



Public Sector  
Commission

GOVERNMENT OF  
WESTERN AUSTRALIA



# State of the WA Government Sector Workforce 2021-22



Public Sector Commission  
Dumas House, 2 Havelock Street  
WEST PERTH WA 6005  
T: 08 6552 8500  
E: admin@psc.wa.gov.au  
W: WA.gov.au  
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# Letter of transmittal

**Speaker**  
**Legislative Assembly**

**President**  
**Legislative Council**

I hereby submit to the Parliament of Western Australia the State of the Western Australian Government Sector Workforce 2021-22 in accordance with section 22D of the *Public Sector Management Act 1994*, section 22 of the *Public Interest Disclosure Act 2003* and section 45ZD of the *Corruption, Crime and Misconduct Act 2003*.



SHARYN O'NEILL  
PUBLIC SECTOR COMMISSIONER

23 November 2022

## Acknowledgement of Country

We are proud to deliver our services from Whadjuk Noongar boodja. We acknowledge and pay respect to Elders, Traditional Owners and Custodians from the many land and language groups of Western Australia.

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# From the Commissioner

## **I am pleased to present the State of the Western Australian Government Sector Workforce 2021-22.**

Having been in the role of Public Sector Commissioner now for 4 years, I have had the opportunity to not only witness but be part of some of the very significant changes that have occurred over this time across the government sector, and specifically the public sector.

Of course the pandemic has been a prime focus for a large part of this time and I have seen incredible responses by the government sector. There is no doubt that it has been tested – and has responded exceptionally well overall. Importantly, vital services to Western Australians have continued despite huge setbacks and challenges. And so often government workplaces and employees themselves were also impacted by the pandemic.

As we ease out of the restrictions that have kept us all safe here in Western Australia, I want to acknowledge the work of those across the government sector. We all know that we are not out of the woods and that challenges will continue into the future. But I think it is appropriate to put on record a formal acknowledgement of where we are now.

It is in times of crisis that the best leadership emerges and the leadership of the government sector throughout the pandemic has helped this state grow stronger and diversify in many ways – new industries, new technologies, new services, new ways of working, new connections, new communities. To deliver on these, the sector has grown, with the details provided in this report. Most growth, as would be expected, has been in health and education.

With continued growth forecast into the future, the skills shortages are likely to be the next major challenge for the government sector workforce. How we work through this and the solutions we come to will be critical. Whatever we do, we must not waver from the high expectations we have set for ourselves – in terms of integrity, diversity, inclusion, improvement, effectiveness and efficiency. These are the elements that help us earn and maintain the trust of the communities we have been set up to serve.



**SHARYN O'NEILL**  
**PUBLIC SECTOR COMMISSIONER**

23 November 2022

# About this report

**This report is the Public Sector Commissioner's independent assessment of the performance, notable achievements, challenges and priorities of the WA government sector workforce.**

The Commission's [remit and responsibilities](#) differ across the government sector. For the public sector, the information in this report extends across the *Public Sector Management Act 1994* (PSM Act); *Equal Opportunity Act 1984* (EO Act); *Corruption, Crime and Misconduct Act 2003* (CCM Act); and *Public Interest Disclosure Act 2003* (PID Act). For other government entities, the information only relates to the EO Act, CCM Act and PID Act.

The workforce information in this report (Sections 1 to 4) is based on data about public sector agencies and other government entities excluding government boards and committees. Integrity information in this report (Section 5) refers to 'government sector entities' (public sector agencies and other government entities including some government boards and committees).

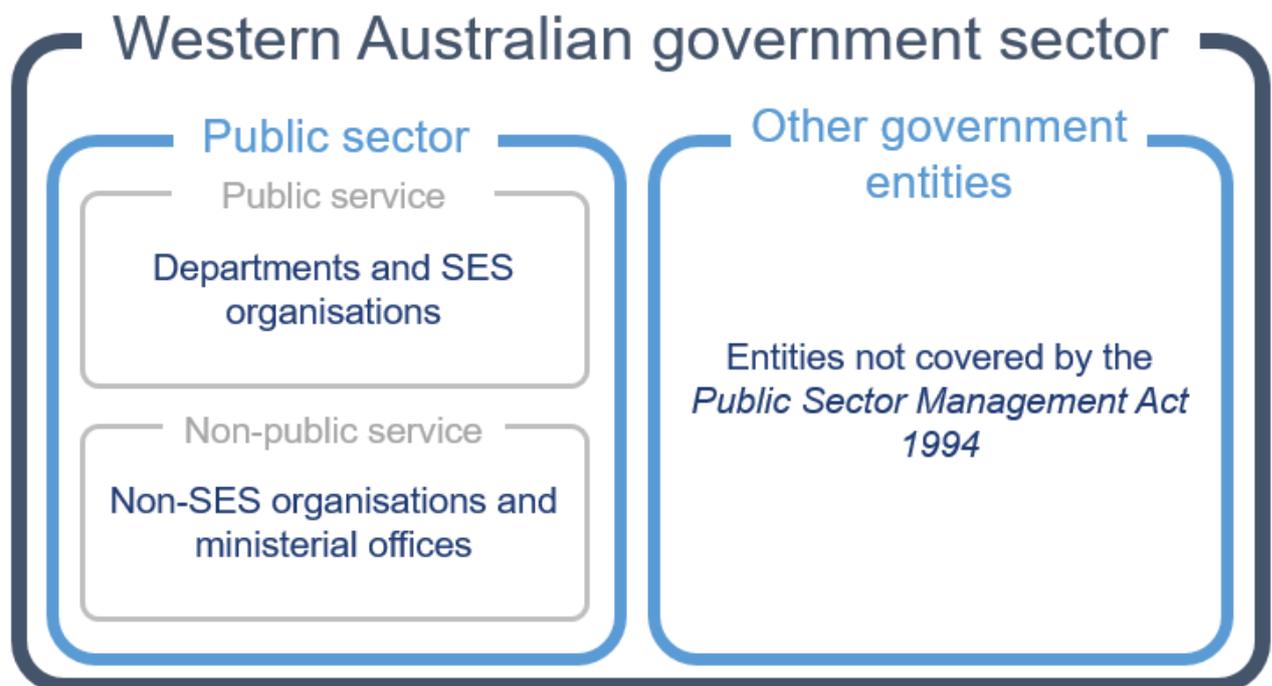
Workforce data presented throughout the report is based on annual average figures unless otherwise indicated as a point in time reference. It draws on data from a range of sources. Information on the data collected by the Public Sector Commission is in the [data quality statement](#).

## Section 1: Structure

The WA government sector comprises a range of departments, organisations, offices and entities.

Figure 1 is a visual representation of the government sector from the perspective of the Public Sector Commission.

Figure 1: WA government sector 2021-22



The **public sector**, which includes the public service and non-public service, is governed by the PSM Act and has a high level of interaction with, and direction from, the government of the day.

The public sector includes:

- departments (such as Department of Education and Department of Transport)
- Senior Executive Service (SES) organisations (such as Lotterywest)
- non-Senior Executive Service (non-SES) organisations (such as health service providers, Office of the Information Commissioner and government boards and committees established under legislation)
- ministerial offices.

These are referred to in this report as 'public sector agencies'.

Outside the public sector are **other government entities** which operate with a large degree of independence from the government of the day. They are part of the government sector but are not governed by the PSM Act. They are bound by some of the same rules as the public sector including equal employment, misconduct and dealing with public interest disclosures.

Other government entities include:

- local governments (including regional councils)
- public universities
- government trading enterprises
- other entities that are listed in Schedule 1 of the PSM Act
- some government boards and committees.

For more information about the structure of these groups of entities, visit [wa.gov.au](http://wa.gov.au).

## Composition of the government sector

At June 2022, the WA government sector comprised:

- Public sector:
  - 25 departments
  - 43 SES organisations
  - 51 non-SES organisations
  - 17 ministerial offices.
- Other government entities:
  - 145 local governments (including 8 regional local governments and regional councils)
  - 4 public universities
  - 19 other entities (including government trading enterprises, parliamentary electorate offices and sworn officers of the WA Police Force)
  - 257 boards and committees.

## Section 2: Workforce profile

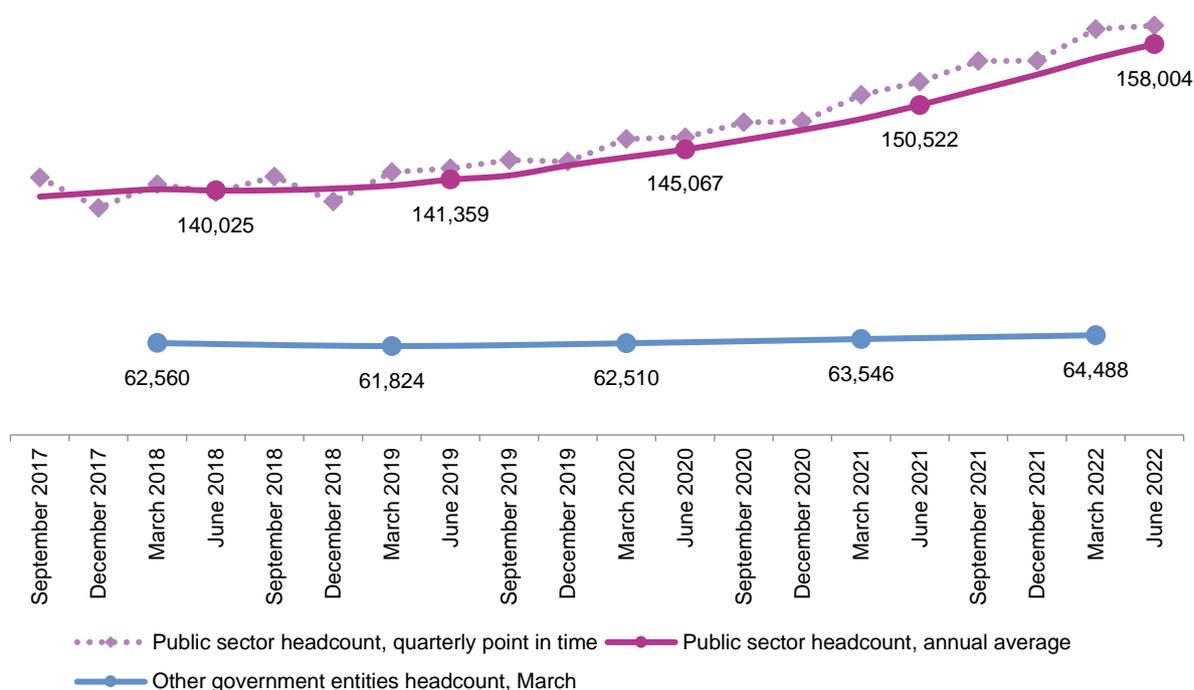
### Workforce size

In 2021-22, the government sector employed 222,492 people.

The public sector employed 158,004 employees in 2021-22 – an increase of 7,482 (+5.0%) from 2020-21 to 2021-22 and an increase of 17,979 (+12.8%) from 2017-18.

Other government entities employed 64,488 people – an increase of 942 (+1.5%) from 2021-22 and 1,928 (+3.1%) from 2017-18 (Figure 2 and Table 1)<sup>1</sup>.

**Figure 2: WA government sector workforce (headcount) 2017-18 to 2021-22**



**Table 1: WA government sector workforce (headcount and annual change) 2017-18 to 2021-22**

	2017-18	2018-19	2019-20	2020-21	2021-22
Public sector headcount, annual average	140,025	141,359	145,067	150,522	158,004
Annual change	+1,718	+1,334	+3,708	+5,456	+7,482
Annual percent change	+1.2%	+1.0%	+2.6%	+3.8%	+5.0%
Other government entities headcount, March	62,560	61,824	62,510	63,546	64,488
Annual change	-540	-736	+686	+1,036	+942
Annual percent change	-0.9%	-1.2%	+1.1%	+1.7%	+1.5%

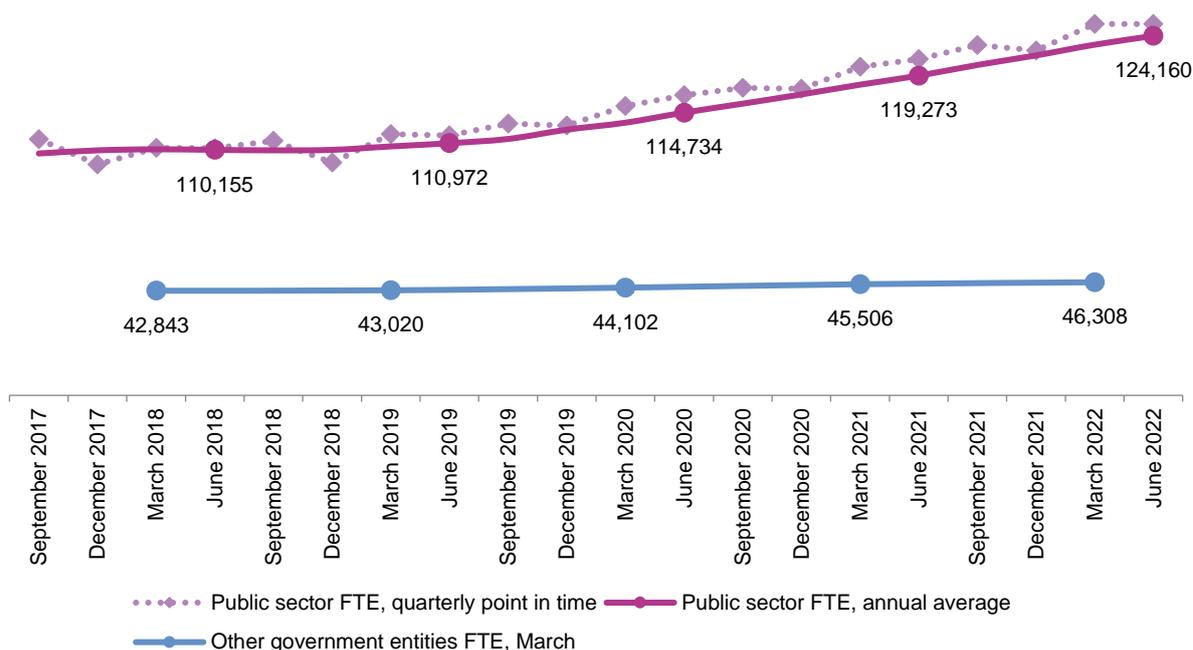
Note: Some items may not add up to totals provided due to rounding.

<sup>1</sup> Total reported headcount for other government entities includes casual employees not paid in last pay period of each March quarter.

Individuals may be employed on a full time, part time, casual, sessional or other basis. In 2021-22 the public sector comprised 158,004 employees equating to 124,160 full time equivalents (FTE) (Figure 3). The 64,488 employees in other government entities equated to 46,308 FTE.<sup>2</sup>

In line with the increase in employees noted above, public sector FTE increased by 14,005 (+12.7%) between 2017-18 and 2021-22 while FTE of other government entities increased by 3,465 (+8.1%) between March 2018 and March 2022 (Table 2).

**Figure 3: WA government sector workforce (FTE) 2017-18 to 2021-22**



**Table 2: WA government sector workforce (FTE and annual change) 2017-18 to 2021-22**

	2017-18	2018-19	2019-20	2020-21	2021-22
Public sector FTE, annual average	110,155	110,972	114,734	119,273	124,160
Annual change	+984	+817	+3,762	+4,539	+4,887
Percent change	+0.9%	+0.7%	+3.4%	+4.0%	+4.1%
Other government entities FTE, March	42,843	43,020	44,102	45,506	46,308
Annual change	-710	+177	+1,082	+1,404	+802
Percent change	-1.6%	+0.4%	+2.5%	+3.2%	+1.8%

<sup>2</sup> FTE figures for other government bodies reflect only employees active (paid) in final March 2022 pay period.

Changes in the public sector include WA Health increasing by 5,151 employees (representing 68.8% of the net annual increase in headcount) between 2020-21 and 2021-22. WA Health reported this increase was partly attributable to the response to the COVID-19 pandemic, an increase in employee furloughing and backfilling, increased clinical demands and new initiatives including additional hospital beds.

The Department of Education increased by 1,649 employees (representing 22.0% of the net annual increase in headcount) between 2020-21 and 2021-22. The Department of Education reported this increase related to growth in student enrolments and the opening of new schools, implementing commitments to employ more education assistants especially for students in need of additional support, and continuing to respond to the COVID-19 pandemic.

The increase over the last 5 years in the public sector was primarily due to the large service delivery portfolios of WA Health, Department of Education and Department of Justice.<sup>3</sup> These portfolios made up 88.0% of the net increase in public sector headcount between 2017-18 and 2021-22:

- WA Health increased by 9,517 headcount between 2017-18 and 2021-22, comprising 52.9% of the total increase in the sector and rising from 33.4% to 35.6% of the public sector
- Department of Education increased by 5,186 headcount between 2017-18 and 2021-22, comprising an additional 28.8% of the total sector increase
- Department of Justice increased by 1,118 headcount, comprising 6.2% of the total increase in the sector.

Commissioner's Instruction 27 on interim arrangements to fill specified vacancies at Fiona Stanley Hospital related to insourcing operations ceased in August 2021.

