for ‘Improving Aboriginal outcomes’ for the cadetship program.



The 'Jawun Indigenous Corporate Partnerships' program places secondees from corporate and government entities into Indigenous organisations in regional communities. The secondees work to build capacity in the organisation and help achieve the organisation's goals, and gain insights into the challenges facing Indigenous communities, as highlighted in the following case study.

Jawun Indigenous Corporate Partnerships creating opportunities

In July 2014, Ms Karen Rogers accepted a secondment opportunity to an Indigenous community through the Jawun Indigenous Corporate Partnerships program. The program requires participants to work and live in remote locations within the Kimberley for a five week period.

Karen, Manager in Business Services at the Swan River Trust, was the successful candidate for the West Kimberley placement, and was seconded to the Broome office of the Kimberley Land Council (KLC). The KLC was established in 1978 and represents traditional owners in the Kimberley region.

Karen worked with the Chief Executive Officer and the Land and Sea Manager to develop a proposal for establishing and managing the Kimberley Trust Fund. This included facilitating a workshop with the Bardi Jawun Ranger Group and the Cultural Advisory Committee to identify issues facing the region and how the Trust could support their objectives.

'I felt I made a significant contribution to the project and was privileged to have attended meetings with local Aboriginal elders. Being taken to significant sites and introduced to spear making and mud crabbing while camping under the stars was also a privilege for me', Karen said.

'I have seen firsthand the issues facing the Kimberley region as well as the willingness and determination of organisations like the KLC in trying to close the gap'.

Karen found attending the Broome races with other public sector employees on the program was a unique way to develop collegiate relationships, which have continued after the program.

'I encourage other public sector employees, especially those who do not have a good understanding of the issues faced by Aboriginal people, to consider applying to the program'.

The Public Sector Commission and the Australian Public Service Commission continue to facilitate the program.

To learn more about the program, visit www.jawun.org.au

Through strong leadership, community engagement and the flexibility to respond to industry demands, the Kimberley Training Institute has grown into an organisation that is recognised for excellence in training, and is making a difference to employment outcomes for Aboriginal Australians in the region, as highlighted in the following case study.

Training excellence at the Kimberley Training Institute

Ms Karen Dickinson has been the Managing Director of the Kimberley Training Institute (KTI) since 2009. In that time, KTI has almost doubled in size, and in 2014 it delivered training to over 4200 students in the Kimberley, directly impacting the lives of over 10% of the population of the region.



Over half of KTI's students are Aboriginal and Torres Strait Islander. KTI employ a team of 14 Aboriginal non-teaching staff across its six campuses to support Aboriginal students and maintain connections to community and country. Through mentoring, social and financial support, KTI is working to eliminate barriers to participation in training and promote a more equitable training culture.

KTI works closely with communities and industry to prioritise training in areas of skills shortages in the Kimberley. Areas of high demand include health and community services, metals and mining, agriculture, education and childcare, and building and construction. In 2015, new facilities were added at the Broome campus to respond to growing demand for engineering and civil construction skills, and a new maritime simulation centre to provide unique training and employment opportunities in the region.

Under Ms Dickinson's leadership, KTI won the 'WA large training provider of the year' award in 2013 at the WA training awards, and the 'Best regional hospitality education and training provider' at the 2015 Australian Hotels Association WA Hospitality Supplier Awards.

People with disability

The public sector representation of people with disability was slightly lower in 2015 at 2.1% (see Figure 4.6), compared to 2.3% in 2014. While this figure compares favourably with the estimated proportion of the WA population that requires assistance with core activities (1.9%¹⁹), there is room for significant improvement.

Figure 4.6 Representation of employees with disability across jurisdictions, 2014 and 2015 (%)



Source: HRMOIR and other inter-jurisdictional publications (see Appendix B)

The Disability Services Commission has partnered with the Local Government Managers Association on the 'Lighthouse project', which aims to increase the employment of people with disability in local government. As part of the project, a survey was undertaken in local governments to identify opportunities and barriers to employing people with disability.

The majority of local government respondents believed the employment of people with disability would bring benefits such as a more diverse workforce, increased retention of employees who acquire a disability and more user-friendly workplaces. Barriers identified included attracting people with disability to apply for vacancies, lack of knowledge of support options available, cost of workplace modifications and lack of confidence in managing people with disability in the workplace.

To address some of these issues, as part of the 'Lighthouse project' a series of training workshops have been conducted to inform local governments about the benefits of employing people with disability. Local governments can apply for new \$10 000 grants to develop initiatives to increase employment of people with disability.

The 'Willing to work: National inquiry into employment discrimination against older Australians and people with disability', led by the Commonwealth Age and Disability Commissioner, Ms Susan Ryan, is examining workplace practices, attitudes and legislation that affect equal participation in the employment of people with disability and older Australians.

¹⁹ ABS 2012, 2011 census of population and housing

The inquiry will make recommendations for action to address employment discrimination and will report on its findings in July 2016.

Recently, the Department of Mines and Petroleum (DMP) received a Certificate of Appreciation from Western Australian Disability Enterprises (WADE) for initiatives to provide employment for people with disability. DMP recently awarded the cleaning contract for their head office to disability service provider, Intework, and had previously contracted another business from the WADE network to maintain gardens in several of their office locations. DMP is one of 27 government agencies using WADE providers who employ people with significant disability, and recent legislative changes for local governments enable services to be purchased from WADE providers without going through a competitive tender or quotation process.

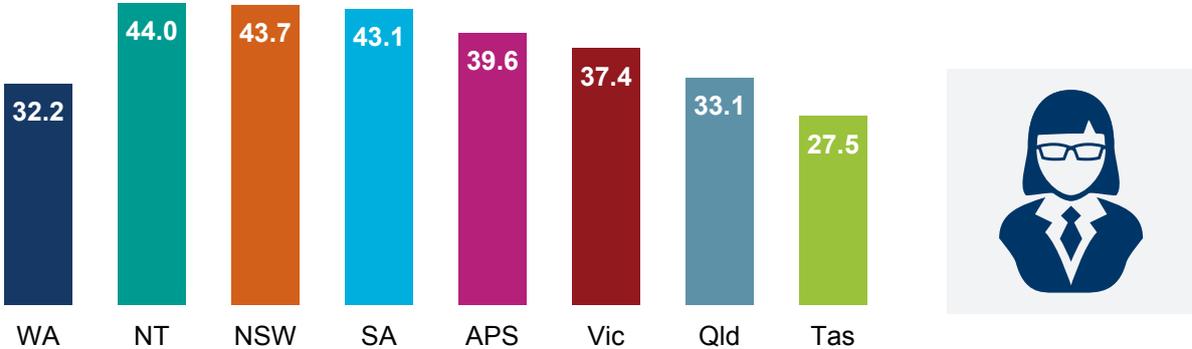
The Commission is collaborating with the Disability Services Commission to develop strategies to build awareness of the benefits of employing people with disability, to prepare organisations to employ people with disability through facilitating partnerships with disability employment service providers, and to provide opportunities to people with disability to support their productivity and development in the workplace.

Women in leadership

Women make up the majority (72%) of the WA public sector workforce, yet accounted for only 32% of Senior Executive Service (SES) positions in 2015. However, the proportion of women in the SES has increased from 24% in 2005, and by two percentage points since last year.

The representation of women in the SES in WA is second-lowest amongst jurisdictions, as shown in Figure 4.7.