Two new Commissioner's Instructions were introduced to support insourcing:

- [Commissioner's Instruction 36](#) allows Main Roads Western Australia to make employment offers to external contractors currently engaged by it and applies from 1 April 2022 to 1 April 2026
- [Commissioner's Instruction 37](#) allows the South Metropolitan Health Service to make employment offers to employees currently engaged by Ramsay Health Care and applies from 27 June 2022 to 13 August 2023.

Existing government commitments to additional police officers, new schools, increased health facilities and insourcing are likely to result in increases to the public sector headcount and FTE in future years.

WA's Safe Transition Plan saw the rollout of a government sector contact tracing initiative. Government sector employees volunteered for the initiative, with 661 employees from 32 agencies stepping forward and being trained. In all, 312 were deployed between December 2021 and June 2022.

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<sup>3</sup> WA Health portfolio comprises Department of Health, Health Service Providers and PathWest. Five year change figures provided for Department of Education include School Curriculum and Standards Authority which was separate from Department of Education until 2017-18. Five year change figures for Department of Justice take into account the Attorney General's Department and Corrective Services which were separate from Department until 2017-18.

## State finances

The 2021-22 [Annual Report on State Finances](#) details government financial results. In 2021-22 general government salaries expenditure was \$14.3 billion and annual growth was 6.0%. This was primarily due to increases in employee numbers in the health and education sectors reflecting the ongoing response to COVID-19 and demand from student enrolment growth and new schools.

Salaries remained the largest component of general government sector expenses, comprising 40.1% of total operating expenses in 2021-22 or 44.2% if concurrent superannuation costs are included. The 6.0% increase in salaries expenditure was an increase on last year's rate of growth and above the average growth of 4.3% per year over the preceding decade (Figure 4).

**Figure 4: General government salaries growth 2011-12 to 2021-22**



## Recruitment activities

The WA government sector experienced a skills shortage similar to those across Australia.

During the financial year, Commissioner's Instruction 28 allowed WA Health to extend some existing appointments beyond the 12 month limit without advertising to fill positions critical to the COVID-19 pandemic response to help keep Western Australians safe. The instruction was in place until December 2021.

In 2021-22, 24,185 advertisements were posted on the recruitment advertising management system (RAMS)<sup>4</sup> which supports the WA Government Jobs Board ([www.jobs.wa.gov.au](http://www.jobs.wa.gov.au)). This represented a 27.2% increase compared to 19,010 in 2020-21<sup>5</sup>. While the number of advertisements increased, the number of applications received overall decreased by 3.7% (from 271,688 to 261,502).

These numbers do not reflect the total number of vacancies or total number of employees engaged. A single advertisement may be used to fill more than one position (for example, pool recruitments) and other positions may be filled before public advertisement. Numbers should be regarded as a general indicator of recruitment activity only.

In 2021-22 the number of advertisements for permanent roles increased to 8,948, up by 1,924 from 2020-21. The proportion of all advertisements for permanent roles increased slightly from 36.9% in 2020-21 to 37.0% in 2021-22 (Table 3).

Of all advertisements, 27.4% were pool recruitments indicating that more than one role may have been filled from a single advertisement. This was an increase from 24.1% last year.

**Table 3: WA government sector job advertisements created by financial year and employment type (number of advertisements and percent of total)**

Employment type	2017-18	2018-19	2019-20	2020-21	2021-22
Permanent full time	4,159 (27.2%)	4,815 (30.3%)	5,258 (32.5%)	5,374 (28.3%)	7,164 (29.6%)
Permanent part time	1,489 (9.7%)	1,557 (9.8%)	1,420 (8.8%)	1,650 (8.7%)	1,784 (7.4%)
<b>Permanent total</b>	<b>5,648 (37.0%)</b>	<b>6,372 (40.1%)</b>	<b>6,678 (41.3%)</b>	<b>7,024 (36.9%)</b>	<b>8,948 (37.0%)</b>
Fixed term full time	4,929 (32.3%)	4,843 (30.5%)	4,470 (27.7%)	5,392 (28.4%)	6,296 (26.0%)
Fixed term part time	1,065 (7.0%)	913 (5.7%)	887 (5.5%)	1,143 (6.0%)	1,044 (4.3%)
<b>Fixed term total</b>	<b>5,994 (39.2%)</b>	<b>5,756 (36.2%)</b>	<b>5,357 (33.2%)</b>	<b>6,535 (34.4%)</b>	<b>7,340 (30.3%)</b>
Casual	355 (2.3%)	419 (2.6%)	351 (2.2%)	359 (1.9%)	333 (1.4%)
Sessional	88 (0.6%)	79 (0.5%)	65 (0.4%)	156 (0.8%)	97 (0.4%)
Multiple work types	3,077 (20.1%)	3,145 (19.8%)	3,596 (22.3%)	4,824 (25.4%)	7,373 (30.5%)
Other	116 (0.8%)	118 (0.7%)	107 (0.7%)	112 (0.6%)	94 (0.4%)
<b>Total</b>	<b>15,278 (100%)</b>	<b>15,889 (100%)</b>	<b>16,154 (100%)</b>	<b>19,010 (100%)</b>	<b>24,185 (100%)</b>

<sup>4</sup> Retrospective changes applied in RAMS (for example, re-posting of an advertisement) can lead to changes in advertisement counts each financial year. Data reported is correct at extraction date.

<sup>5</sup> Includes advertisements created for separate jobs boards such as Aboriginal Services Jobs Board and OnBoard WA; advertisements can be created by government and private sector employers.

Recruitment trends in 2021-22 were similar to those in 2020-21, however a greater number of advertisements were posted (Figure 5).

Advertisements increased across metropolitan and regional areas (Table 4). Metropolitan areas increased by 29.7% (up from 12,499 to 16,211) and regional areas increased by 19.6% (up from 5,474 to 6,546).

**Figure 5: Recruitment advertisements by month 2019-20 to 2021-22**



**Table 4: Advertisements for roles in WA regions (where region recorded) 2020-21 and 2021-22**

Region	2020-21	2021-22	Change
Gascoyne	56	73	+17 (+30.4%)
Goldfields Esperance	687	883	+196 (+28.5%)
Great Southern	452	522	+70 (+15.5%)
Kimberley	872	910	+38 (+4.4%)
Mid West	601	752	+151 (+25.1%)
Peel	53	46	-7 (-13.2%)
Pilbara	987	1,104	+117 (+11.9%)
South West	1,038	1,290	+252 (+24.3%)
Wheatbelt	728	966	+238 (+32.7%)
<b>Regional WA total</b>	<b>5,474</b>	<b>6,546</b>	<b>+1,072 (+19.6%)</b>
Metropolitan	12,499	16,211	+3,712 (+29.7%)
Multiple regions	963	1,359	+396 (+41.1%)
Outside WA	3	8	+5 (+166.7%)

In 2021-22, the Commission focused on entry pathways to the public sector:

- '[A place of opportunity](#)' initiative was launched in February 2022 to position the public sector as a career destination of choice for the state's best and brightest university graduates. It brought together the marketing and listing of university graduate and cadetship programs across the public sector.
- The Aboriginal Traineeship Program was retitled and branded as [Solid Futures](#) for the February 2022 intake to better connect with young Aboriginal people and emphasise the focus of the program. Promotion of the program reached a wider regional audience, resulting in placements at 5 new regional locations (Derby, Esperance, Collie, Busselton and Margaret River). In its 10th year of operation in 2022, the program equalled the 2021 number of participants with 47 trainees, 16 of whom were in the regions (16 last year).
- Government agencies took on 54 interns through the McCusker Centre for Citizenship Internship Program at The University of Western Australia.

## Appointment types

Since the pandemic commenced, a larger than usual number of fixed term and casual employees have been engaged in response to pandemic related initiatives such as vaccination centres, testing clinics and keeping government workplaces COVID safe. This continued throughout 2021-22.

Over the longer term, the proportion of permanent FTE decreased from 75.1% in March 2017 (before [Commissioner's Instruction 23](#) was introduced which provides for the conversion and permanent appointment of fixed term and casual employees) to an annual average of 74.7% in 2022. The proportion of casual and fixed term FTE increased to 24.6%, the same as in March 2017 (Table 5).

Between June 2021 and June 2022, the increase in the proportion of fixed term and casual FTE was primarily in health related occupations in response to COVID-19; clerical and administrative employees in WA Health, Department of Education and Department of Communities; and teachers and education assistants due to the growing number of student enrolments and new schools opening. The increases were partially offset by a decrease in cleaners at schools and hospitals.

Occupations that saw the highest increases in permanency between 2017-18 and 2021-22 included teachers (from an average 70.1% permanent FTE to 73.9%, and an increase of 1,744 total FTE over the same period); and medical practitioners (from 2.7% permanent FTE to 3.4%, with an increase of 789 FTE).

Between August 2018 and June 2021, 15,496 employees were converted to permanent employment:

- 9,858 under [Commissioner's Instruction 2: Filling a Public Sector Vacancy](#)
- 274 under Commissioner's Instruction 22: Interim Arrangements for Colleges Constituted under the *Vocational Education and Training Act 1996* to Appoint Certain Fixed Term Contract Lecturers to Permanent Positions
- 5,364 under [Commissioner's Instruction 23: Conversion and Appointment of Fixed Term Contract and Casual Employees to Permanency](#).

In 2021-22, there were no additional conversions reported as a result of the Commissioner's Instructions listed above. Commissioner's Instruction 23 remained in place while the Perth Theatre Trust finalised its reviews as it transitioned to the Arts and Culture Trust on 1 July 2022.

**Table 5: WA public sector FTE by appointment type (%), annual average 2017-18 to 2021-22**

Appointment type	2017-18	2018-19	2019-20	2020-21	2021-22
Permanent full time	54.0%	54.6%	54.9%	54.0%	52.3%
Permanent part time	22.1%	22.8%	22.9%	22.9%	22.4%
<b>Permanent total</b>	<b>76.1%</b>	<b>77.4%</b>	<b>77.8%</b>	<b>76.9%</b>	<b>74.7%</b>
Fixed term full time	13.0%	11.9%	11.4%	11.6%	12.8%
Fixed term part time	5.3%	5.0%	5.1%	5.7%	6.3%
<b>Fixed term total</b>	<b>18.3%</b>	<b>16.9%</b>	<b>16.4%</b>	<b>17.3%</b>	<b>19.1%</b>
Casual	5.2%	5.2%	5.2%	5.2%	5.5%
Other	0.4%	0.5%	0.6%	0.6%	0.6%

Similar to the public sector, the majority of FTE in other government entities were employed on a permanent basis (Table 6).

**Table 6: WA other government entities FTE by appointment type (%), March 2022**

Appointment type	Government trading enterprises and other authorities	Local governments	Public universities	Other government entities total
Permanent full time	88.1%	61.4%	48.4%	68.9%
Permanent part time	4.0%	12.1%	8.4%	8.1%
<b>Permanent total</b>	<b>92.0%</b>	<b>73.5%</b>	<b>56.7%</b>	<b>77.0%</b>
Fixed term full time	5.3%	13.9%	24.0%	12.7%
Fixed term part time	0.8%	2.1%	7.6%	2.8%
<b>Fixed term total</b>	<b>6.1%</b>	<b>16.0%</b>	<b>31.6%</b>	<b>15.5%</b>
Casual	1.6%	9.9%	11.7%	7.1%
Other	0.0%	0.6%	0.0%	0.2%

## Age and gender

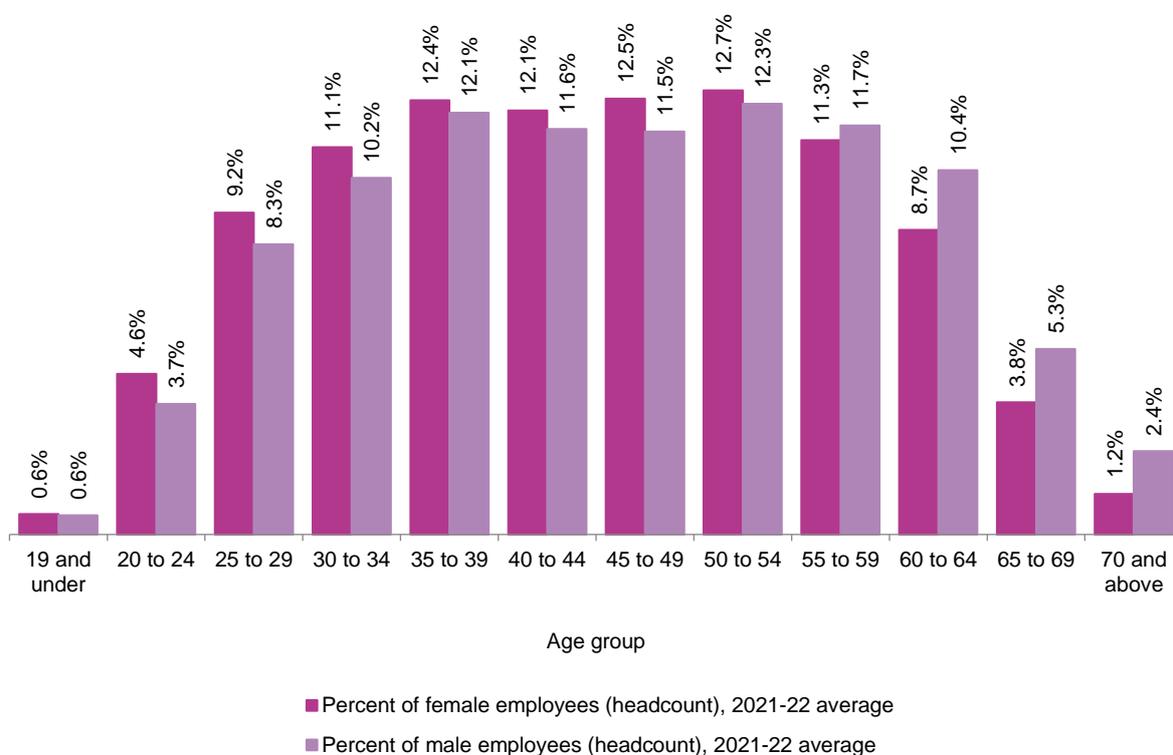
The median age of public sector employees was 45.0 years in 2021-22 (annual average of medians), with male employees slightly older overall than female employees (Table 7 and 8, Figure 6). The annual average median age of the public sector was 45.3 years in 2017-18.

The median age of employees in other government entities was 42.0 years in March 2022, consistent with last year. Male employees were once again slightly older than female employees (Table 7 and 8, Figure 7). Women made up 73.1% of the public sector workforce in 2021-22 (an increase from 72.8% in 2020-21) and 50.0% of other government entities (an increase from 49.9% in 2020-21). Similar to last year, 0.1% of employees in other government entities and less than 0.1% of employees in the public sector reported as neither male nor female.