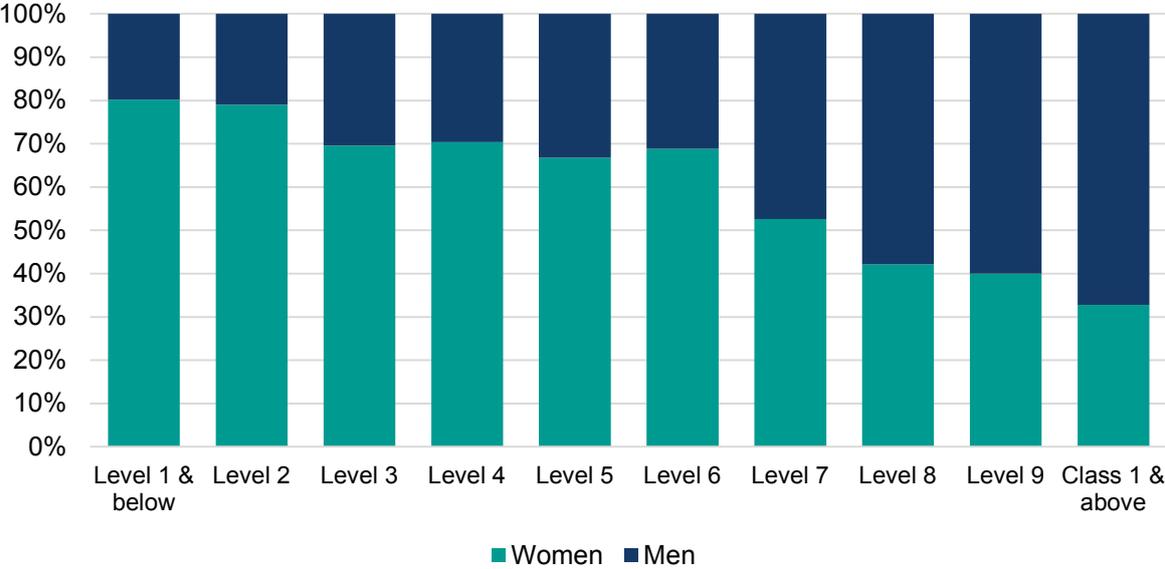
Figure 4.7 Representation of women in senior executive positions across jurisdictions, 2014 and 2015 (%)



Sources: HRMOIR and other inter-jurisdictional publications (see Appendix B)

Figure 4.8 shows that public sector positions at higher salary bands tend to be predominately occupied by men. Two thirds of Class 1 and above employees are male.

Figure 4.8 Gender distribution across public sector salary bands, June 2015



Source: HRMOIR

Research is being undertaken into unconscious bias in public sector recruitment and employment to raise the profile of inclusive practices to support women in leadership roles. With the aim of raising awareness of unconscious bias and promoting organisational policies and actions to manage and reduce bias in the workplace, a range of initiatives are being developed, such as training workshops targeted at senior executives and selection panel members.

In 2015, two consultative forums hosted by the Premier and the Minister for Women's Interests were held. These brought together industry leaders from the private sector and state and local government to tackle workplace issues that affect women.

The first forum in March identified strategies to promote science, technology, engineering and maths careers and trades to girls and young women, and the second focused on improving workplace practices to support women to remain in the workforce and attain leadership positions. A third scheduled forum will examine ways to re-engage and train women who have been out of the workforce for an extended period.

The Equal Opportunity Commissioner has also prompted the formation of an inaugural group of WA CEOs, which aims to improve gender equity outcomes as described in the following case study.

CEOs for gender equity

The 'CEOs for gender equity' group was formally launched in December 2014 and comprises 17 CEOs from the private, public and not-for-profit sectors.

Gender equity outcomes include targeting gender balance on boards, in leadership roles and across the workforce. Importantly, the group will also focus on gender pay equity, where WA is the poorest performing state in the nation.

Equal Opportunity Commissioner, Allannah Lucas, said the CEOs were showing their commitment to addressing gender inequity in WA not only because it made good business sense, but because it made good sense for the state.

'Nationally, WA has the lowest female representation on boards and the highest pay gap. There is low representation of females studying science, technology, engineering and maths, and a continuing concern is that women feel discriminated against in the workplace. The member CEOs are committed to this initiative because we believe a state like WA can do better', she said.

The 'CEOs for gender equity' initiative has initially focused on the three key areas of education, workplace flexibility and women in leadership. 'By choosing these focus areas, the CEOs aim to promote gender equity from early in an individual's education and throughout their working life', Ms Lucas said.

Ms Lucas stated through improving gender equity in their own organisations, the member CEOs aimed to lead by example and thus improve gender equity throughout the state. 'We have launched this initiative to grow awareness of gender inequity and the ramifications of its existence, plus set an example for other heads of organisations who want to bring about change within their organisations', she said.



Culturally diverse backgrounds

Around one in eight employees (12.4%) in the public sector were born in countries where English is not the primary language, most commonly in India, Malaysia, Singapore, or the Philippines. This is similar to estimated representation in the WA population at 14.0%.²⁰

The WA Culturally and Linguistically Diverse Across-Government Network (WACAN) was set up in 2004 as a forum for state government to discuss cultural diversity issues. The network is now made up of representatives from 19 public sector entities.

Since 2010, WACAN has focused on the key areas of language services, substantive equality and data collection, and has contributed to the review of the WA Language Services Policy 2008, organisation-specific language services policies, the Equal Opportunity Commission's 'Substantive equality' program, the 'Common use agreement for translating and interpreting services', and [Guide to cultural and linguistic data collection for the public sector](#).

Youth

Less than 5% of employees in the WA public sector are aged under 25 years, compared to 15.2% of the WA labour force.²¹ This disparity may be partially due to the nature of public sector positions, which often require professional qualifications (48.8% of the public sector workforce are employed in 'professional' positions).

In addition, the automation of core functions over time and streamlining of operations have also impacted on the number of entry-level positions available. Attracting and retaining the younger workforce is important for succession planning to ensure there are sufficient staff with the potential to lead the sector in the future.

Local governments employ a greater proportion of young employees, with 14.4% of their workforce aged under 25 years. Local governments employ more casual employees than public sector entities, and these positions often offer opportunities for young people to gain employment.

The State Training Board is currently undertaking research into young people's challenges with training and employment and developing a youth workforce development plan, to explore how government and industry can support the employment of young people in the state.

Mature workers

More than half of the public sector workforce are aged 45 years and over (52.5%), however these employees, especially as they get older, may face challenges when seeking new work opportunities. Just over one-quarter (26%) are aged 55 and over, and may retire within the next 10 years.

In addition to examining the employment of people with disability, the 'Willing to work' inquiry referred to in this chapter will also examine obstacles faced by mature workers while participating in the workforce and when attempting to gain employment.

²⁰ ABS 2012, *2011 census of population and housing*

²¹ Australian Bureau of Statistics 2015, 6291.0.55.001 – *Labour force, Australia, detailed – electronic delivery, June 2015*

Open collaboration

Partnering for success



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Delivering high quality services 73



As the WA public sector moves towards an approach of facilitating services, partnerships and contracting relationships across sectors and organisations are becoming more commonplace. By working with and through other organisations, public authorities are creating opportunities in remote communities through a higher level of flexibility, trialling different service solutions under different providers and delivering multiple services that are simultaneously enhanced.

As reported through organisational surveys, the community continues to be satisfied with public service delivery in key areas such as health, transport and training, and there are increasing opportunities for citizens to engage with the public sector around policy and design of services.

Collaboration within the sector

Collaboration is a key priority of the WA Government's [State planning strategy 2050](#), which highlights the need for partnerships, alliances and networks to encourage new ways of doing business and progress the state's growth and prosperity.²² One significant example of collaboration within the sector has been the 'Royalties for regions' program, as described in the following case study.



22 WA Planning Commission 2014, *State planning strategy 2050*

Reinventing the regions

Western Australia covers one-third of the Australian continent and is comparable in size to Western Europe. Given the state's vast expanse, the challenges and opportunities facing each of the nine regions varies immensely. While mining is a dominant industry for many regions, agriculture and tourism are vital sources of income for others.

The state government's multi-billion dollar 'Royalties for regions' program was implemented to build capacity and improve services in regional areas. It has been administered by the Department of Regional Development, in partnership with the Regional Development Commissions, Regional Development Council, and the WA Regional Development Trust, and through a collaborative approach across government, the private sector, and the community.

Since the program commenced in 2008, 'Royalties for regions' has delivered significant social and economic benefits to regional WA through the investment of more than \$6.1 billion across more than 3600 projects and programs. 'Royalties for regions' has assisted to build vibrant regions with strong economies through investment in economic and social infrastructure, and services such as tourism, housing, health, education, culture and recreation.

The Committee for Economic Development Australia, in partnership with regional public authorities, has been conducting WA 'State of the regions' events across regional WA throughout the year. These events explore whether the investment has achieved its desired goals, what future developments and projects are being planned, and what the regions will look like in 20 years. It is anticipated that findings from the series will be released in 2016.

Over the past year, a cross-agency effort to improve remote service delivery, particularly in relation to Aboriginal communities, was launched to ensure Aboriginal people are increasingly able to contribute to and benefit from the development of regional opportunities. Proposed major reforms to the way infrastructure and human services are provided to Aboriginal communities in WA are being led by Mr Grahame Searle, former Director General of the Department of Housing.

In partnership with the state's nine Regional Development Commissions, the Department of Regional Development will continue to strengthen the business model of regional development to deliver greater integration, alignment and forward planning. Regional investment blueprints form a core component of the regional development planning architecture. They outline the long term vision for each region and provide a framework for communities to partner with industry, business and government to deliver initiatives and projects tailored to local needs. Each plan identifies strategies and priorities for industry and business development, transport, community services, health, education, tourism, land use planning and improving the amenity of towns.

Water for food initiative

The 'Water for food' initiative is a four-year, \$40 million 'Royalties for regions' funded state government program, providing a boost to regional WA communities through the development and diversification of the agriculture and food sectors. The program is a good example of intra-sector collaboration, being led by the Department of Water in partnership with the Department of Regional Development, the Department of Lands and the Department of Agriculture and Food.

The innovative plan is directing state investment into crucial areas of agriculture, including market development, science, infrastructure and water investigations. It will create the potential for new irrigation precincts and the expansion of agricultural and pastoral opportunities in existing districts across WA.

The primary objective of the program is to identify water and land resources, as well as irrigation technologies that can enable WA's fresh food and animal protein production to increase its contribution to regional economies by at least 50% by 2025 and twofold by 2050.

The program extends from the Kimberley to Great Southern regions and is at the core of WA's strategic approach to increasing productivity in agriculture while building export supply chains and encouraging capital investment in regional industries.



The Joint Organised Crime Task Force, launched to tackle the high level of methamphetamine trade in the state, is another example of cross-sector collaboration. It is estimated that 60% of the most serious criminals in Australia are involved in the distribution of methamphetamine. The taskforce comprises WA Police, Australian Federal Police, the Australian Crime Commission, Australian Border Force and Australian Transaction Reports and Analysis Centre. Between April and June 2015, the task force had already removed 15 kilograms of the drug from supply, with an estimated street value of \$15 million.²³

In 2015, the state government appointed WA's first Chief Information Officer. A key part of the role will be to guide information communication technology (ICT) reform and create opportunities to drive efficiency through collaboration and engagement across public sector entities, as highlighted in the following case study.

Office of the Government Chief Information Officer – Collaborating to drive efficiencies through ICT reform

In September 2015, Mr Giles Nunis was appointed as the state's first Chief Information Officer after acting in the role since April. The Office of the Government Chief Information Officer (OGCIO) will provide leadership for WA government ICT, with the aim of improving coordination, consolidation and prioritisation of ICT resources.

Given that \$1 to 2 billion is spent on ICT across the public sector, Mr Nunis estimates a broad, collaborative approach to ICT reform is expected to result in significant savings to government. Currently, most agencies purchase ICT infrastructure individually and so by optimising the procurement and use of resources across government, there are opportunities to cut duplication and waste, expand our technological platform and therefore drive innovative solutions across the sector, ultimately delivering better services to the community.

The OGCIO played a key role in launching the WA [Whole of government open data policy](#), and in supporting the 2015 GovHack competition, a national initiative where developers create innovative applications and computer solutions using government data sets.

In early 2016, drawing on the sector's expertise, the OGCIO will publish a whole of government ICT strategy to provide the framework to public sector agencies in the management, provision and use of ICT, including an action plan to transition from the current environment into world's best practice.

²³ Minister for Police 2015, 'New taskforce tackles methamphetamine scourge'

Partnering with the not-for-profit and private sectors

The WA Government continues to move towards facilitating services, though partnering with the not-for-profit (NFP) and private sectors to contract the delivery of services. This approach is facilitated by, and in accordance with, the Government's [Delivering community services in partnership](#) (DCSP) policy, which guides the funding and contracting of services.

As of 2014, there were 529 NFP organisations with 1586 service agreements with the WA government for the provision of community services. The total estimated value of these contracts was \$1428 million in 2014/15, and funded organisations are estimated to employ over 11 000 staff and 8000 volunteers.²⁴

Partnering for effective service delivery

In 2014, the Department of Treasury commissioned Curtin University to evaluate the 'Sustainable funding and contracting with the not-for-profit sector' initiative and the DCSP policy reforms.²⁵ The evaluation found that one-third of NFP organisations believe the reforms have resulted in improved services for clients, with just over one-third reporting no change (and one-quarter reporting 'do not know').

Through working with NFPs and the private sector, the WA Government is supporting families with young children through 'Child and Parent Centres', a collaboration between the Departments of Education, Health, Local Government and Communities and Child Protection and Family Support, and the Department of the Premier and Cabinet. The following case study highlights the initiative to build 21 centres by 2016.

²⁴ Curtin University 2015, *Sustainable funding and contracting with the not-for-profit sector initiative and associated procurement reforms*

²⁵ Ibid.

Department of Education – ‘Child and Parent Centres’ supporting early childhood development

‘Child and Parent Centres’ are being set up at schools in communities with high needs, to support child development and learning. Families will have easy access to advice, programs and services, and schools will gain the opportunity to work with families from the time children are born through to entering the school system.

Each centre has been purpose built or modified and provides a range of facilities including a child health clinic room, offices and rooms for special consultants, as well as undercover play areas, fenced outdoor areas, and group rooms with kitchen facilities. Activities can include nutrition programs, parenting information and community playgroups. The centres provide services and support through the delivery of maternal and child health services, early learning programs, playgroups, parenting and family support and referrals to other services.

Each ‘Child and Parent Centre’ is operated by a non-government organisation in partnership with the Departments of Education, Health, Local Government and Communities, and Child Protection and Family Support. They employ a coordinator and community workers who engage with parents, schools and the local community to identify the services that best support families in an area. The non-government organisations who operate the ‘Child and Parent Centres’ have expertise in providing services to families with young children.



The Housing Authority also recently partnered with government, private sector and NFP organisations to deliver a new solution to homelessness in WA.

The ‘Foyer’ project – A best practice facility to combat youth homelessness

The Housing Authority partnered with the Foyer Oxford consortium and a range of other stakeholders to build the world class Foyer Oxford facility in Leederville, completed in 2014. The 98 unit complex provides secure accommodation and services designed to transition young people who have faced difficult circumstances in life into fully independent living arrangements. The ‘Foyer’ project delivers a holistic response to youth homelessness.

The ‘Foyer’ provides self-contained, subsidised accommodation to young people between the ages of 16 and 25 for up to two years while helping them find a job and a permanent home. Foundation Housing manages the facility while Anglicare WA delivers the ‘Foyer’ program, a proven best practice model providing wrap around support. With the ‘Foyer’ co-located on the Central Institute of Technology campus, the Institute delivers a ‘Jumpstart’ course to residents specifically to meet their needs.

The Housing Authority Acting Chief Executive Officer Paul Whyte, said the ‘Foyer’ is a truly innovative project that aims to strengthen families and communities. ‘While having tangible benefits for the community, the project also demonstrates what can be achieved with strong and productive collaboration between government, corporate and NFP organisations.’

One year in, and the ‘Foyer’ is already seeing young people move on to appropriate independent accommodation, with potentially thousands more to follow over its lifetime.

The Housing Authority, in partnership with Foundation Housing, Central Institute of Technology and Anglicare WA, received the overall 2015 Premier’s Award for the program.



From left to right: Ruth Charles, A/Director Housing Programs, Housing Authority; Neil Fernandes, Managing Director, Central Institute of Technology; Jethro Sercombe, Manager Foyer Oxford; Kathleen Gregory, CEO Foundation Housing; Hon. Colin Barnett MLA, Premier; Paul Whyte, A/CEO, Housing Authority.

Partnering with the private sector

Public-private partnerships (PPP) are increasingly being leveraged to provide better value for money.²⁶

Currently, there are several major PPP projects in WA, including the Midland Public Hospital Project, QEII Medical Centre Car Parking Project, Eastern Goldfields Regional Prison Redevelopment Project and the Perth Stadium (which will be the largest stadium globally to ever be delivered via a PPP).²⁷ The Government is also seeking to partner with the private sector to design, build, finance and maintain eight new schools by 2023, with no government expenditure required until the schools are complete.²⁸

Partnerships to deliver services and develop infrastructure can be particularly beneficial in regional areas because local providers may be able to better engage with the community regarding service delivery needs. One example of an effective partnership is described in the following case study.