**Table 7: Median age of male and female employees; WA public sector annual average median 2021-22, other government entities March 2022**

	Median age (years)		
	Female	Male	Total
Public sector 2021-22, annual average	44.5	46.0	45.0
Other government entities, March 2022	41.0	44.0	42.0

**Figure 6: Distribution of male and female employees by age group, WA public sector (annual average) 2021-22**

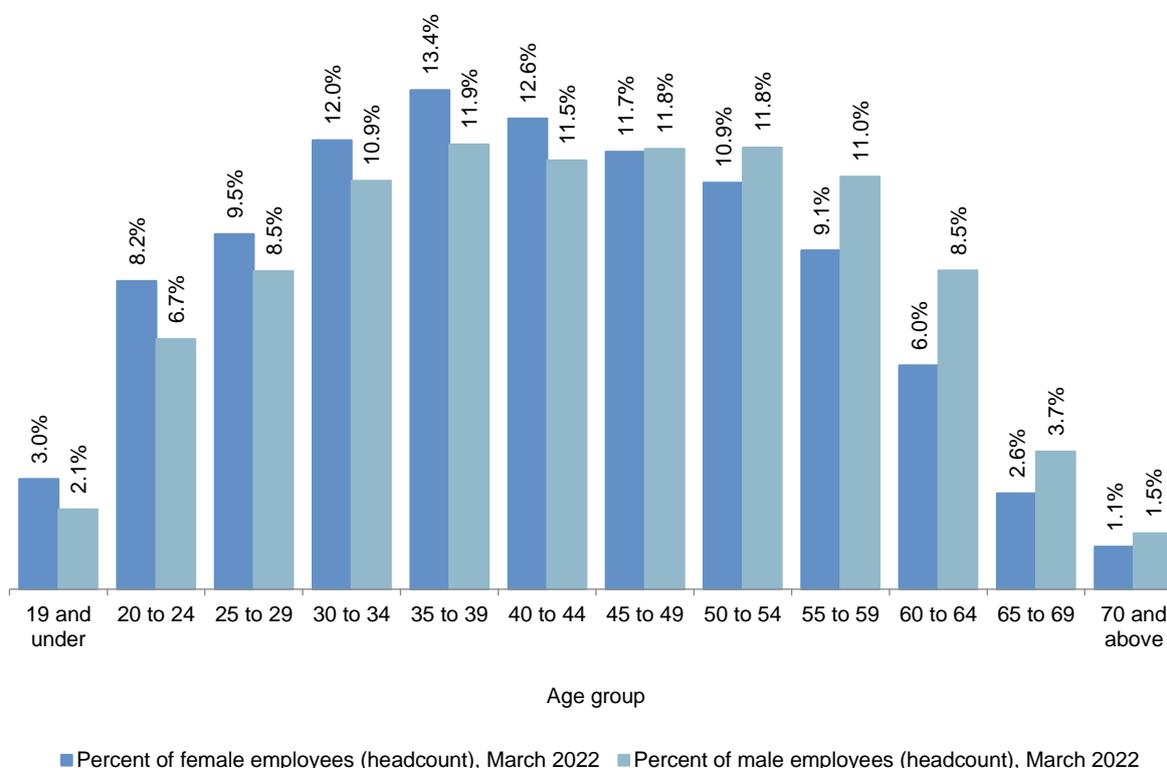


**Table 8: Headcount by age group WA public sector and other government entities 2021-22**

Age in years	Public sector headcount, annual average 2021-22			Other government entities headcount March 2022*		
	Female	Male	Neither male nor female	Female	Male	Neither male nor female
19 and under	676	234	0	951	687	1
20 to 24	5,305	1,582	2	2,655	2,153	15
25 to 29	10,629	3,517	3	3,061	2,739	13
30 to 34	12,786	4,323	2	3,869	3,516	12
35 to 39	14,336	5,112	1	4,300	3,831	9
40 to 44	14,003	4,913	0	4,055	3,692	9
45 to 49	14,394	4,884	1	3,769	3,791	5
50 to 54	14,666	5,221	1	3,504	3,803	6
55 to 59	13,020	4,956	1	2,919	3,552	1
60 to 64	10,054	4,413	1	1,929	2,745	1
65 to 69	4,368	2,250	0	825	1,185	0
70 and above	1,342	1,010	0	365	482	0
<b>Total</b>	<b>115,579</b>	<b>42,415</b>	<b>12</b>	<b>32,202</b>	<b>32,176</b>	<b>72</b>

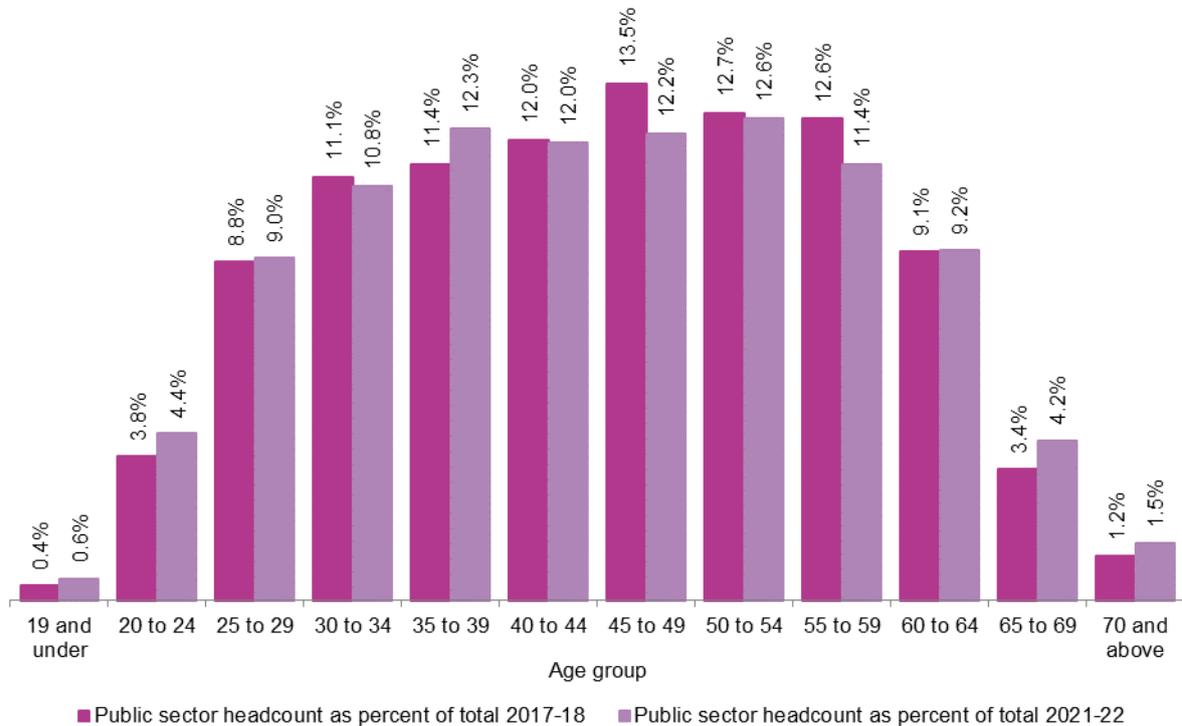
\*Excludes some employees for whom no date of birth/age was provided.

**Figure 7: Distribution of male and female employees by age group, WA other government entities March 2022**



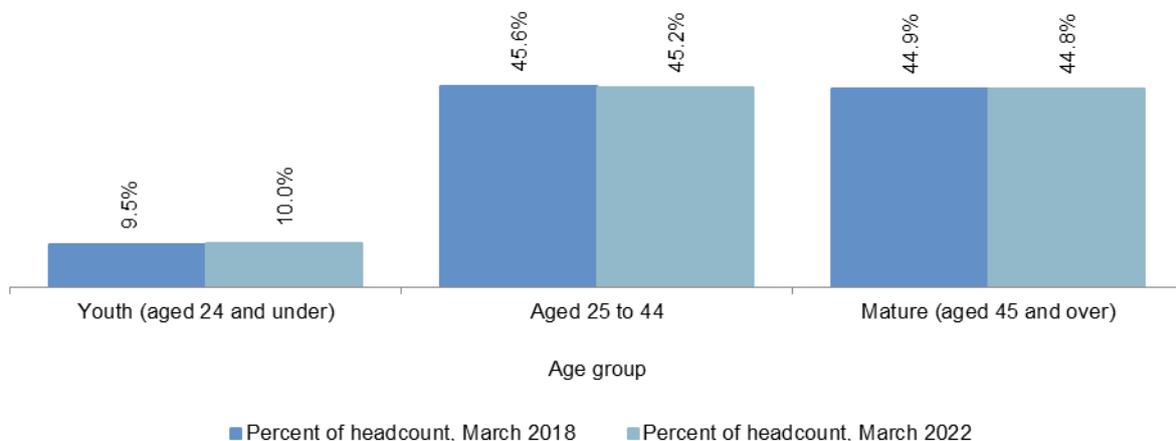
Since 2017-18, employees aged 65 and above have increased from 4.6% to 5.7% of the public sector workforce (Figure 8). The annual average percentage of youth employees (aged 24 and under) has increased from 4.2% to 5.0% of the sector over the same period. Over the last year, employment of youth increased, up by 1,557 headcount (24.9% increase from 2021-22). See [Youth employees](#) for additional information.

**Figure 8: WA public sector headcount by age group (annual average) 2017-18 and 2021-22**



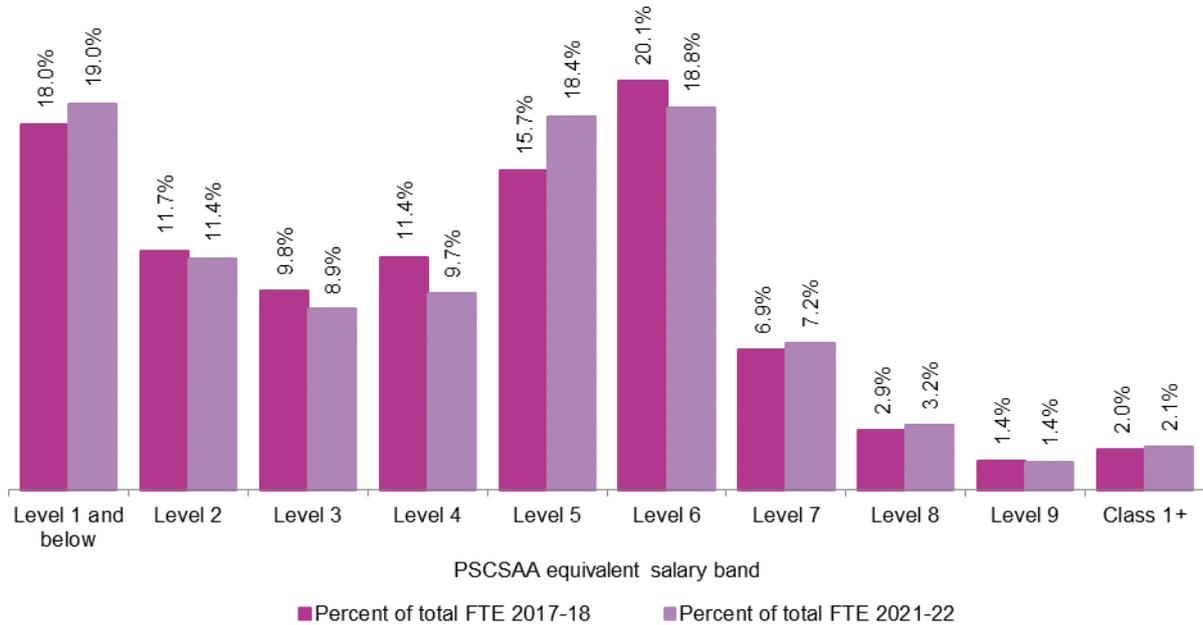
While historic data on individual employee ages is not available for other government entities, data was collected for the previous years on 3 broad age groups (youth employees aged 24 and under, employees aged 25 to 44 and mature employees aged 45 and over). Comparison of these groups between March 2018 and March 2022 showed the age profile of government employees outside the public sector was slightly younger than previously (Figure 9).

**Figure 9: Distribution of headcount by broad age groups, WA other government entities March 2018 and March 2022**



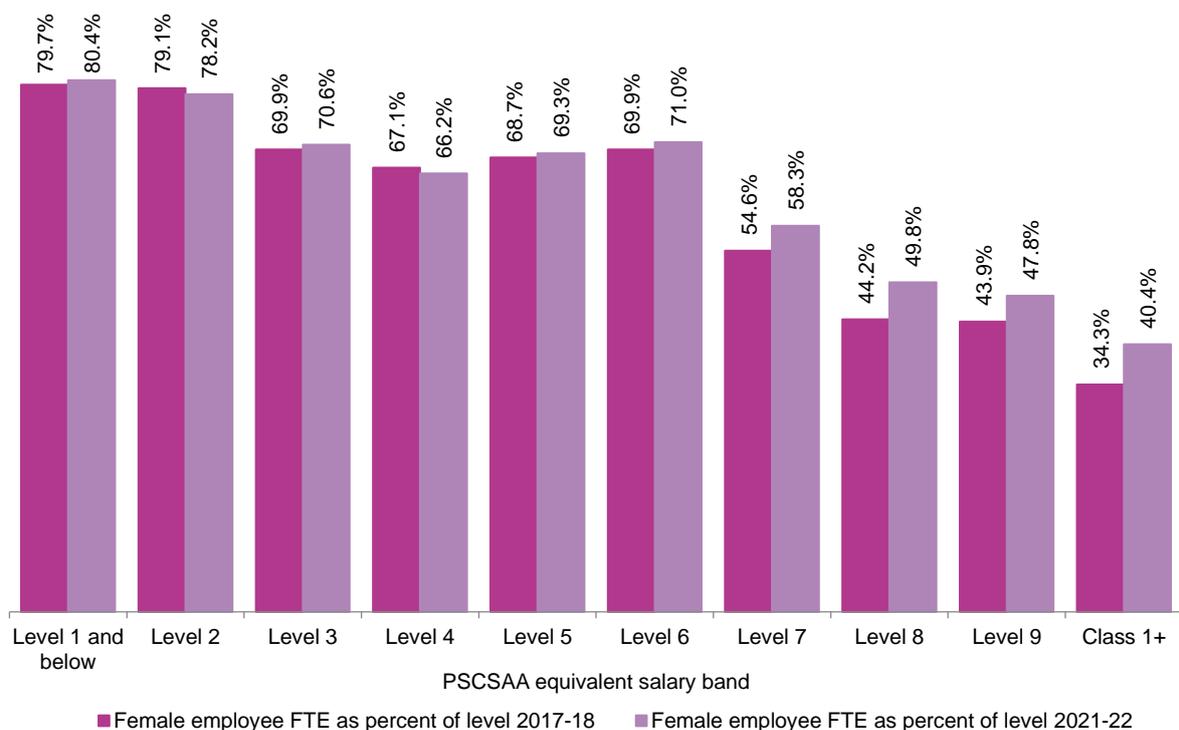
When all employees' equivalent salary is mapped to the salary bands of the Public Sector CSA Agreement (PSCSAA)<sup>6</sup>, the distribution of public sector FTE across salary bands has remained largely consistent between 2017-18 and 2021-22 (Figure 10).

**Figure 10: Proportion of total public sector FTE by PSCSAA equivalent salary level 2017-18 and 2021-22**



When FTE related to male and female employees is mapped to PSCSAA salary bands, the proportion of female employees at higher levels continued to increase. There is now close to parity at Level 8 equivalent (49.8%), with Levels 9 and Class 1 and above much higher than 5 years ago (Figure 11).

**Figure 11: Female employee FTE as percent of PSCSAA equivalent salary level employees 2017-18 and 2021-22**



<sup>6</sup> Employees mapped to salary bands relevant to reported time periods.

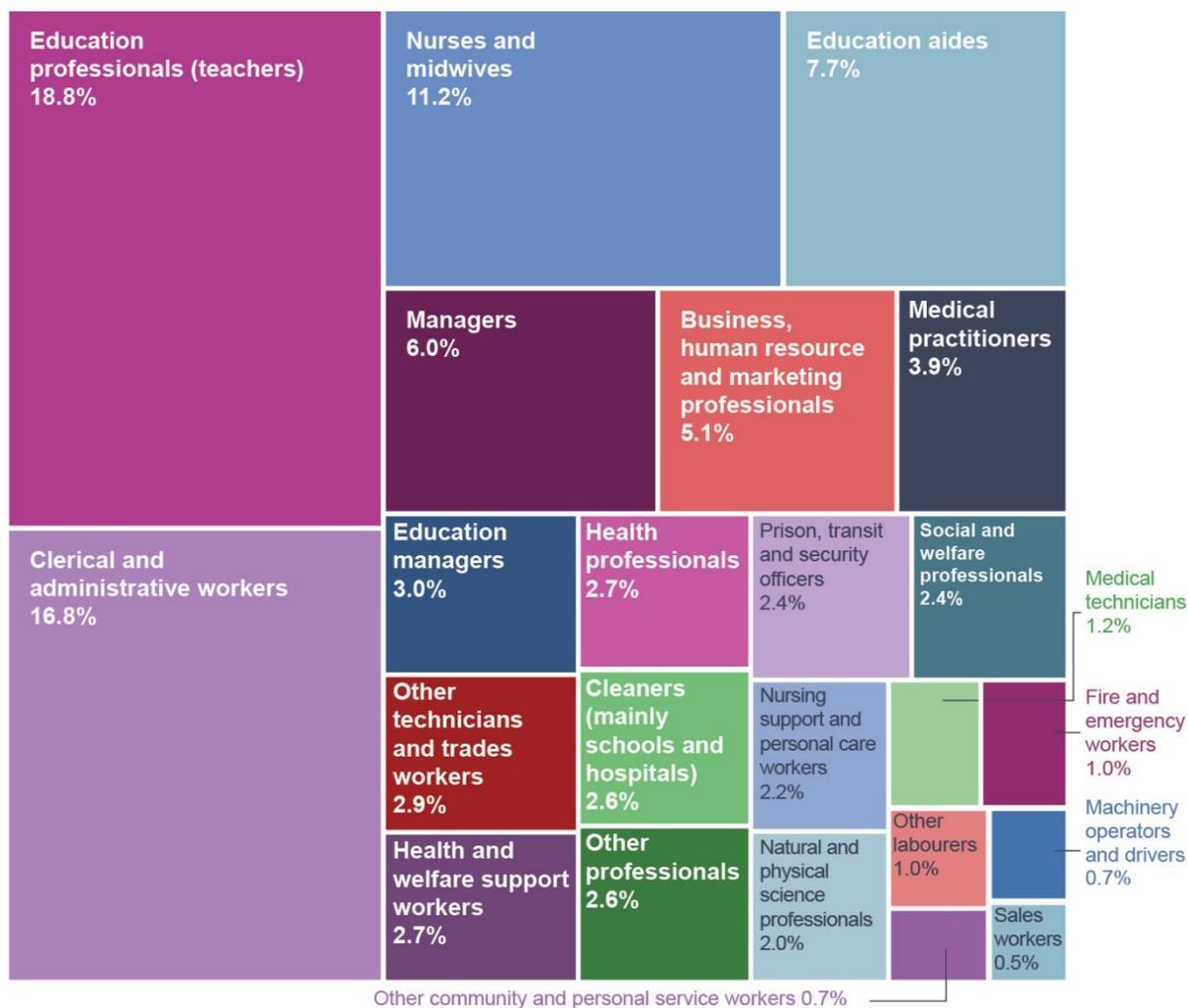
## Occupations

The public sector workforce is categorised into 23 occupational groups (Figure 12 and Table 9). On average, the top 4 occupational groups made up more than half of all employees in the public sector across 2021-22:

- teachers (18.8% of total FTE)
- clerical and administrative workers (16.8% of total FTE)
- nurses and midwives (11.2% of total FTE)
- education aides (7.7% of total FTE).