East Pilbara Arts Centre – Collaboration improving Aboriginal outcomes

Developed through a collaboration between the Martumili Artists, Shire of East Pilbara, Pilbara Development Commission, BHP Billiton Iron Ore and Lotterywest, the East Pilbara Arts Centre and Martumili Gallery in Newman is a contemporary, flexible gallery and working space that provides opportunities for artists to work, display their projects and educate the community. In addition to art exhibitions, the Centre is designed to be used for events such as concerts, movie screenings and markets.

The Centre was developed in close collaboration with, and is governed by, the Martu community. It is expected that local artists throughout the region will work from the new space, opening their artworks to new audiences, and that the Centre will revitalise Newman as a destination for art lovers as they travel through WA.



26 Infrastructure Australia 2008, *National public private partnership policy framework*

27 Department of Treasury WA 2015, 'Public private partnerships'

28 Department of Treasury WA 2015, 'WA schools PPP project'

Through a unique collaboration, students in both regional and metropolitan locations have been provided with opportunities to contribute to conservation in the state, as highlighted in the following case study.

‘Rio Tinto Earth Assist’ – Department of Parks and Wildlife, Department of Education, Conservation Volunteers Australia and Rio Tinto – Cross sector collaboration in conservation

‘Rio Tinto Earth Assist’ (RTEA) is an award-winning environmental education and student volunteering program, engaging thousands of primary and secondary students across WA.

RTEA connects students to their natural surrounds to learn, explore, enhance and take action for a sustainable future. Students undertake activities such as habitat restoration, flora and fauna surveys, seed collection, dune restoration, and water and air monitoring as part of the program.

The program engages youth, students with special needs, those in remote communities and those interested in a career in environmental management. Since its launch in 2009, RTEA has directly benefited over 103 schools, filling 8500 student placements and contributing more than 40 000 volunteer hours on priority conservation projects.

The Director General of the Department of Parks and Wildlife, Jim Sharp, said the program was an excellent example of how effective collaboration with industry and community can produce extraordinary outcomes for the sustainability of the State.

‘We hope this program will help pioneer Australia’s next generation of environmental scientists, rangers and volunteers who will continue conservation efforts long into the future.’

The Department of Parks and Wildlife, in partnership with the Department of Education, Rio Tinto and Conservation Volunteers Australia, was the winner of the 2015 Premier’s Award for ‘Managing the environment’ for the program.



In 2014, all levels of government and the private sector worked collaboratively to deliver innovative and commemorative infrastructure within the town of Albany, as described in the following case study.

City of Albany - ANZAC Albany

On 1 November 1914, the first of two ship convoys carrying more than 41 000 Australian and New Zealand troops left Albany, on the south coast of WA, bound for the battlefields of the First World War. For many of the first ANZACs, Albany was their last sight of Australia.

The 100th anniversary of this significant event was marked in Albany with a large-scale capital works program and four days of major events between 30 October and 2 November 2014. The event attracted over 20 000 national and international tourists and dignitaries to the region.

The Anzac Albany project included the revitalisation of the central business district, the construction of the National Anzac Centre and the establishment of the Albany Heritage Park as a hub of cultural, military and natural history. The project significantly exceeded expectations and facilitated extraordinary economic, environmental, social and cultural outcomes for Albany, the Great Southern region and the broader Australian community.

Anzac Albany advanced the capacity of the region through enduring government and private sector partnerships, sustained the local architectural, building and community sectors and enhanced economic and cultural opportunities.

Anzac Albany enriched community awareness and understanding of the Anzac story and preserved its legacy and traditions.

The Commonwealth Government (led by the Department of Veterans' Affairs), State Government agencies (led by the Department of the Premier and Cabinet), local governments (led by the City of Albany) and a number of corporate partners all played a significant role. The City of Albany was the winner of the 2015 Premier's Award for 'Revitalising the regions' for Anzac Albany.



The ANZAC spirit was also commemorated earlier this year, when the Department of Culture and the Arts, Lotterywest and Tourism WA collaborated to bring 'The Giants' to Perth to open the Perth International Arts Festival in February. It is estimated that 1.4 million people came to Perth over three days to watch the giant puppets wander the city and engage with the audience.

Delivering high quality services

There are increasing public expectations of public service delivery and in response, the sector is maintaining and improving the quality and availability of its services. Employees continue to report their colleagues provide high quality service, with 90% of frontline service respondents to the 2015 employee perception survey (EPS) reporting the people in their workgroup are committed to providing excellent customer service and making a positive difference to the community.

Contestability reviews are helping improve sector service delivery. As one example, the WA Energy Minister recently announced efficiency changes that affect the way the state's energy provider, Synergy, provides services. The changes will remove the Government subsidy on power costs, and Synergy's current monopoly on power provision, to move to full retail contestability, where Synergy will compete for business and create opportunities for other providers in the marketplace. This will reduce government expenditure on power price subsidies and provide a better service and lower prices for consumers. This approach was also taken for domestic gas supply in 2013, allowing competition to enter the market with state-owned Alinta Gas.²⁹

Advancements in technology also provide opportunities to innovate and improve the efficiency of service delivery. In many public sector entities, technology is being increasingly embraced, with 62% of respondents to the 2015 EPS reporting their entity uses technological advances to improve service design and delivery to clients. However, it is noted this figure varied across entities from 30% to 79%.

²⁹ Treasurer; Minister for Energy; Citizenship and Multicultural Interests 2015, 'Government energised for electricity reform'

Satisfaction with service delivery

Generally, the level of satisfaction with WA government services is high. For example:

- Respondents to the Department of Health's 'Patient satisfaction of health services' survey reported high satisfaction with the time and attention paid to their care (87%), the level of information and communication they were provided (82%), and how well their needs were met (82%).³⁰
- 92% of customers on Transperth trains were satisfied overall in 2015, up from 84% in 2013, and 86% were satisfied with bus services (up from 81% in 2013).³¹ Passengers on Perth trains were most satisfied of all Australian commuters, according to separate research conducted by Canstar Blue.³²
- The Department of Training and Workforce Development reported that 87% of students enrolled in vocational education and training are satisfied with their training, and Aboriginal students have a particularly high level of satisfaction (94%).³³
- Community confidence in services provided by WA Police was high (85%), and most people were satisfied with the service they received during their most recent contact with police (82%).³⁴

Engaging with the community to design services

In responding to the needs of individuals and the community, the sector is exploring new ways of engaging with citizens to design and deliver services that are of most benefit to client groups.

For example, the Office of Multicultural Interests (OMI) recently conducted consultations in Kalgoorlie-Boulder to identify issues affected people from culturally diverse backgrounds, and explore possible solutions. As part of the consultations, staff met with community groups and private organisations, attended community events, hosted a funding forum to help community groups identify sources of funding, and hosted a workshop to empower culturally diverse citizens to increase their participation in the social and civic life of the community. These avenues enabled OMI to identify several key issues specific to the Kalgoorlie-Boulder residents and will inform policy and programs.

The following case study shows the City of Greater Geraldton is also achieving better outcomes through engaging with the community to prioritise local government spending.

30 Department of Health 2015, *Department of Health annual report 2014-15*

31 Public Transport Authority 2015, 'Nine in 10 passengers happy with Transperth'

32 Canstar Blue 2015, 'City trains reviewed'

33 Department of Training and Workforce Development 2015, *Department of Training and Workforce Development annual report 2014-15*

34 WA Police 2015, *WA Police annual report 2015*

City of Greater Geraldton – Engaging with the community for better services

The City of Greater Geraldton is facing budget challenges associated with reduced funding, escalating costs and greater community expectations of service delivery. The City is using a process of ‘participatory budgeting’ to prioritise capital works and review services, in order to develop a collaborative governance structure to guide the City’s operations.