Between 2017-18 and 2021-22, cleaners had the largest proportional increase across all occupations, increasing 27.8% to 3,171 FTE in 2021-22. Over the same period, nursing support and personal care workers increased by 22.9% to 2,774 FTE; medical technicians increased by 20.7% to 1,489 FTE; and medical practitioners increased by 19.7% to 4,796 FTE. These changes reflected the state's response to the COVID-19 pandemic and associated restrictions as well as ongoing investment in WA Health recruitment.

**Figure 12: Key occupational groups, WA public sector 2021-22 (annual average FTE – size of rectangle indicates relative FTE per group)**



**Table 9: Key statistics, WA public sector workforce by occupation 2021-22 (annual average)**

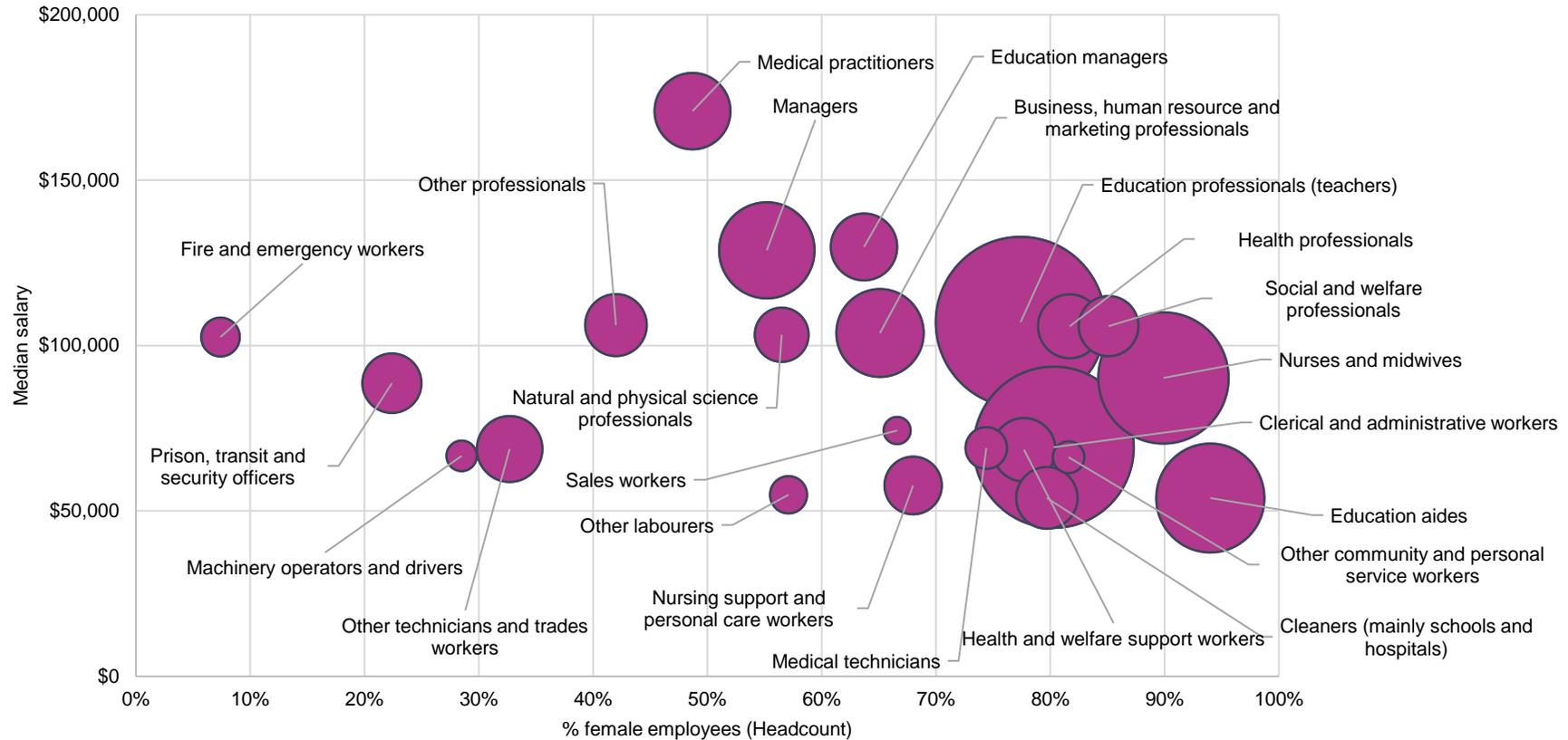
<b>Occupational group</b>	<b>FTE 2021-22</b>	<b>FTE change Since 2017-18 (%)</b>	<b>Median age</b>	<b>Median salary combined</b>	<b>Median salary female employees</b>	<b>Median salary male employees</b>	<b>Female % (percentage point change since 2017-18)</b>
Education professionals (teachers)	23,335	+1,744 (+8.1%)	43.3	\$107,049	\$107,049	\$103,163	77.4% (-0.3 ppt)
Clerical and administrative workers	20,825	+2,478 (+13.5%)	46.5	\$69,256	\$69,006	\$81,353	80.3% (-0.3 ppt)
Nurses and midwives	13,863	+2,010 (+17.0%)	41.5	\$90,202	\$90,202	\$90,202	89.9% (+0.2 ppt)
Education aides	9,594	+1,400 (+17.1%)	46.9	\$53,906	\$53,906	\$53,906	94.0% (-1.0 ppt)
Managers	7,507	+1,159 (+18.3%)	50.0	\$128,783	\$121,402	\$135,716	55.2% (+3.8 ppt)
Business, human resource and marketing professionals	6,308	+609 (+10.7%)	44.8	\$103,789	\$103,362	\$103,966	65.1% (+1.3 ppt)
Medical practitioners	4,796	+789 (+19.7%)	37.3	\$170,854	\$151,479	\$194,134	48.7% (+4.2 ppt)
Education managers	3,697	+332 (+9.9%)	50.3	\$129,810	\$129,810	\$129,810	63.7% (+5.1 ppt)
Other technicians and trades workers	3,599	+213 (+6.3%)	49.3	\$68,729	\$64,241	\$69,850	32.7% (+1.3 ppt)
Health professionals	3,386	+345 (+11.4%)	37.5	\$105,824	\$105,824	\$112,443	81.7% (+0.0 ppt)
Health and welfare support workers	3,342	+230 (+7.4%)	45.0	\$68,506	\$68,506	\$68,756	77.7% (+0.6 ppt)
Other professionals	3,193	+386 (+13.7%)	43.0	\$106,179	\$106,179	\$105,917	42.0% (+1.1 ppt)

Table 9 continued: Key statistics, WA public sector workforce by occupation 2021-22 (annual average)

Occupational group	FTE 2021-22	FTE change Since 2017-18 (%)	Median age	Median salary combined	Median salary female employees	Median salary male employees	Female % (percentage point change since 2017-18)
Cleaners (mainly schools and hospitals)	3,171	+690 (+27.8%)	50.8	\$53,946	\$53,711	\$54,270	79.7% (+1.1 ppt)
Social and welfare professionals	3,011	+53 (+1.8%)	42.0	\$105,868	\$105,913	\$103,523	85.1% (+0.5 ppt)
Prison, transit and security officers	2,946	+450 (+18.0%)	48.0	\$88,620	\$88,894	\$88,620	22.4% (+1.3 ppt)
Nursing support and personal care workers	2,774	517 (+22.9%)	46.0	\$57,706	\$57,706	\$57,706	68.0% (-0.9 ppt)
Natural and physical science professionals	2,461	+194 (+8.6%)	42.8	\$103,257	\$103,257	\$103,257	56.5% (+1.5 ppt)
Medical technicians	1,489	+256 (+20.7%)	39.3	\$69,019	\$68,161	\$74,627	74.4% (-0.8 ppt)
Fire and emergency workers	1,295	+8 (+0.6%)	42.8	\$102,566	\$82,838	\$102,566	7.4% (+2.3 ppt)
Other labourers	1,198	+67 (+5.9%)	57.0	\$54,894	\$55,517	\$54,341	57.1% (-0.3 ppt)
Other community and personal service workers	887	+101 (+12.8%)	44.8	\$66,236	\$67,191	\$62,178	81.6% (+0.8 ppt)
Machinery operators and drivers	821	-16 (-1.9%)	52.5	\$66,652	\$63,226	\$75,779	28.5% (-2.3 ppt)
Sales workers	660	-14 (-2.0%)	46.3	\$74,310	\$74,800	\$72,896	66.6% (+0.8 ppt)

There continued to be a weak relationship between occupational groups, gender profiles and salary ranges in the public sector, with occupational groups comprising a majority of women tending to have lower median salaries (Figure 13).

**Figure 13: WA public sector occupational groups by percent female employees and median salary 2021-22 (size of each point reflects relative size of occupational group in annual average FTE)**



Sworn police officers are not part of the public sector as defined in the PSM Act. Key statistical information for sworn officers of the WA Police Force is in Table 10. Detailed information on occupations is not collected from other government entities. Summary information for other government entities is in Table 11.

**Table 10: Key statistics for sworn officers of WA Police Force 2021-22 (annual average)**

	FTE 2021-22	FTE change since 2017-18	Median age	Median salary combined	Median salary female	Median salary male	Female % (percentage point change since 2017-18)
WA Police Force (sworn officers)	7,154	+571 (+8.7%)	41.5	\$98,606	\$95,632	\$100,190	25.1% (+1.2)

**Table 11: Key statistics for WA other government entities (excluding WA Police Force) March 2022**

	FTE March 2022	FTE change since March 2018	Median age March 2022	Female % (percentage point change since March 2018)
Local governments	18,346	+1,345 (+7.9%)	43	55.8% (+1.7)
Public universities	10,014	-609 (-5.7%)	41	60.2% (-0.4)
Government trading enterprises and other entities	10,774	+2,130 (+24.6%)	43	34.9% (+1.4)

## Locations

Consistent with previous years, the majority of public sector employees (annual average 121,327 headcount or 76.8% of the public sector) worked in the metropolitan region during 2021-22; Table 12). There were 36,541 public sector employees located in regional WA (23.1% of the public sector) and 78 outside WA (less than 0.1% of the public sector). Public sector employment in regional WA increased by 7.1% from 34,112 to 36,541 employees since 2017-18.

In regional WA the highest rates of growth since 2017-18 have been in the Peel (12.9% increase to 3,731 employees) and South West regions (10.9% increase to 10,112 employees; see Table 12). No regions had a lower headcount than in 2017-18. Since 2017-18, median salaries increased in all regions except the Gascoyne.

Table 12: Key statistics for WA public sector workforce by location, annual average 2017-18 to 2021-22

Region	Headcount 2021-22 (percent of total)	Headcount percent change from 2017-18	FTE 2021-22 (percent of total)	FTE percent change from 2017-18	Median age 2021-22	Median salary 2021-22	Median salary percent change from 2017-18	Permanent FTE as percent of region 2021-22	Change in permanent FTE (percentage point) since 2017-18
Gascoyne	696 (0.4%)	+4.6%	555 (0.4%)	+2.4	45.5	\$72,048	-2.7%	70.9%	+0.5 ppt
Goldfields Esperance	3,212 (2.0%)	+3.2%	2,620 (2.1%)	+4.9	45.5	\$78,760	+5.0%	75.1%	-1.0 ppt.
Great Southern	3,588 (2.3%)	+2.1%	2,679 (2.2%)	+2.7%	49.0	\$85,487	+10.7%	78.6%	-0.6 ppt
Kimberley	3,883 (2.5%)	+5.7%	3,239 (2.6%)	+4.4%	42.3	\$83,623	+2.2%	71.6%	+2.8 ppt
Mid West	3,819 (2.4%)	+10.1%	2,963 (2.4%)	+9.1%	46.5	\$78,787	+4.9%	74.6%	-2.2 ppt
Peel	3,731 (2.4%)	+12.9%	2,954 (2.4%)	+12.4%	47.0	\$79,059	+1.5%	83.1%	+0.3 ppt
Pilbara	3,225 (2.0%)	+7.6%	2,648 (2.1%)	+6.8%	40.8	\$82,148	+6.3%	76.9%	+7.9 ppt
South West	10,112 (6.4%)	+10.9%	7,528 (6.1%)	+11.6%	47.8	\$82,150	+4.9%	76.6%	-2.9 ppt
Wheatbelt	4,276 (2.7%)	+0.4%	3,138 (2.5%)	+1.9%	48.8	\$73,040	+6.7%	76.7%	-0.1 ppt
<b>Regional WA total</b>	<b>36,541 (23.1%)</b>	<b>+7.1%</b>	<b>28,324 (22.8%)</b>	<b>+7.3%</b>	46.3	<b>\$79,733</b>	<b>+4.6%</b>	<b>76.5%</b>	<b>-0.1 ppt</b>
Metropolitan	121,327 (76.8%)	+14.6%	95,712 (77.1%)	+14.4%	44.5	\$90,202	+5.6%	74.2%	-2.3 ppt
Outside WA	78 (<0.1%)	+1.3%	68 (0.1%)	+9.3%	45.0	\$107,049	+3.6%	34.3%	-30.8 ppt

## Redeployment, redundancy, severances and separation payments

At 30 June 2022, there were 243 employees in the public sector who had been identified as surplus to requirements (223 registrable and 20 registered). At the same point last year there were 393 registrable and 4 registered employees.

There were 79 voluntary severances in 2021-22 totalling \$9,944,737. This was a decrease from 2020-21 when 303 voluntary severances were made totalling \$34,748,275.

The public sector agencies with the most voluntary severances in 2021-22 were the Department of Justice (25) and Metropolitan Redevelopment Authority (8). The Department of Biodiversity, Conservation and Attractions; Department of Education; and Department of Training and Workforce Development had 5 each. There were 3 involuntary severances during the year.

While SES officers are not eligible to receive voluntary severances, separation payments for early termination in the SES are dealt with under section 59 of the PSM Act. Five SES section 59 separation payments totalling \$553,797 were paid during 2021-22. This was an increase from the previous year where only one section 59 payment was made totalling \$72,537.

## Managing temporary personnel in the public sector

Based on data provided to the Department of Finance, public sector agencies spent \$125.3 million under the Temporary Personnel Services Common Use Arrangement in 2021-22. This was an increase of \$7.5 million from the \$117.8 million spent in 2020-21 (Figure 14).

The primary driver of this increase was the continuing response to COVID-19 at WA Health which recorded an \$8.3 million increase from 2020-21. Other factors included increased spending related to COVID-19 customer support at the Department of Communities (\$2.5 million increase from 2020-21) and rises at Main Roads (\$2.9 million) and the Department of Biodiversity, Conservation and Attractions (\$1.8 million) due to increased works programs.

The average number of temporary engagements per quarter fell from 3,281 in 2020-21 to 2,581 in 2021-22. The majority of engagements in 2021-22 were for less than 6 months (52.9% compared to 70.2% in 2020-21).

**Figure 14: Annual expenditure on temporary personnel in WA public sector 2017-18 to 2021-22**



## Managing leave

Restrictions on travel, implementation of the WA Safe Transition Plan and the advent of the COVID-19 virus into WA affected the use of leave in 2021-22.

Use of annual leave in the public sector between April and June 2022 was lower than pre-pandemic levels and the previous 2 years, down to 5.1 days per FTE (6.3 days in 2019).

Similarly, use of long service leave between April and June 2022 was 0.9 days per FTE, down from 1.2 days in 2019. Personal leave (including sick and other types of personal leave) was at an average of 2.6 days per FTE between April and June 2022, down from 3.5 days in 2019, 3.1 days in 2020 and 3.2 days in 2021.