The City has engaged two community participatory budgeting panels, consisting of citizens randomly selected from the community. One panel was formed to recommend how the 10 Year Capital Works Plan should be prioritised (including the review of 116 capital works projects), and the second to recommend the range and level of services the City provides, which included meetings with all managers in the City and engaging with the broader community to determine priorities. The resulting reports and recommendations from the panels have been fully adopted by the City.

In another example of community engagement, between 2010 and 2013, more than 3500 members of the community contributed to the ‘2029 and Beyond’ project, conducted in collaboration with the Curtin University, to form a vision for the future of the City and a range of long-term planning strategies in areas such as parks and recreation, residential development, youth engagement, commercial activities, and arts and culture. Citizens were engaged through face-to-face engagement activities such as workshops, forums and summits, and through online portals and social media.

Both these approaches have helped to ensure community interests and needs are represented, community expectations are managed and there is a greater level of transparency in budgeting processes.

The City has won several awards for community engagement from the International Association for Public Participation, including the 2015 ‘Smart Budget’ award, the 2014 ‘Research’ and ‘Planning’ awards, and the overall 2014 Australasian ‘Project of the Year’ for the above initiatives. In 2011, the ‘2029 and Beyond’ project was awarded the ‘World winner for community participation and engagement’ at the United Nations International Liveable Communities Awards.

The public sector will increasingly engage with social media and other digital platforms to collaborate with citizens and stakeholders on policy and service design. To benefit from the opportunities provided by new technologies, organisations will need innovative approaches by staff, digital literacy and risk management for the digital divide in the community, to ensure there is capacity for all to engage.

For example, the Department of Health has an [online consultation hub](#) that provides an avenue for the community to provide feedback in the areas of public health and clinical services. The consultation hub has recently been used to seek feedback on cancer management policy, the [WA mental health, alcohol and other drug services plan 2015-2025](#), and the draft [WA disability health framework](#).

The City of Canning is utilising a similar [online community engagement space](#) to seek feedback on the City's projects. The City recently sought feedback through the online forum regarding the establishment of advisory groups comprised of members of the community, to provide recommendations to the City on their proposals and assist in the development of policies and programs.

Harnessing the power of 'big data'

Government departments hold an ever-increasing wealth of both structured and unstructured data, and developments in technology and analysis methods create opportunities for new ways of using this information in the design of policy and service delivery.

A [Whole of government open data policy](#) has been released this year. Under the policy, data collected by public authorities is to be made available online by default, in easily discoverable and usable ways, where possible to do so. It is envisaged that the policy will provide opportunities for WA entrepreneurs and stakeholders to use the data to create new products, services and business.³⁵

This year, events were held at the Pawsey Supercomputing Centre in April as part of 'Big Data Week', to educate, inform and inspire people about big data, including workshops about data visualisation technology, and how big data is being harnessed around the globe. The Centre is a joint venture between the Commonwealth Scientific and Industrial Research Organisation (CSIRO) and WA universities, and is supported by the WA government. The Department of the Premier and Cabinet hosted an event 'Maximising opportunities with government data' to showcase the wealth of WA government data available publically for use by data scientists.

The state's researchers are beginning to exploit the large datasets collected in WA organisations, and the landmark Telethon Institute for Child Health Research 'Developmental pathways' project is an example where several de-identified population-based datasets have been linked to provide new research insights. Health, education and child protection datasets have been used to research links between family and community factors and health, education and justice outcomes; to examine the effectiveness of current government programs; and to improve the utilisation of government data with regards to policy development.

The sector continues to explore new ways of using information to support policy development and review program delivery.

³⁵ Premier; Minister for State Development; Science 2015, 'Open data policy delivers new WA opportunities'

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Appendix A

Evaluation framework

This appendix outlines the approach undertaken by the Public Sector Commission to evaluate performance in accordance with the [Public Sector Management Act 1994](#) (PSM Act) and [Public Interest Disclosure Act 2003](#) (PID Act).

Under ss. 21 and 22D of the PSM Act, the Public Sector Commissioner is required to monitor and report on the state of public sector administration and management each year, and compliance with standards and ethical codes. The Commission's jurisdiction under the PSM Act applies to all WA public sector bodies, which includes:

- departments (established under s. 35 of the PSM Act)
- SES organisations
- non-SES organisations
- ministerial offices.

This does not include other government bodies such as:

- public universities
- local governments
- other entities listed in Schedule 1 of the PSM Act (e.g. government trading enterprises, courts and tribunals, departments of the Parliament, electorate offices and the Police Force).

Under s. 22 of the PID Act, the Commissioner is also required to report on compliance with the PID Act and the [Public interest disclosure code of conduct and integrity](#). The Commissioner's jurisdiction under the PID Act is broader and includes public universities, local governments and other PSM Act Schedule 1 entities.

As of 1 July 2015, the *Corruption and Crime Commission Act 2003 (WA)* was amended. This has resulted in the transfer of the oversight of minor misconduct by public officers and the prevention and education functions to the Commission. Under the revised Act, the Commission will monitor and report to Parliament on behavioural trends and activities undertaken by public authorities to respond effectively and prevent unethical behaviour in the sector.

Evaluation framework

The Commission monitors the state of the sector through performance assessments, general enquiries, surveys (of public authorities and employees) and other workforce data collection.

The Commission makes every effort to ensure the integrity of public sector data but it relies on public authorities to provide accurate data.

Employee perception survey (EPS)

The EPS evaluates employee views about their workplace, including ethical behaviour, equity and diversity, and job satisfaction. The EPS is a valuable tool to identify areas of opportunity and acknowledge good practice.

In 2015, employees from 20 public sector entities were invited to complete the EPS. These entities comprised a range of sizes and portfolios as, typically, the EPS is conducted in each entity with more than 20 employees approximately once every five years. The EPS continues to evolve and gather information about different topics from year to year. As such, trends across time may not be available for some items.

The average response rate for 2015 was 31%. This report assumes there is no significant difference between those employees who were asked to participate and those who were not. It also assumes there is no difference between those participants who responded and those who did not. Some care should be taken in considering the EPS results as they may not be entirely representative of the views of the broader public sector.

The *State of the WA public sector statistical bulletin 2015* lists sector-wide EPS data by demographic categories. De-identified data from the EPS is made available at www.data.gov.au in line with government policy of making data within the sector available and transparent.

Public sector entity survey (PSES)

The annual PSES requests information from public sector entities about their administration and management practices, such as capability development, workforce diversity, and innovation. The survey also requests information about designated public interest disclosure officers, internal procedures and any disclosures received. The PSES provides entities with an internal planning and diagnostic tool.

In 2015, only public sector entities with more than 20 full-time equivalents (FTE)³⁶ were asked to complete the PSES. All of these entities responded to the survey.

³⁶ Includes all current employees, except for casuals not paid in the final pay period fortnight of the financial year. One FTE equals one person paid for a full-time position at the end of the financial year.

To reduce the reporting burden, those with less than 20 FTE (24 entities) completed a shorter version of the survey in the form of the integrity and conduct survey (ICS). The PSES was completed by 84 entities (more than 20 FTE). The PSES continues to evolve and gathers information about different topics from year to year. As such, trends across time may not be available for some items.

Entity level responses are published in the *State of the WA public sector statistical bulletin 2015*.

Integrity and conduct survey (ICS)

Following legislative changes brought about by the [Corruption and Crime Commission Amendment \(Misconduct\) Act 2014](#), the public interest disclosure survey has been replaced by the ICS for 2015.

The ICS will be sent annually to the principal officers of public authorities. This survey is one of the methods used to evaluate compliance with the PID Act and in the future, the [Corruption, Crime and Misconduct Act 2003](#).

The survey assists public sector entities with fewer than 20 FTE, as well as non-public sector authorities, to meet their annual reporting requirements.

The ICS requests information about designated public interest disclosure officers, internal procedures and any disclosures received, as well as activities undertaken by authorities to respond effectively to and prevent unethical behaviour.

In 2015, 267 public authorities were asked to complete the ICS and the average response rate was 72%. Broken down by authority type, the response rates were:

- 100% of public sector entities with less than 20 FTE (24 of 24 responded)
- 100% of public universities (4 of 4)
- 83% of government trading enterprises (15 of 18)
- 72% of local governments (100 of 138)
- 58% of government boards and committees (48 of 83).

Human resource minimum obligatory information requirement (HRMOIR)

On a quarterly basis, the Commission collects and reports HRMOIR workforce data from public sector entities. The data includes demographic information such as age, gender, diversity status and occupation. The *State of the WA public sector statistical bulletin 2015* lists key HRMOIR statistics, both sector-wide and at the entity level.

Appendix B

Explanatory notes for benchmarking data

This appendix provides further information for inter-jurisdictional comparison data throughout the report.

Data sources

Table B.1 lists the data sources used by the Public Sector Commission to benchmark the WA public sector results.

Table B.1 Data sources used to benchmark WA public sector results

Jurisdiction	Data source
Australian Capital Territory (ACT)	ACT Commissioner for Public Administration 2014, <i>State of the service report 2013-2014</i>
Australian Public Service (APS)	Australian Public Service Commission 2014; 2015, <i>State of the service report 2013–2014, Statistical bulletin 2014-2015</i>
New South Wales (NSW)	NSW Public Service Commission 2014, <i>Workforce profile report 2014, People matter employee survey 2014: Main findings report</i>
Northern Territory (NT)	NT Office of the Commissioner for Public Employment 2014, <i>State of the service report 2013–14</i>
Queensland (Qld)	Qld Public Service Commission 2014, <i>Queensland public service workforce characteristics 2013-2014, Working for Queensland: Employee opinion survey 2014 report</i>
South Australia (SA)	SA Commissioner for Public Sector Employment 2014, <i>South Australian public sector workforce information: June 2014 – summary tables, 'Data dashboard—June 2014'</i>
Tasmania (Tas)	Tas Department of Premier and Cabinet 2014, <i>Tasmanian State Service annual report 2013–2014</i>
Victoria (Vic)	Vic Public Sector Commission 2014, <i>The state of the public sector in Victoria 2013–2014</i>
United Kingdom (UK)	United Kingdom Cabinet Office 2014, <i>Civil service people survey 2014: Summary of findings</i>

Explanatory notes

In general, the term ‘workforce’ represents the public sector workforce in each jurisdiction.

For WA, all workforce numbers are calculated based on data reported by entities through the human resource minimum obligatory information requirement (HRMOIR) process at 30 June 2015. Workforce respondent data is from the Commission’s 2015 employee perception survey.

Table B.2 explains some of the differences in workforce metrics and data definitions used by each jurisdiction. Caution should be exercised in drawing any comparisons across jurisdictions due to these and other differences.

Unless otherwise stated, data for other jurisdictions is from the 2013/14 reporting year, and data for WA is from 2014/15 due to the time of publication.

Table B.2 Explanatory notes for inter-jurisdictional comparisons

Metric	Explanatory notes
Women as % of senior executives	<p>‘Senior executives’ are defined differently across jurisdictions. In WA, senior executives comprise those employees in the SES as defined in Part 3, Division 2 of the PSM Act.</p> <p>This metric is based on headcount for all jurisdictions except QLD (FTE). For Vic, senior executives includes those in public entities.</p>
Aboriginal Australians as % of workforce	<p>‘Aboriginal Australians’ is respectfully used to refer to people of Aboriginal and/or Torres Strait Islander descent who identify as such and are accepted as such by the community in which they live.</p> <p>This metric is based on headcount for all jurisdictions. APS data is for ongoing employees only. Tas data is based on responses to the ‘Tasmanian State Service workforce survey’.</p>
People with disability as % of workforce	<p>‘People with disability’ is defined differently across jurisdictions. In WA, people with disability have an ongoing employment restriction, due to their disability, that requires any of the following:</p> <ul style="list-style-type: none"> • restriction in the type of work they can do • modified hours of work or schedules • adaptations to the workplace or work area • specialised equipment • extra time for mobility or for some tasks • ongoing assistance or supervision to carry out their duties. <p>This metric is based on headcount for all jurisdictions. APS data is for ongoing employees only. Tas data is based on responses to the ‘Tasmanian State Service workforce survey’.</p>
% workforce respondents who believe they have ethical leadership	<p>‘Ethical leadership’ is defined differently across jurisdictions. For WA, this is represented by ‘senior managers lead by example in ethical behaviour’.</p> <p>This data is collected through employee perception surveys.</p>

Metric	Explanatory notes
Employee engagement	‘Employee engagement’ represents a combination of employee perceptions such as work commitment, pride, satisfaction and motivation. Based on the UK Civil Service methodology, it is measured using an index derived from employee responses to five survey items. Further information on this methodology is provided in Appendix C.
% workforce respondents who are satisfied with their career opportunities	‘Satisfaction with career opportunities’ is defined differently across jurisdictions. For WA, this is represented by ‘I am satisfied with the opportunities available to me for career progression in my current agency’. This data is collected through employee perception surveys.
% workforce respondents who reported receiving formal performance feedback in the last 12 months	‘Formal performance feedback’ is defined differently across jurisdictions. For WA, this is represented by ‘if you have been employed in your agency for more than 12 months, have you participated in one or more formal, documented performance management meetings with your supervisor in the past 12 months?’ This data is collected through employee perception surveys.
% workforce respondents who reported being subject to bullying in the last 12 months	‘Bullying’ is defined differently across jurisdictions. For WA, this is represented by ‘during the past 12 months, have you been subjected to repeated bullying in your workplace?’ Bullying is defined by WA to mean: ‘repeated (i.e. on more than one occasion) unreasonable or inappropriate behaviour directed towards workers that creates a risk to health and safety. Bullying should not be confused with legitimate feedback given to staff (including constructive criticism) on work performance or work-related behaviour; or other legitimate management decisions and actions undertaken in a reasonable and respectful way.’ This data is collected through employee perception surveys. WA, NSW, and Vic data covers ‘bullying’ only. Data for APS and QLD covers ‘bullying and harassment’.

Where data has been collected through employee perception surveys, the methodology differs significantly across jurisdictions. For example, most jurisdictions conduct a census across all public sector entities whereas WA conducts a sample survey of around one in five entities each year.

Other differences include the employee survey response scales, where jurisdictions generally use either 5- or 7-point rating scales, and some exclude the ‘don’t know’ option. These differences may result in higher positive and negative scores (due to the inclusion or exclusion of slight positive, slight negative and ‘don’t know’ scores). WA uses a 7-point scale however respondents can select ‘don’t know’ as applicable.

Appendix C

Employee engagement model

A theoretical model has been developed by the Public Sector Commission, based on employee engagement research from Australian and international jurisdictions. This model is designed to measure the strength of relationships between workplace factors, job satisfaction and employee engagement, and several key organisational outcomes.

The model enables identification of factors that have the most impact on employee engagement. Examining the performance of these factors within an organisation can help identify priorities for capability and policy development.

Key drivers of employee engagement and outcomes

Analysis of the Commission's 2015 employee perception survey (EPS) data identified eight key factors affecting employee engagement within a sample of public sector entities. These factors are shown on the left of the model diagram in Figure C.1.