The decrease in leave taken in 2022 was also impacted by access to special COVID-19 leave. The February 2022 update to the Government Sector Labour Relations Circular 6/2020:

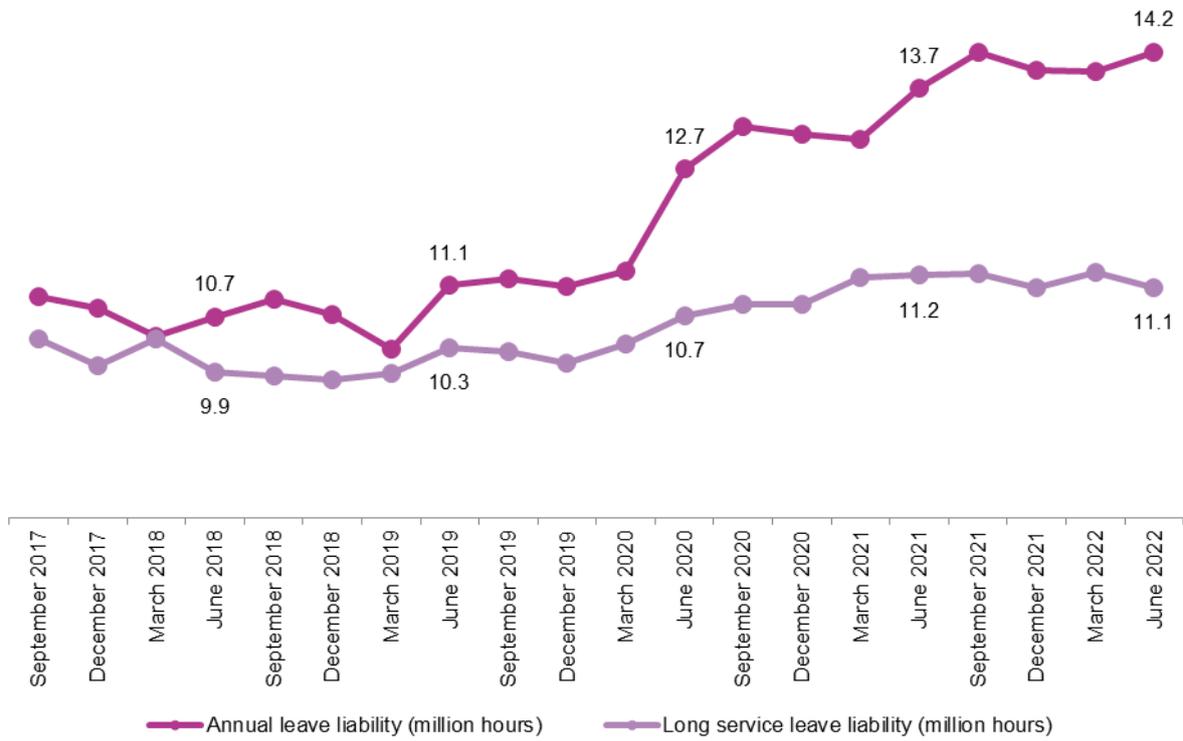
- reinstated a 20 day COVID-19 leave entitlement for all public sector employees
- clarified the leave is available for employees subject to a government requirement to isolate or quarantine
- allowed COVID-19 leave to be taken before personal or sick leave in certain circumstances
- provided for employers to grant additional COVID-19 leave in some situations where there are compelling circumstances.

Agencies reported that 58,201 (36.4%) public sector employees accessed approximately 1,030,385 hours of COVID-19 leave between 1 January and 31 May 2022. This was an average of 17.7 hours of COVID-19 leave taken per employee who accessed COVID-19 leave, or an average of 32.0 hours of COVID-19 leave per reported positive case in the public sector.

This compares with approximately 326,413 hours accessed at the start of the pandemic between 2 March 2020 and 28 June 2020. At that time, the policy provided employees with access to COVID-19 leave only after exhausting personal/sick leave entitlements. Recording of COVID-19 leave in 2020 was likely an underestimate given some agencies were unable to separately report COVID-19 related leave.

Annual leave liability (that is, leave hours owed to current employees) increased between June and September 2021 but has since remained around this level. Long service leave liability decreased slightly to 11.1 million hours. Both annual and long service leave liability have remained at or above June 2020 levels since this point (Figure 15).

Figure 15: WA public sector leave liability 2017-18 to 2021-22 (point in time data)



## Commissioner's observations

**The COVID-19 pandemic again had an impact on the government sector workforce, with a continuing need for additional employees to support Western Australia's response to the pandemic. This included an increase in fixed term and casual employees resulting in a larger proportion of these appointment types.**

With tight restrictions slowly lifted over the year, it is anticipated that workforce composition will return over time to the pre-pandemic situation with a continued commitment to permanency for employees, ensuring a diverse workforce and robust management of leave.

A new challenge that emerged during the year for the government sector – as it was for other sectors and jurisdictions – was the growing skills shortage. During the year, the Commission worked with the public sector to develop policies to assist in this regard. Since the reporting period, I introduced specific measures in the public sector to enable temporary monetary incentives to be offered to attract and retain primarily frontline workers in regional areas; and to temporarily streamline recruitment processes in response to the competitive employment market.

The tough conditions highlighted the imperative for high quality, systematic and focused workforce planning to be an integral part of the management of the government sector workforce over the longer term.

Following the census pilot in a small number of public sector agencies in 2021, the Commission progressed work on developing a trial of the census across the entire public sector and WA Police. The value of this program is enormous and will help to bring new as well as comparative information to the fore for use in policy, planning and service delivery.

An impressive initiative during the year saw employees from across the government sector volunteer as contact tracers to support WA's Safe Transition Plan. They demonstrated a true spirit of public service, displaying flexibility, agility and resilience, and contributing immense value to the contact tracing program and the safety of the community.

With a range of government policies to insource work and a growing demand for services – particularly education and medical services – the government sector is likely to experience continued growth in coming years.

## Section 3: Workforce diversity

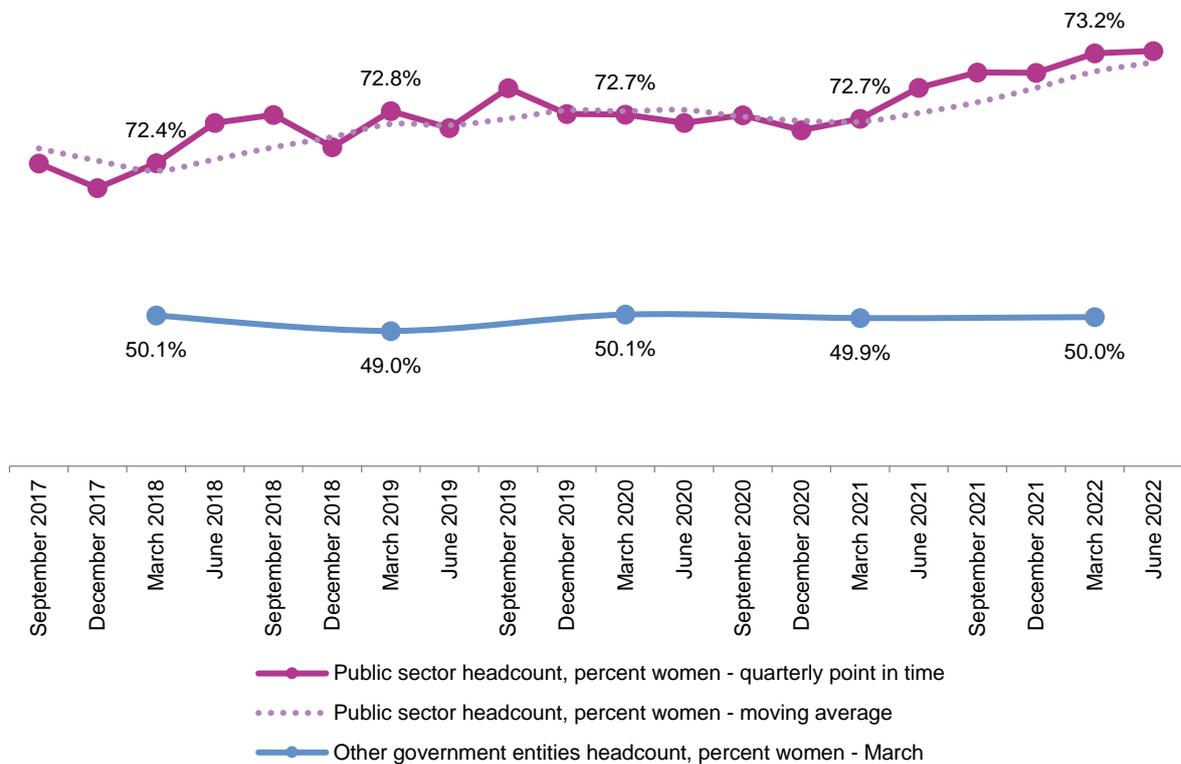
Information in this section is based on March point in time data rather than annual averages<sup>7</sup>.

### Women employees

In March 2022, the government sector employed 149,235 (66.5%) women. This included 117,032 women in the public sector (73.2% of the workforce) and 32,203 women in other government entities (50.0%) (Figure 16).

Over the past 5 years, the proportion of women in the public sector has increased slightly from 72.4% in March 2018 to 73.2% in March 2022. In other government entities, the total workforce (headcount) increased by 1,928 (+3.1%) between March 2018 and March 2022 but the headcount of women increased by only 879 (+2.8%). As a result, the proportion of women decreased from 50.1% in March 2018 to 50.0% in March 2022.

**Figure 16: Women as % of workforce (headcount), WA public sector and other government entities 2017-18 to 2021-22 (March data highlighted)**



<sup>7</sup> Diversity data reflects revised 2019 data, informed by historic information provided by one public university in 2021

## Gender pay gap

The gender pay gap is the difference between the median annual salaries of men and women across each sector, including employees at all levels.

The median salary for women in the public sector decreased between March 2021 and March 2022. As a result, the gender pay gap widened. In 2021-22, the median salary for women was 9.8% lower than the median salary for men (Table 13).

**Table 13: Median salary and gender pay gap, WA public sector (March point-in-time data)**

	Median salary (\$) all active contracts			
	March 2020	March 2021	March 2022	Change 2021 to 2022
All employees	\$87,543	\$88,452	\$89,027	+\$575
Women	\$83,820	\$85,820	\$85,797	-\$23
Men	\$93,896	\$94,961	\$95,152	+\$191
Gender pay gap*	\$10,076 (10.7%)	\$9,141 (9.6%)	\$9,355 (9.8%)	+\$214 (+0.2 percentage points)

\*Gender pay gap is the difference between median equivalent annual salary of men and women, expressed as a percentage of men's median equivalent annual salary.

For the second year running, equivalent annual salary was collected from other government entities (Table 14). As this is a new method for these entities, the Commission continued to work with them to introduce reporting consistency. A trend from the data is still emerging and it will take time to build an understanding of the variability of the data for these sectors.

**Table 14: Median salary and gender pay gap, other government entities March 2022**

	Government trading enterprises and other authorities	Local governments	Public universities
All employees	\$101,789	\$70,344	\$97,946
Women	\$94,595	\$70,339	\$94,005
Men	\$103,609	\$70,429	\$101,900
Gender pay gap	\$9,014 (8.7%)	\$90 (0.1%)	\$7,895 (7.7%)

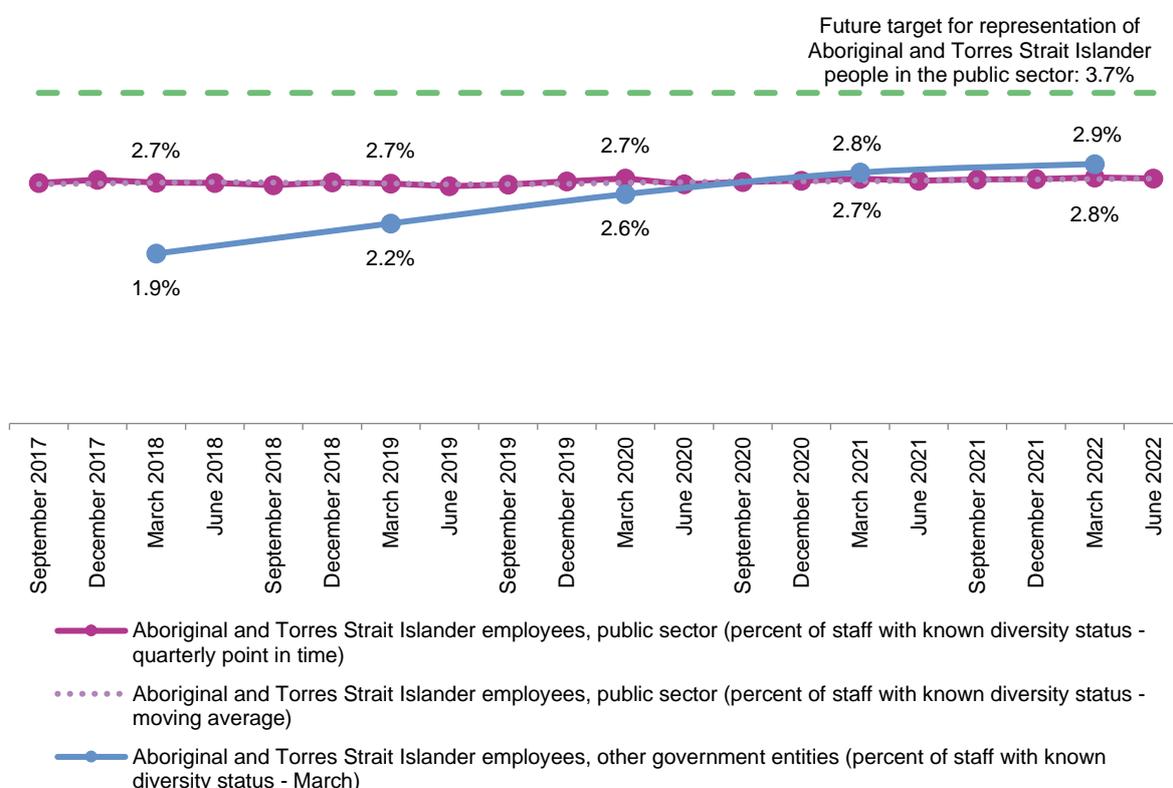
## Aboriginal and Torres Strait Islander employees

In March 2022, 4,838 government sector employees identified as Aboriginal and Torres Strait Islander people: including 3,363 employees in the public sector and 1,475 in other government entities.

In the public sector, both the number of employees identifying as Aboriginal and Torres Strait Islander people and the number of people sharing this information increased over the last 5 years. Representation in the public sector remained around 2.7% across this period. At March 2022, representation was reported as 2.8% (due to standard rounding convention of the 2 decimal figure of 2.754%).

Representation of Aboriginal and Torres Strait Islander people in other government entities continued to increase from 2.8% in March 2021 to 2.9% in March 2022 (Figure 17).

**Figure 17: Representation of Aboriginal and Torres Strait Islander people, WA government sector 2017-18 to 2021-22 (March data highlighted)**



## Aboriginal cultural awareness training

In July 2021, the Public Sector Commission released a free online cultural training resource and Commissioner's Instruction 29 that requires public sector employees and board/committee members to complete Aboriginal and Torres Strait Islander cultural awareness training so they are better able to work in culturally informed ways.

In the last 3 years, 58.7% or 85,897 of 146,254 public sector employees and board/committee members in scope of the instruction completed such training. This comprised 85,724 of 145,867 public sector employees; and 173 completed of 387 public sector board and committee members.

While not mandatory for employees in other government entities, the following was reported on the number of employees and members having completed training in the last 3 years:

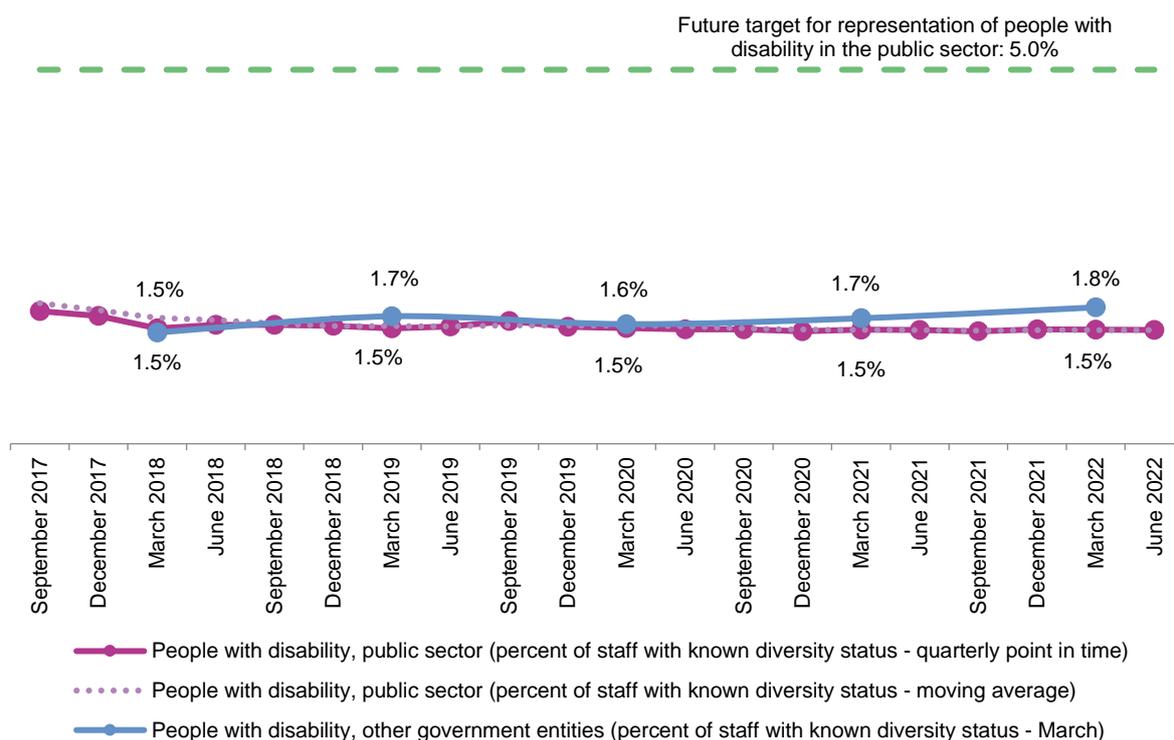
- local government employees: 3,433 of 25,575 employees
- public university employees: 3,534 of 20,055 employees
- government trading enterprise and other authority employees: 2,650 of 18,810 employees
- non-public sector board and committee members: 23 members (data is not collected on the total number of members).

## Employees with disability

In March 2022, 2,719 government sector employees identified as having disability – 1,867 in the public sector and 852 in other government entities. This represented a small increase of 133 headcount in the public sector from 2020-21 and 49 headcount in other government entities. The proportion of employees sharing their disability information also increased slightly.

Public sector representation of people with disability has been stable since March 2018 at 1.5%. In other government entities, representation has increased from 1.7% in March 2021 to 1.8% in March 2022 (Figure 18).

**Figure 18: Representation of people with disability, WA government sector 2017-18 to 2021-22 (March data highlighted)**

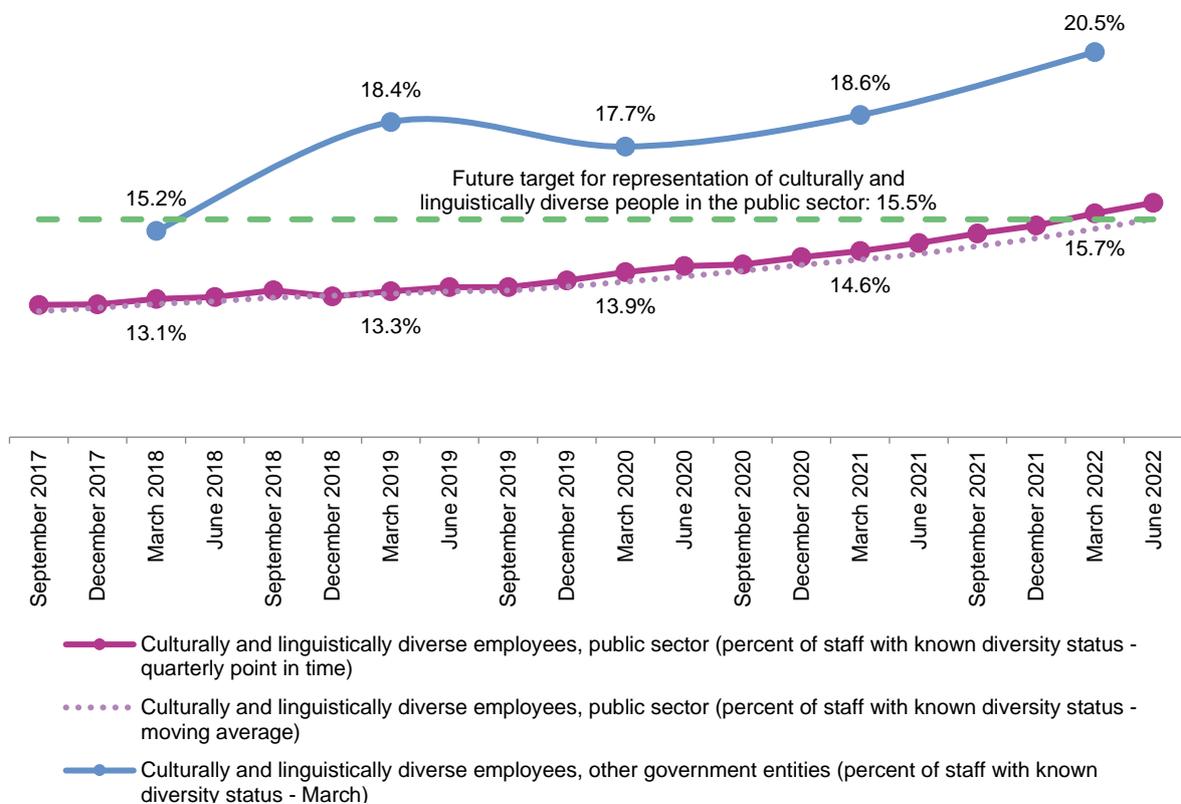


## Culturally and linguistically diverse employees

In March 2022, 28,376 government sector employees identified as culturally and linguistically diverse, of whom 17,839 were in the public sector and 10,537 in other government entities. Representation of culturally and linguistically diverse people has steadily increased in the public sector from 13.1% in March 2018 to 15.7% in March 2022 (Figure 19).

The [Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020-2025](#) has an aspirational target of 15.5% for representation of culturally and linguistically diverse employees in the public sector. This target was met and surpassed in March 2022. As a group, other government entities have exceeded the target for the last 4 years, noting that this is driven by high representation at public universities.

**Figure 19: Representation of culturally and linguistically diverse people, WA government sector 2017-18 to 2021-22 (March data highlighted)**

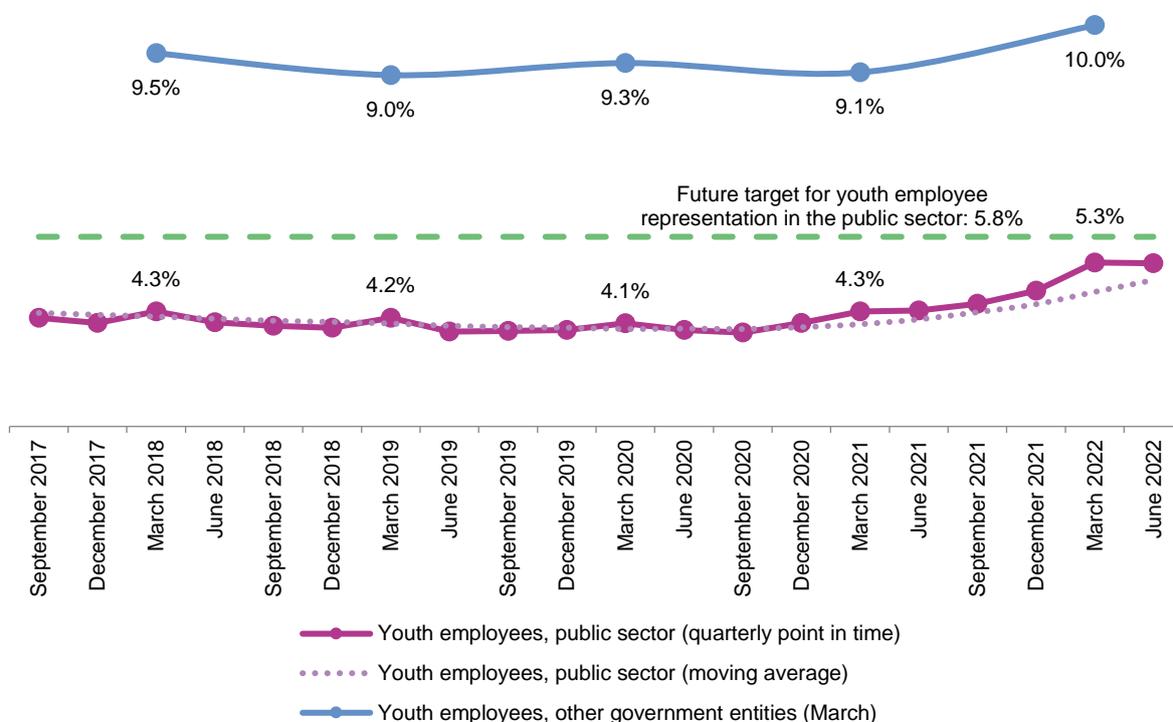


## Youth employees

In March 2022, 14,920 government sector employees (6.7%) were aged 24 or under: 8,446 in the public sector and 6,474 in other government entities. For the public sector, this was a year on year increase of 1,917 young employees, while other government entities saw young employees increase by 695 headcount.

Youth made up 10.0% of employees in other government entities compared to 5.3% in the public sector (Figure 20)<sup>8</sup>. The proportion of youth in the public sector is affected by seasonal trends as casual workers, whose numbers regularly increase and decrease, are more likely to be young. While the representation of youth remains below the aspirational target of 5.8% set in the [Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020-2025](#), representation significantly increased from 4.3% in 2020-21.

**Figure 20: Representation of youth, WA government sector 2017-18 to 2021-22 (March data highlighted)**



## Employees of diverse sexualities and genders

The government sector currently reports data to the Commission on employees who identify as neither male nor female. This data shows that across the government sector less than 0.1% of all employees identify as being neither male or female, with employees less likely to be recorded as neither male nor female in the public sector compared to other government entities. This is consistent with previous years.

<sup>8</sup> Data for other government entities includes casual employees paid at any time during the preceding year. This may have the effect of inflating youth representation compared to the public sector, where point in time data captures only employees current at the pay period.

## Commissioner's observations

**In the second year of the Workforce Diversification and Inclusion Strategy continued progress was made towards the aspirational targets for some diverse groups while more work is required to move the dial for other groups.**

Of particular note was the public sector exceeding the target for culturally and linguistically diverse employees, and the significant increase in the representation of youth across the government sector.

During the year the Commission worked on redefining cultural and linguistic diversity to be contemporary and fit for purpose. This was set as an action in the Workforce Diversification and Inclusion Strategy. The Commission established 'A place of opportunity' campaign to encourage the best university graduates to consider working in the public sector. Initiatives like this will help position the sector for young people.

The uptake of training to increase Aboriginal and Torres Strait Islander cultural awareness was a good first step since I made it mandatory during the year. However, agencies have to ensure all employees and board/committee members are trained, especially as the Commission's online learning resource is freely accessible to the whole government sector.

I am disappointed that the gender pay gap widened, with the median salary for women now 9.8% lower than the median salary for men. I am also concerned that the representation of Aboriginal and Torres Strait Islander people and people with disability did not move. Clearly, existing activities are not enough. The new Commissioner's Instruction 39 – with its specific measures to increase workforce diversity – is one way to assist but other ways are needed and these are being explored.

The 2023 census trial for the public sector includes questions on a person's diversity and, for the first time, will generate greater information on employees of diverse sexualities and genders. Overall, it is important for the insights from the census to be used to better inform the public sector's approach to increasing diversity and inclusion.

## Section 4: Leadership

### Executive management

A new model for managing executive positions and associated expenditure in the public sector was implemented this year. The Executive Salary Expenditure Limit was established in [Commissioner's Instruction 32: Financial and Classification Management of Senior Executive Service and Other Management Executives](#) and took effect from 1 July 2021 to regulate the total cost of public service executive positions.

The Executive Salary Expenditure Limit replaced the previously narrower focus just on SES contracts and aligns agency executive resourcing levels with government policy and priorities, strengthens accountability and enhances responsiveness. It gives chief executives greater autonomy in managing their executive positions while ensuring increased oversight and transparency. Monitoring and financial reporting are applied at both agency and sector levels.

A robust system of performance management for public sector CEOs was put in place in July 2021 following a trial over the previous 2 years with the Public Sector Leadership Council CEOs. Set through a new [Commissioner's Instruction \(30\)](#) it aims to drive the high performance, accountability and continued professional development needed to lead the sector.

### Public sector leadership

In 2021-22, the Commission facilitated the appointment of 9 people to 11 CEO offices, re-appointment of 7 CEOs and transfer of one CEO. The Commissioner directed 20 people to act in 29 CEO offices.

The Public Sector Leadership Council was again integral in the response to and recovery from the COVID-19 pandemic. The Council provided strategic advice to ministers, established protocols on COVID-19 related matters, considered workforce issues and challenges, and oversaw implementation of the WA Recovery Plan.

The council also reviewed progress and provided assurance on whole of government objectives and commitments and explored policy positions for increased collaboration.

A key challenge for leaders this year was maintaining service delivery with the advent of the COVID-19 virus into Western Australia. This coincided with managing the introduction of mandatory vaccination requirements in all workplaces including government organisations.

### Leadership development

Two new leadership development opportunities for public sector employees were established during the year by the Public Sector Commission.

A brand new program for high performing Level 8 employees, called Elev8, commenced in April 2022. Demand was high for the inaugural program with almost 100 applications received for 26 places.

For public sector employees with one to 3 years' experience in people management, a new microcredential program, Propel, was developed in partnership with an Australian university to be implemented in the next reporting period. The programs aim to develop core leadership skills to drive performance, accountability and excellence.

These programs add to the complement of development opportunities specifically curated and available for employees at all levels of the public sector from new graduates to senior executives. Take up of these programs continued to be strong during the year.

## Diversity in leadership

As a group, leaders across the government sector tend to be less diverse than the workforce as a whole. However, some slight gains in management diversity were reported this year (Table 15). In line with information in the [Diversity](#) section, the following information references March point in time data.

In March 2022, Aboriginal and Torres Strait Islander employees comprised 1.7% of Senior Executive Services (SES) officers in the public sector, up from 1.6% in March 2021. Representation of Aboriginal and Torres Strait Islander people in management roles overall increased slightly between March 2021 and March 2022, from 1.6% to 1.9% of public sector leaders in management tiers 1 to 3 and remained stable at 1.5% of management tiers 1 to 3 in other government entities.

Representation of employees with disability in management roles generally decreased. In March 2022, people with disability formed 1.5% of SES officers in the public sector (a decrease from 2.4% in March 2021) and 1.7% of public sector leaders in management tiers 1 to 3 (up from 1.5% in March 2021). People with disability accounted for 0.7% of employees in management tiers 1 to 3 in other government entities, down from 1.0% in March 2021.

Culturally and linguistically diverse employees made up 8.3% of SES officers (up from 7.8% last year), 12.1% in management tiers 1 to 3 in the public sector (down from 12.4% last year) and 11.2% in management tiers 1 to 3 in other government entities (an increase from 9.9% last year).

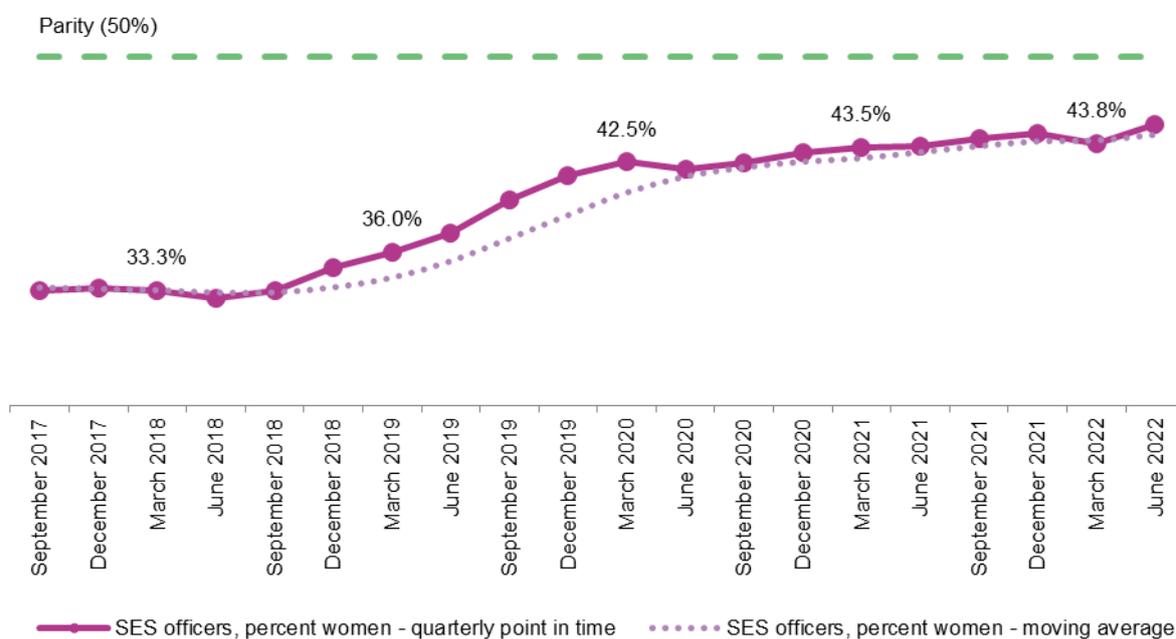
**Table 15: Diversity representation (percent of employees whose diversity status is known), total WA government sector March 2022**

Diversity group	Total representation (management and non-management)	Representation in SES (public sector only)	Representation in management tiers* public sector	Representation in management tiers* other government entities
Women	66.5%	43.8%	49.1%	37.9%
Aboriginal and Torres Strait Islander people	2.8%	1.7%	1.9%	1.5%
People with disability	1.6%	1.5%	1.7%	0.7%
Culturally and linguistically diverse people	17.2%	8.3%	12.1%	11.2%

\* Management tiers refer to employees in top 3 tiers of organisations relating to management and decision-making responsibilities rather than salary ([more information](#)).