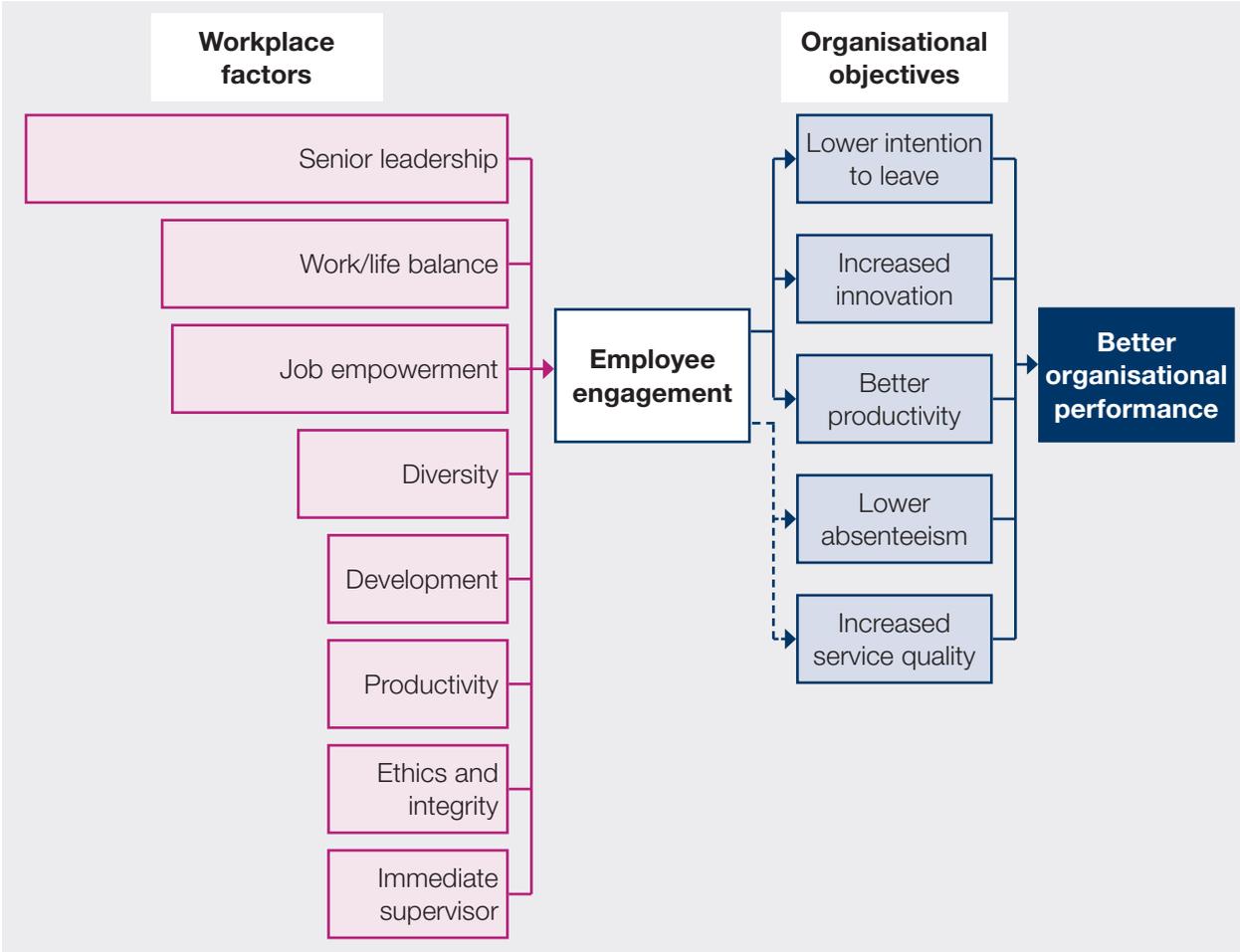
The three factors with the most impact for the 20 entities surveyed were:

- senior leadership
- work/life balance
- job empowerment.

Research has shown that higher levels of engagement across an organisation result in better productivity, lower levels of absenteeism, higher retention, improved service quality and increased innovation.³⁷ Level of employee engagement was shown to be related to intention to leave, productivity and innovation in the 2015 EPS sample.

³⁷ MacLeod, D & Clarke, N 2009, *Engaging for success: Enhancing performance through employee engagement*, pp. 11-14

Figure C.1 Employee engagement model



Factor analysis

A principal components exploratory factor analysis was conducted to examine the relationships between 43 questions in the 2015 EPS and identify the possible factors driving employee engagement.

Factor analysis statistically groups together highly related survey questions. This is where one survey question shows a very similar pattern of responses to another question. Factors are considered to reflect underlying drivers of employee engagement and measure broader concepts than the individual survey questions.

The analysis extracted eight factors from the 2015 EPS questions.³⁸ Those questions that were most strongly associated with each of the factors are shown in Table C.1 in order of the strength of relationship between the question and its factor.³⁹

³⁸ Using direct oblimin rotation and extracted based on eigenvalues greater than 1.

³⁹ With a coefficient of at least 0.4. Where questions loaded on more than one factor, they have been listed against the factor with the highest coefficient in Table C.1.

Table C.1 2015 EPS questions associated with each workplace factor

Factor	Question
Senior leadership	<p>Change is managed well in my agency</p> <p>I feel that my agency on the whole is well managed</p> <p>My agency's senior leaders provide effective leadership</p> <p>My agency uses technological advances to improve service design and delivery to customers/clients</p> <p>In relation to your current job, please indicate your level of satisfaction with your agency as an employer</p> <p>Recruitment and promotion decisions in my agency are fair</p>
Work/life balance	<p>You are able to access and use flexible work arrangements to assist in your work/life balance</p> <p>My workplace culture supports people to achieve a suitable work/life balance</p> <p>My agency is committed to health and wellbeing within the workplace</p>
Job empowerment	<p>My job allows me to utilise my skills, knowledge and abilities</p> <p>I am sufficiently challenged by my work</p> <p>I am clear what my duties and responsibilities are</p> <p>I understand how my work contributes to my agency's objectives</p> <p>In relation to your current job, please indicate your level of satisfaction with the job overall</p> <p>I have the authority (e.g. the necessary delegations, autonomy, level of responsibility) to do my job effectively</p> <p>I am recognised for the contribution that I make</p> <p>I am satisfied with the opportunities available to me for career progression in my current agency</p>
Diversity	<p>Your workplace culture is equally welcoming of people from all diversity groups</p> <p>Your co-workers treat employees from all diversity groups with equal respect</p> <p>Your immediate supervisor treats employees from all diversity groups in the workplace with equal respect</p> <p>Your agency is committed to creating a diverse workforce</p>

Factor	Question
Development	<p>In my agency, there is adequate opportunity to develop the required skills for being a leader</p> <p>Training and development opportunities in my work area are available to all employees</p> <p>I receive appropriate training or have access to information that enables me to meet my recordkeeping responsibilities</p> <p>I have received performance feedback from my supervisor in the last 12 months that has helped my performance</p>
Productivity	<p>My workgroup achieves a high level of productivity</p> <p>The people in my work group use their time and resources efficiently</p> <p>The people in my work group are committed to providing excellent customer service and making a positive difference to the community</p> <p>In the last 12 months, my work group has implemented innovative processes or policies</p>
Ethics and integrity	<p>Senior managers in my agency lead by example in ethical behaviour</p> <p>Confidential information in my workplace is only disclosed to appropriate people</p> <p>Conflicts of interest are identified and managed effectively in my workplace</p> <p>Purchasing decisions in my workplace are not influenced by gifts or incentives</p> <p>My agency actively encourages ethical behaviour by all of its employees</p> <p>My co-workers demonstrate honesty and integrity in the workplace</p>
Immediate supervisor	<p>My immediate supervisor is effective in managing people</p> <p>My immediate supervisor makes use of appropriate communication and interpersonal skills when dealing with me</p> <p>My immediate supervisor effectively communicates with me about business risks impacting my work group</p> <p>My immediate supervisor appropriately deals with employees that perform poorly</p> <p>My immediate supervisor demonstrates honesty and integrity in the workplace</p> <p>My input is adequately sought and considered about decisions that directly affect me</p> <p>In my work area, communication between senior managers and other employees is effective</p>

Determining employee engagement levels

An employee engagement index was calculated for the EPS respondents as a measure of the level of employee engagement within the sample. The index was the same as that reported for Victoria (Vic), New South Wales (NSW), the Australian Public Service (APS) and the United Kingdom (UK) to enable benchmarking across jurisdictions.⁴⁰

Calculating the engagement index

The index measures employee responses to five EPS questions that ask staff about:

- pride – ‘I am proud to tell others I work for my agency’
- motivation – ‘my agency motivates me to help it achieve its objectives’
- inspiration – ‘my agency inspires me to do the best in my job’
- advocacy – ‘I would recommend my agency as a great place to work’
- attachment – ‘I feel a strong personal attachment to my agency’.

An index is calculated by first converting responses to the five questions as per Table C.2, then averaging the scores for each employee.

Table C.2 Conversion scores for EPS engagement items

Response	Score
Strongly agree	100
Moderately agree	83.33
Mildly agree	66.66
Neither agree nor disagree	50
Mildly disagree	33.33
Moderately disagree	16.66
Strongly disagree	0

No index is calculated for employees that did not answer, or responded ‘don’t know’ or ‘doesn’t apply’, to any of the questions.

The employee engagement index for the WA sample overall was 67. This is similar to Vic (66) and NSW (65), and higher than the APS (62) and the UK (59). The engagement index for each of the 20 entities that participated in the 2015 EPS ranged from 51 to 74.