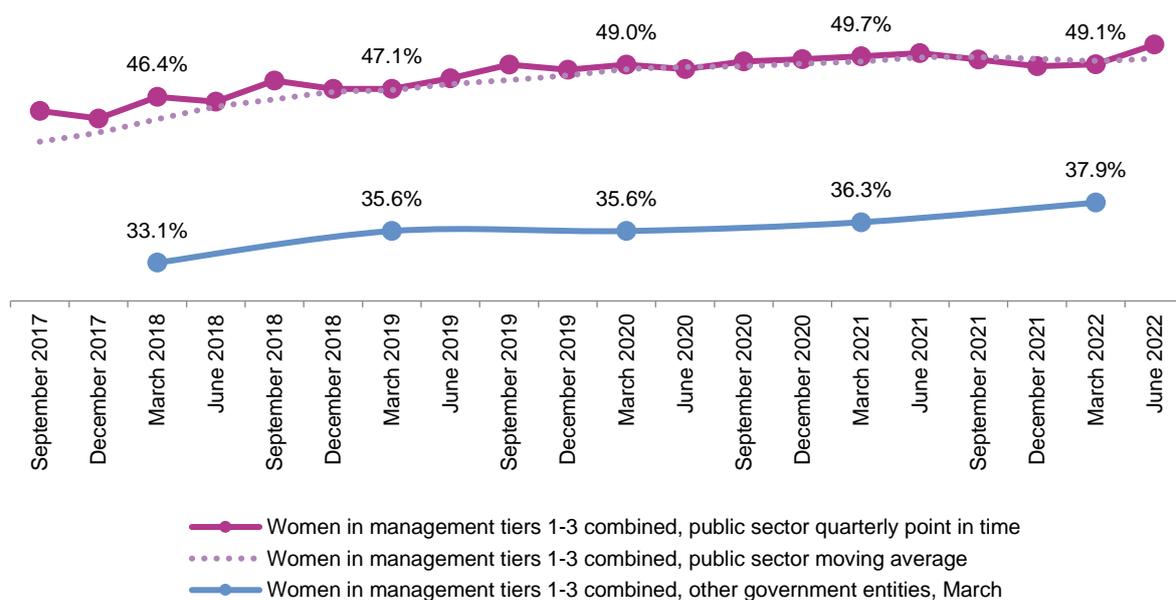
In 2020, the government announced a public sector employment target of 50% for women in the SES. In March 2022, representation of women in the SES reached 43.8% (Figure 21).

**Figure 21: Women in the SES 2017-18 to 2021-22 (March data highlighted)**



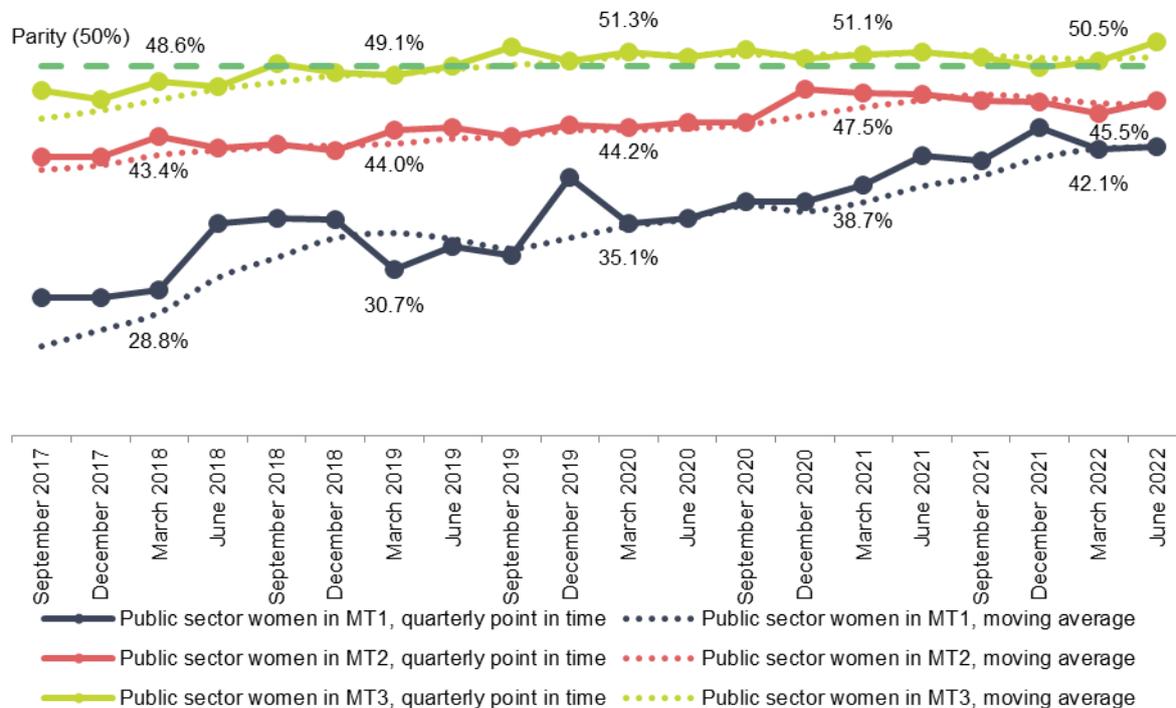
As the SES only exists in the public service, a similar indicator for the wider government sector is women in management tiers. This measure also demonstrates consistent increases in the proportion of sector leaders who are women. Representation of women in leadership in other government entities remains lower than in the public sector but has increased over the longer term from 33.1% of management tiers 1 to 3 combined in March 2018 to 37.9% in March 2022 (Figure 22).

**Figure 22: Women in management tiers 1 to 3 combined, WA government sector 2017-18 to 2021-22 (March data highlighted)**



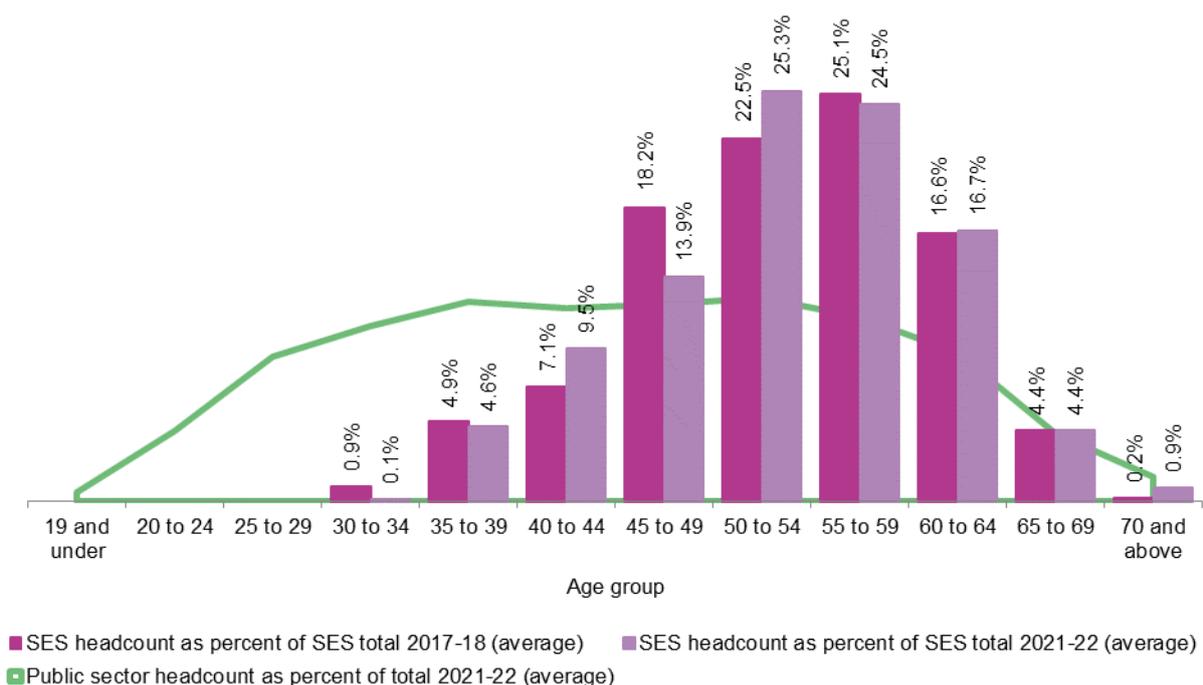
The proportion of women in Tier 1 in the public sector, based on the moving average, continues to trend upwards in 2021-22. Meanwhile, the representation of women in management tier 3 in the public sector has remained above 50% since June 2019 (Figure 23).

**Figure 23: Representation of women in management tiers (MT) 1 to 3, WA public sector 2017-18 to 2021-22**



Between 2017-18 and 2021-22, on an annual average basis representation of people aged 44 and under in the SES increased (Figure 24). The overall age profile of the SES remains older than the wider public sector.

**Figure 24: Age profile of SES 2017-18 and 2021-22 (annual average)**



## Leadership through the pandemic

Throughout the year, the government continued to manage the COVID-19 pandemic and, over time, slowly lifted restrictions.

A major initiative in this management was a mandatory COVID-19 vaccination policy released in October 2021 that required employees in higher risk occupations to be vaccinated to enter the workplace.

To implement this policy in the government sector, organisations defined which employees were included in:

- Group 1: Occupations in which risk is sufficient due to high transmission, vulnerability or necessary to avoid catastrophic risk to the safety of the community
- Group 2: Occupations deemed critical to the ongoing delivery of business and function of the community.

In accordance with the policy:

- Group 1 employees were required to have one dose by 1 December 2021 and 2 doses by 31 December 2021
- Group 2 employees were required to have one dose by 31 December 2021 and 2 doses by 31 January 2022.

In the absence of vaccination or evidence of exemption, Group 1 and Group 2 employees without 2 doses of COVID-19 vaccination were not able to access their workplace after these dates.

In December 2021 the mandatory vaccination policy was updated to require all employees captured in one of the mandated workforce groups to receive a third dose within one month of becoming eligible.

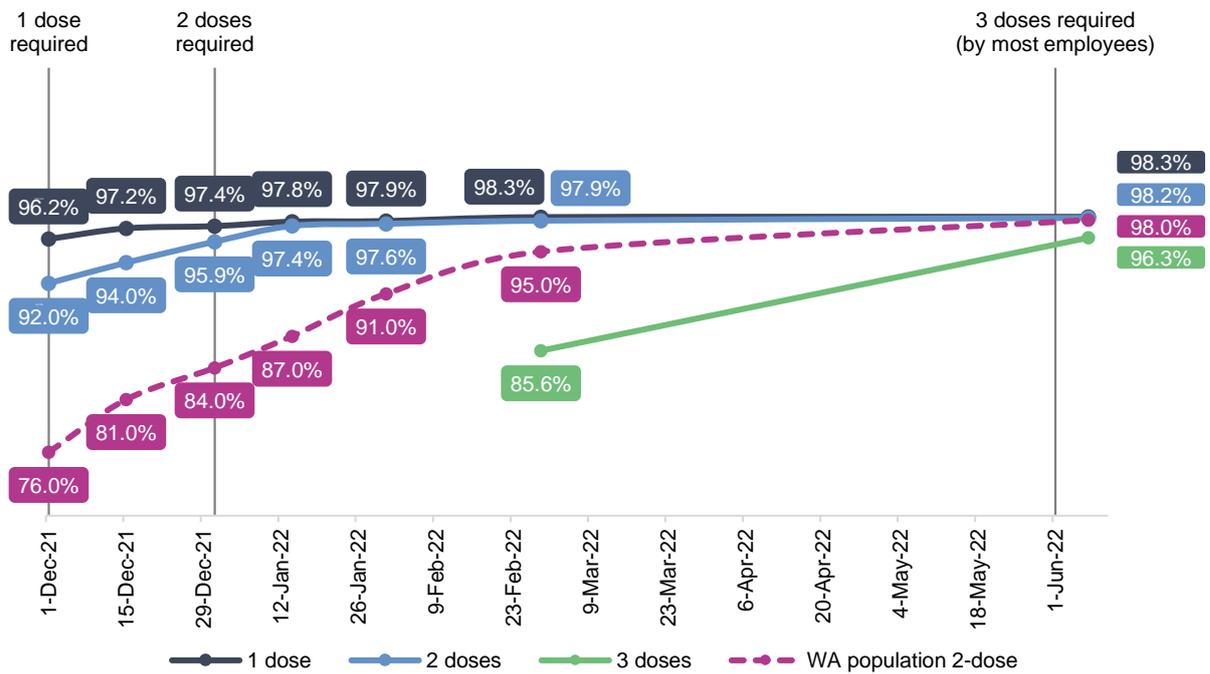
The Commission collected vaccination data about 86 public sector agencies and government trading enterprises with a total estimated workforce size of 177,939 employees. Of these, 151,289 employees (85.0%) were deemed in scope of the policy. Data collection occurred across 7 reference dates between 1 December 2021 and 7 June 2022 aligned with the policy deadlines and ceasing on 7 June 2022, with the mandatory vaccination requirement removed for most workplaces on 10 June 2022.

On 7 June 2022, 94.8% or 143,443 (of approximately 151,289) employees had received at least 3 doses and 1.8% or 2,659 employees had provided evidence of an exemption. Where employees did not meet the vaccination requirement agencies could take action such as excluding them from the workplace or commencing disciplinary processes (see [Integrity](#) for more information).

### Group 1 (approximately 80,692 employees)

At each of the key dates for mandatory vaccinations (1, 2 and 3 dose requirements), at least 96% of Group 1 employees were up to date with vaccination requirements (Figure 25). At all times, Group 1 vaccination rates were higher than the WA general population vaccination rates. This demonstrated a high level of compliance with the mandates by government sector employees. After each of these key dates for 1 and 2 dose requirements, the number of employees up to date with vaccinations increased incrementally. At 7 June 2022 (most current data available), 96.3% were up to date with 3 doses.

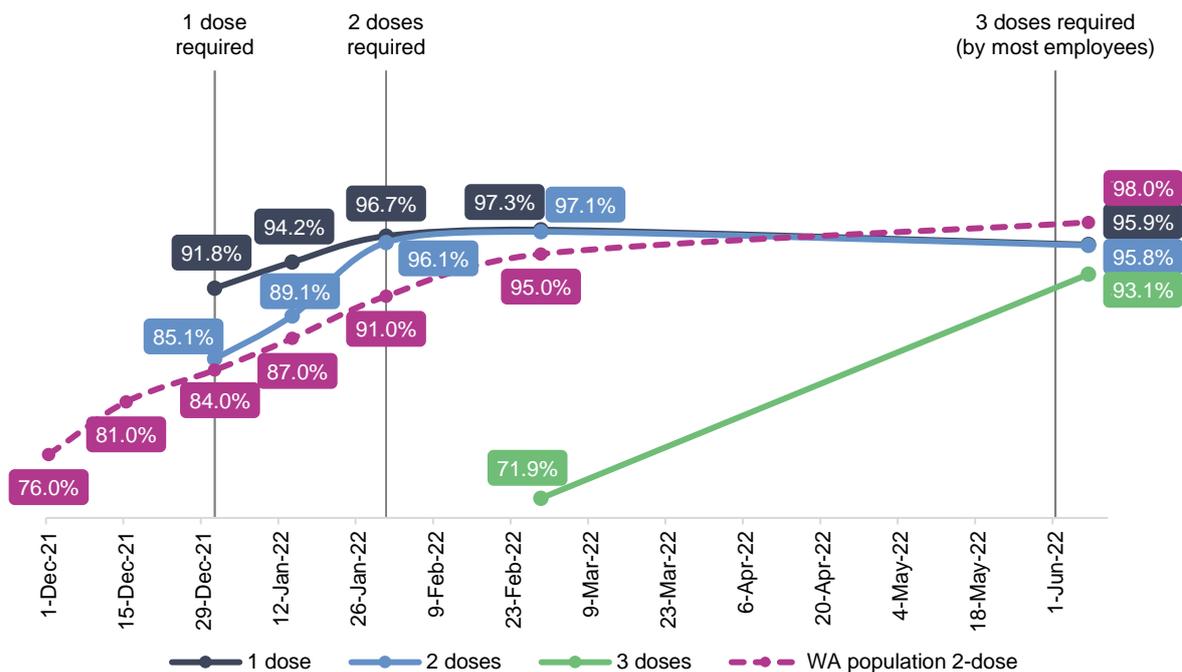
Figure 25: Vaccination rates of Group 1 employees December 2021 to June 2022



## Group 2 (approximately 70,597 employees)

At each of the key dates for mandatory vaccinations (1, 2 and 3 dose requirements), at least 91% of Group 2 employees were up to date with vaccination requirements (Figure 26). Second dose vaccination rates for Group 2 employees were above the WA general population until 28 February 2022. The decrease since then appeared to be mostly due to employees who had received temporary exemptions related to 3 dose requirements. 93.1% of Group 2 employees had received 3 doses, well above the 83.2% of eligible Western Australians.

**Figure 26: Vaccination rates of Group 2 employees December 2021 to June 2022**



Government sector leaders also had to manage the impact of positive cases and close contact restrictions on their workforces. Between 1 January and 31 May 2022, 34,751 positive cases and 32,604 close contacts were reported across the government sector. Assuming employees only contracted COVID-19 once, this equates to one fifth (19.5%) of government sector employees having tested positive.

The rate of reported positive cases in the government sector was on average 217 per 1,000 employees, much lower than the WA population at 306 per 1,000 people.

## Commissioner's observations

### **The introduction of the Executive Salary Expenditure Limit was a significant reform in the management of executive positions and associated expenditure in the public sector.**

The strong accountability built into the new model balances the need of leaders to shape their executive structures to meet government priorities with the government's desire to regulate the cost of senior positions. A reconciliation at the end of the 2021-22 financial year showed the expenditure was under the limit.

Strong accountability was also a key focus of the new performance management approach for public sector CEOs following a trial with the Public Sector Leadership Council CEOs over a 2 year period. Complementing this new approach is a renewed emphasis on the value of development for CEOs and I will be instituting this in the next reporting period, commencing with Public Sector Leadership Council CEOs.

I will also be setting out a comprehensive new approach to build the impact of leadership at all levels across the public sector.