⁴⁰ See Appendix B for information about inter-jurisdictional data sources.

The impact of factors on employee engagement

A multiple regression analysis was used to model the effect of the key drivers on employee engagement as measured by the engagement index.

The factor analysis that was used to identify the drivers produces a score for each employee against each factor. These factor scores were used as the predictor variables in the analysis.

The regression analysis showed that all factors in Figure C.1 were significant drivers of engagement. The factors are ordered according to their impact on engagement, with senior leadership, work/life balance and job empowerment having the largest impact. This was based on the size of standardised coefficients produced by the multiple regression.

Appendix D

Compliance statements

In accordance with s. 31(2) of the [Public Sector Management Act 1994](#) (PSM Act), organisations which are not listed in Schedule 1 of the *Financial Management Act 2006* (FM Act) are required to provide each year to the Public Sector Commissioner a statement on the extent to which they have complied with the public sector standards in human resource management, codes of ethics and any relevant code of conduct.

These compliance statements are reported below, in accordance with s. 31(4) of the PSM Act. Some non-SES organisations report with an affiliated entity instead (under s. 31(1)), and this is indicated where relevant.

Compliance statements provided under the PSM Act, 2014/15

Architects Board of Western Australia

No compliance issues concerning public sector standards, codes of ethics or the Board's code of conduct arose during the period from 1 July 2014 to 30 June 2015.

Commissioner for Children and Young People (CCYP)

I am satisfied that, to the best of my knowledge, CCYP has complied with the public sector standards, codes of ethics and agency code of conduct in accordance with s. 31(2) of the PSM Act.

Commissioner for Equal Opportunity

In accordance with s. 31(2) of the PSM Act, the Commissioner has fully complied with regards to the public sector standards, Public Sector Commissioner's Instructions, the Code of Ethics and the agency's code of conduct.

Commission for Occupational Safety and Health

Reported under the Department of Commerce in accordance with s. 31(1) of the PSM Act.

Conservation Commission of Western Australia

The Department of Parks and Wildlife, through an operational agreement signed in 2006, provides the framework for human resource management for the Conservation Commission.

In the administration of the Conservation Commission, the Director has complied with the Public Sector Standards in Human Resource Management, the Western Australian Public Sector Code of Ethics and the Conservation Commission's Code of Conduct. Information on both the Code of Ethics and the Code of Conduct is provided to employees on commencement with the Conservation Commission.

No complaints have been lodged under the Code of Ethics during the reporting period and there have been no instances of misconduct.

Environmental Protection Authority

Reported under the Office of the Environmental Protection Authority in accordance with s.31(1) of the PSM Act.

Heritage Council of Western Australia

Reported under the Department of the State Heritage Office in accordance with s. 31(1) of the PSM Act.

Legal Practice Board

The Legal Practice Board has fully complied with s. 31(2) of the PSM Act as it relates to the operations of the Board. The Board continues to be fully compliant with regard to the public sector standards and ethical codes.

The Board is committed to maintaining a high standard of accountability, integrity and transparency in all its functions and activities in line with the public sector standards. As part of this, the Board continues to undertake a program to review and update all policies relating to both its internal and external functions, including (but not limited to) human resource management. The Board is also committed to continuing to develop its own code of conduct, both for Board members and for Board staff, in line with the *Commissioner's Instruction No. 8 – Codes of conduct and integrity training*.

In accordance with s. 31(2) of the PSM Act, the Board provides the following information regarding compliance during the period under review:

- nil breach claims
- information on standards is provided at recruitment and the Code of Ethics is included in the offer of employment contract
- all employees receive an induction manual on employment with the Board, which includes the Code of Ethics (the manual sets out the Board's policies and conditions of employment and employees are required to sign that they have read the manual)
- training is provided to recruitment panels to ensure compliance with relevant standards
- the Board's policies are consistent with ethical principles and are subject to regular review and update.

The Board is committed to continually seeking to review and update its current practices through avenues such as auditing and review of its functions, performance management, ongoing training and seeking feedback from all stakeholders.

As far as the Executive Director is aware the Board complies with relevant public sector reporting.

Office of the Director of Equal Opportunity in Public Employment

Reported under the Public Sector Commission in accordance with s. 31(1) of the PSM Act.

Office of the Information Commissioner (OIC)

The OIC has a code of conduct which was last updated in July 2013. The code has been distributed to all staff and is available on the intranet. New staff members are provided with a copy as part of their induction.

Among other things, the code outlines the requirement to:

- refer to the WA Public Sector Code of Ethics to guide decision-making
- not divulge any information received under the *Freedom of Information Act 1992* (FOI Act) for any purpose except in accordance with the FOI Act
- adhere to the principles of natural justice when dealing with matters before the Information Commissioner
- report conflicts of interest
- treat stakeholders without discrimination
- report any gift or hospitality offers.

The public sector standards are followed by the OIC. During 2014/15, no staff were redeployed, terminated or disciplined, and no grievances were lodged. Two recruitment processes were finalised during the year, which adhered to the Employment standard. The performance management policy for the OIC is currently under review, which will more appropriately follow the Performance management standard.

Office of the Public Advocate

Reported under the Department of the Attorney General in accordance with s. 31(1) of the PSM Act.

Parliamentary Commissioner for Administrative Investigations (Ombudsman)

In the administration of the office of the Parliamentary Commissioner for Administrative Investigations, I have complied with the public sector standards in human resource management, the Code of Ethics and the office's code of conduct.

I have put in place procedures designed to ensure such compliance, and conducted appropriate internal assessments to satisfy myself that the above statement is correct.

Parliamentary Superannuation Board

Reported under the Government Employees Superannuation Board in accordance with s. 31(1) of the PSM Act.

Plumbers Licensing Board

Reported under the Department of Commerce in accordance with s. 31(1) of the PSM Act.

Salaries and Allowances Tribunal

Reported under the Public Sector Commission in accordance with s. 31(1) of the PSM Act.

Solicitor General

Reported under the Department of the Attorney General in accordance with s. 31(1) of the PSM Act.

Veterinary Surgeons' Board

The Board has complied with the public sector standards and ethical codes.

Appendix E

Abbreviations

3D	Three dimensional
ACT	Australian Capital Territory
AEDM	Accountable and ethical decision making
ANZAC	Australian and New Zealand Army Corps
APS	Australian Public Service
CEO	Chief executive officer
EEO	Equal employment opportunity
EO Act	<i>Equal Opportunity Act 1984</i>
EPS	Employee perception survey
FTE	Full-time equivalent
GTE	Government trading enterprise
HRMOIR	Human resource minimum obligatory information requirement
ICS	Integrity and conduct survey
NFP	Not-for-profit
NSW	New South Wales
PID	Public interest disclosure
PID Act	<i>Public Interest Disclosure Act 2003</i>
PSES	Public sector entity survey
PSM	Public Service Medal
PSM Act	<i>Public Sector Management Act 1994</i>
QC	Queen's Counsel
QLD	Queensland
SA	South Australia
SES	Senior Executive Service
Tas	Tasmania
UK	United Kingdom
VIC	Victoria
WA	Western Australia

Appendix F

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For all Public Sector Commission publications, please refer to the Commission's website at www.publicsector.wa.gov.au

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Appendix I

Acknowledgments

Case studies

The Commission gives special thanks to the following organisations featured in case studies in this year's report:

- City of Albany
- City of Greater Geraldton
- Conservation Volunteers Australia
- Corruption and Crime Commission
- Department of Education
- Department of Fire and Emergency Services
- Department of Parks and Wildlife
- Department of Regional Development
- Department of the Attorney General
- Department of Water
- Equal Opportunity Commission
- Housing Authority
- Jawun
- Kimberley Training Institute
- Landgate
- Office of the Government Chief Information Officer
- Pilbara Development Commission
- Rio Tinto
- Shire of East Pilbara

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- Department of Regional Development
- Department of the Attorney General
- Department of Water
- Electricity Networks Corporation
- Equal Opportunity Commission
- Forest Products Commission
- Kimberley Training Institute
- Lotteries Commission of Western Australia
- Pilbara Development Commission
- Pilbara Ports
- Regional Power Corporation
- Small Business Corporation
- Wheatbelt Development Commission