This year was particularly busy with recruitment processes for CEO positions in the public sector, many as a result of the leadership changes in a number of government departments last year. It was pleasing to see that women were well represented not only in applications but also in applicants being deemed suitable and in those being appointed.

The COVID-19 pandemic continued to test the leadership of the government sector. Not only in my role as Public Sector Commissioner but also in my capacity as both Public Sector Coordinator and State Recovery Controller for the pandemic, I saw firsthand the challenges faced by the sector. This was particularly noticeable in implementing the government's vaccine mandate while ensuring vital services for Western Australians continued to be delivered.

# Section 5: Conduct

## Integrity strategy

Integrity remained a focus in the third year of the [Integrity Strategy for WA Public Authorities 2020-2023](#) as the Public Sector Commission commenced or continued work on initiatives to promote integrity across the WA government sector.

Two significant new resources were released to support authorities to develop or strengthen their integrity frameworks. The [Integrity Framework Template and accompanying guide](#) were foundational resources identified in the strategy to strengthen integrity and help prevent misconduct. 66.4% of government sector entities reported they had used these resources to commence developing an integrity framework, develop and implement an integrity framework, or strengthen an existing integrity framework.

The first in a series of theme based reviews on integrity policy and practice was also released. [Notification of Minor Misconduct by Public Authorities](#) identified where improvements could be made by authorities for the required notification to the Public Sector Commissioner of suspected minor misconduct. The Commissioner asked all authority heads to examine their notification practices and put in place improvements where necessary.

Work also continued on the development of a new Commissioner's Instruction for the public sector on ethical foundations following the review of [Commissioner's Instruction 7: Code of Ethics](#) and [Commissioner's Instruction 8: Codes of Conduct and Integrity Training](#).

## Codes of conduct and integrity training

Codes of conduct set the standards of conduct and integrity to be complied with by employees. This year, 97.6% of authorities reported having a code of conduct. The Commission followed up entities that reported they did not have a code of conduct in place.

Training on Accountable and Ethical Decision Making (AEDM) for employees and government board members is one of the main methods by which public sector agencies and government boards raise awareness of codes of conduct. This year, 91.5% of agencies reported AEDM training was provided to all new employees and board members, and 73.2% reported that refresher training was provided.

This year it was reported at least 95,444 public sector employees<sup>9</sup> and 380 members of government boards and committees completed AEDM training in the last 5 years.

## Integrity in financial management

In April 2021 the Commission published information and a self assessment checklist to help public authorities strengthen their approach to integrity in financial management. Departments and SES organisations where the Commissioner is the employing authority were required to report on their assessments and progress implementing actions throughout 2021-22.

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<sup>9</sup> In 2020-21 the number of employees who had completed AEDM training excluded Department of Education employees. System upgrades at the department allows for reporting to be aligned with whole of sector methodology (current employees only, only count once per unique employee even if they have completed training multiple times). 2021-22 includes a new baseline of 26,283 Department of Education employees.

Of 55 public sector agencies surveyed, 87.3% (48 agencies) reported they had implemented either all or some of the proposed actions identified through the assessment. A further 5 indicated they did not identify any further actions required.

Of 33 agencies with actions still underway, 84.8% reported plans to implement the outstanding proposed actions by the end of 2022-23.

## Government boards and committees

Improvements in this year's annual collection relating to government boards and committees uncovered additional information such as:

- 84.2% of responding boards and committees reported having gifts, benefits and hospitality registers or policies
- 80.0% reported having board charters or similar
- 100% reported monitoring conflicts of interest through declarations, registers, standing agenda items and other approaches.

## Discipline

Note: Where employees did not comply with the government's mandatory vaccination requirements (see [Leadership](#)) employers took actions against those employees. Processes finalised before 30 June 2022 are included below. Processes finalised after 30 June 2022 will be included in next year's State of the WA Government Sector Workforce Report.

In 2021-22, government sector entities reported they completed 1,974 discipline processes, up from 1,620 in 2020-21.

The number of allegations arising from these processes also increased to 2,818 this year compared to 2,276 last year (Table 16).

The overall increase in allegations was largely attributed to disobeying or disregarding a direction or lawful order, which increased from 119 (5.2% of total allegations) in 2020-21 to 530 (18.8% of total allegations) in 2021-22 (Table 16). These primarily related to employees who did not comply with COVID-19 vaccination requirements.

Of the remaining types of unethical conduct, allegations of:

- repeated unreasonable or inappropriate behaviour (for example, bullying) increased to 209 from 129 in 2020-21 but less than the 269 allegations in 2019-20
- inappropriate acceptance/provision of gift/benefit increased to 18 from 4 reported in both 2019-20 and 2020-21; all except one allegation was substantiated
- misuse of public resources increased to 211 from 188 in 2020-21 and 175 in 2019-20
- illicit drug use/alcohol intoxication decreased to 63 from 76 in 2020-21 and 106 in 2019-20
- inappropriate physical behaviour (for example, assault) decreased to 66 from 76 in 2020-21 and 99 in 2019-20.

The proportion of allegations found to be substantiated increased from 73.6% in 2020-21 to 80.0% this year. At least 50% of allegations for each conduct category were found to be substantiated.

Of all government sector entities, 79 reported they had discontinued one or more discipline processes during 2021-22 compared to 68 reported last year. Consistent with previous years, the most common reason mentioned for discontinuing processes was the departure of employees subject to the processes through retirement, resignation or conclusion of employment contracts.

**Table 16: Allegations of unethical conduct by type and number, WA government sector 2020-21 and 2021-22**

Type of unethical conduct	2020-21		2021-22	
	Number of allegations (% of total)	Number of substantiated allegations (% of substantiated)	Number of allegations (% of total)	Number of substantiated allegations (% of substantiated)
Offensive or inappropriate personal behaviour (e.g. threatening or abusive language/conduct)	547 (24.0%)	394 (23.5%)	476 (16.9%)	335 (14.9%)
Repeated unreasonable or inappropriate behaviour directed towards a worker, or group of workers, that creates a risk to health and safety (e.g. bullying)	129 (5.7%)	73 (4.4%)	209 (7.4%)	117 (5.2%)
Failure to manage conflict of interest (public role vs personal interests)	49 (2.2%)	29 (1.7%)	62 (2.2%)	48 (2.1%)
Inappropriate acceptance/provision of gift/benefit	4 (0.2%)	2 (0.1%)	18 (0.6%)	17 (0.8%)
Corrupt behaviour (e.g. misusing position for benefit for self/detriment to others)	63 (2.8%)	34 (2.0%)	54 (1.9%)	37 (1.6%)
Misuse of computer/internet/email (e.g. illegal content)	68 (3.0%)	57 (3.4%)	43 (1.5%)	32 (1.4%)
Discrimination, harassment, sexual assault or other discriminatory/indecent behaviour	97 (4.3%)	67 (4.0%)	118 (4.2%)	76 (3.4%)
Illicit drug use/alcohol intoxication	76 (3.3%)	64 (3.8%)	63 (2.2%)	53 (2.4%)
Inappropriate physical behaviour (e.g. assault)	76 (3.3%)	47 (2.8%)	66 (2.3%)	44 (2.0%)
Inappropriate access/use/disclosure of information	184 (8.1%)	112 (6.7%)	171 (6.1%)	132 (5.9%)
Workplace bribes/theft (e.g. cash/workplace equipment)	25 (1.1%)	18 (1.1%)	14 (0.5%)	11 (0.5%)
Misuse of public resources (e.g. vehicles, credit card)	188 (8.3%)	172 (10.3%)	211 (7.5%)	202 (9.0%)
Fraudulent behaviour/falsification of information/records	125 (5.5%)	94 (5.6%)	196 (7.0%)	170 (7.5%)
Neglect of duty (e.g. careless or negligent behaviour in performance of duties)	333 (14.6%)	252 (15.0%)	220 (7.8%)	181 (8.0%)
Criminal behaviour outside work	24 (1.1%)	11 (0.7%)	14 (0.5%)	10 (0.4%)
Unauthorised secondary employment outside work	8 (0.4%)	7 (0.4%)	12 (0.4%)	12 (0.5%)
Disobeying or disregarding a direction or lawful order	119 (5.2%)	103 (6.1%)	530 (18.8%)	500 (22.2%)

**Table 16 (continued): Allegations of unethical conduct by type and number, WA government sector 2020-21 and 2021-22**

Type of unethical conduct	2020-21		2021-22	
	Number of allegations (% of total)	Number of substantiated allegations (% of substantiated)	Number of allegations (% of total)	Number of substantiated allegations (% of substantiated)
Failing to act with integrity (e.g. intentionally failing to perform or acting in a dishonest way)	79 (3.5%)	69 (4.1%)	119 (4.2%)	89 (3.9%)
Committing an act of victimisation within the meaning of section 15 of the <i>Public Interest Disclosure Act 2003</i>	0 (0.0%)	0 (0.0%)	2 (0.1%)	2 (0.1%)
Other	82 (3.6%)	71 (4.2%)	220 (7.8%)	186 (8.3%)
<b>Total</b>	<b>2,276 (100%)</b>	<b>1,676 (100%)</b>	<b>2,818 (100%)</b>	<b>2,254 (100%)</b>

Individual processes may include a number of allegations to which a range of outcomes may be applied when finalised.

Of the 1,974 discipline processes completed by government sector entities this year, 1,647 (83.4%) contained substantiated allegations. These allegations resulted in 2,124 actions taken (Table 17). The number of termination actions taken increased from 138 in 2020-21 to 527 this year, likely a result of the mandatory COVID-19 vaccination policy. Warnings/reprimands and counselling were the other most common outcomes for discipline processes.

**Table 17: Number of actions taken as a result of completed discipline processes where a breach of discipline was found to have occurred, 2020-21 and 2021-22**

Action taken*	2020-21 (% of total)	2021-22 (% of total)
Warning/reprimand	691 (42.3%)	849 (40.0%)
Counselling	305 (18.7%)	310 (14.6%)
Training and development	229 (14.0%)	179 (8.4%)
Termination	138 (8.5%)	527 (24.8%)
No sanction (i.e. no further action was taken)	65 (4.0%)	68 (3.2%)
Reduction in level of classification	29 (1.8%)	28 (1.3%)
Imposition of fine (e.g. financial penalty)	19 (1.2%)	33 (1.6%)
Reduction in monetary remuneration of employee	9 (0.6%)	7 (0.3%)
Transfer	8 (0.5%)	19 (0.9%)
Other^	139 (8.5%)	104 (4.9%)
<b>Total</b>	<b>1,632 (100%)</b>	<b>2,124 (100%)</b>

\* Individual processes may be counted against more than one row where multiple actions were taken.

^'Other' outcomes included other improvement actions and instances where employees subject to completed process resigned before action was taken.

## Mandatory vaccination outcomes

Public sector agencies and government trading enterprises reported outcomes of employee non-compliance with the government's mandatory vaccination requirements. Between 1 December 2021 and 12 September 2022:

- 458 employees were terminated
- 432 employees received sanctions such as reprimands, financial penalties, ceasing of contracts and warnings
- 344 employees resigned.

At 12 September 2022, 288 processes were yet to be finalised.

## Misconduct reporting

### Minor misconduct

Minor misconduct is defined in the *Corruption, Crime and Misconduct Act 2003* (CCM Act) and includes behaviours that could constitute reasonable grounds for termination of employment. Principal officers (generally chief executive officers and directors general) are obligated under the CCM Act to notify the Public Sector Commission of allegations of minor misconduct and the Corruption and Crime Commission of allegations of serious misconduct.

In this year's integrity and conduct annual collection, 27.2% of government sector entities reported they managed at least one conduct matter that could constitute suspected minor misconduct.

Total minor misconduct matters received by the Public Sector Commission in 2021-22 increased by 2.0% from last year from 445 to 454 (Table 18).

An additional 252 matters were received by the Commission related to some public sector agencies reporting non-compliance with the COVID-19 mandatory vaccination requirements as minor misconduct. On 20 December 2021 agencies were advised they were not required to notify the Public Sector Commissioner of minor misconduct under the CCM Act for public officers who did not comply with a lawful instruction from their employer with respect to mandatory vaccination. However, disobeying or disregarding a lawful order is a breach of discipline under the *Public Sector Management Act 1994* and public sector employers can deal with it as a disciplinary matter. To ensure comparability with previous years, data related to minor misconduct excludes these 252 matters.

**Table 18: Minor misconduct notifications (received from principal officers of government sector entities) and reports (received from individuals) relating to WA government sector, received in 2020-21 (at 30 June 2021) and 2021-22 (at 30 June 2022)**

Sector subject of notification/report	2020-21	2021-22
Public sector	315 (70.8%)	361 (79.5%)
Other government entities	119 (26.7%)	90 (19.8%)
Out of jurisdiction of CCM Act	11 (2.5%)	3 (0.7%)
<b>Total</b>	<b>445 (100%)</b>	<b>454 (100%)</b>

Each minor misconduct matter may include multiple allegations covering a range of different behaviours. A matter is the individual notification made by a government sector entity or a report made by an individual. Within each matter there may be one or more allegations about the conduct of one or more public officers. Each allegation is assessed as to whether it meets the definition of minor misconduct under the CCM Act.

The total number of allegations received by the Public Sector Commission declined this year from 735 to 676 (Table 19). Allegations relating to the personal behaviour of public officers increased from 490 in 2020-21 to 522 this year. Allegations across all other categories of behaviour either declined between 2020-21 and 2021-22 or remained stable.

The proportion of allegations assessed by the Public Sector Commission as not consistent with the CCM Act declined this year from 2.2% of allegations in 2020-21 to 1.8%.

**Table 19: Allegations of minor misconduct received by the Public Sector Commission in 2020-21 (at 30 June 2021) and 2021-22 (at 30 June 2022)**

<b>Allegation type</b>	<b>Allegations 2020-21 (% of total)</b>	<b>Allegations 2021-22 (% of total)</b>
Related to personal behaviour of public officers	490 (66.7%)	522 (77.2%)
Related to fraudulent or corrupt behaviour	145 (19.7%)	79 (11.7%)
Related to use of information/recordkeeping	35 (4.8%)	14 (2.1%)
Related to conflict of interest	27 (3.7%)	28 (4.1%)
Related to use of public resources	17 (2.3%)	15 (2.2%)
Related to inappropriate provision of gifts or hospitality	1 (0.1%)	1 (0.1%)
Pending assessment at 30 June	4 (0.5%)	5 (0.7%)
Does not relate to the conduct of a public officer	16 (2.2%)	12 (1.8%)
<b>Total</b>	<b>735 (100%)</b>	<b>676 (100%)</b>

In many cases, the Public Sector Commission refers matters to other appropriate entities. The number and proportion of matters referred to the Corruption and Crime Commission increased this year (Table 20). Changes in matters referred to the Corruption and Crime Commission are often influenced by systemic or emerging issues of concern during the year. The Public Sector Commission regularly liaises with the Corruption and Crime Commission to ensure misconduct matters are managed efficiently and effectively.

As part of the Commission's role to ensure minor misconduct matters are dealt appropriately, we regularly review the way agencies deal with matters. During 2021-22 several of our reviews indicated that the action agencies had taken to address matters was not proportionate to the conduct alleged. As a result, in 2021-22 we decided to monitor the quality of processes undertaken by agencies to deal with matters they had notified us about.

**Table 20: Actions taken by Public Sector Commission in relation to minor misconduct matters in 2020-21 (at 30 June 2021) and 2021-22 (at 30 June 2022)**

Action taken	Matters 2020-21	Matters 2021-22
No action: Did not meet definition of minor misconduct, or had otherwise been dealt with appropriately at time of receipt	127 (28.5%)	122 (26.9%)
Referred to appropriate authority with no obligation to provide any further information to Public Sector Commission	26 (5.8%)	20 (4.4%)
Referred to appropriate authority with request to advise Public Sector Commission of outcome	65 (14.6%)	51 (11.2%)
Referred to appropriate authority with request to provide report on action taken, to be reviewed by Public Sector Commission	85 (19.1%)	171 (37.7%)
Refer to third party (primarily the Corruption and Crime Commission in cases of suspected serious misconduct)	108 (24.3%)	62 (13.7%)
Assessment ongoing at 30 June	34 (7.6%)	28 (6.2%)
<b>Total</b>	<b>445 (100%)</b>	<b>454 (100%)</b>

## Serious misconduct

For public sector employees, serious misconduct refers to corrupt or criminal conduct as defined in the CCM Act. While minor misconduct is dealt with by the Public Sector Commission, the Corruption and Crime Commission deals with serious misconduct. Additionally, the Corruption and Crime Commission deals with all allegations of misconduct against officers of the WA Police Force.

The following information about serious misconduct is provided by the Corruption and Crime Commission.

Of the 7,008 allegations assessed in 2021-22, 54.4% related to the WA Police Force and 41.5% related to the remainder of the public sector.

The majority of allegations relating to police misconduct were reported direct from the WA Police Force (55.2%), followed by the general community (44.7%).

This trend was reversed in allegations relating to the rest of the WA public sector, with 54.5% of allegations originating from the general community and 41.7% being reported from notifying authorities.

Table 21 shows the breakdown of all assessed allegations by source for 2021-22.

**Table 21: Source of allegations of serious misconduct in WA government sector received by Corruption and Crime Commission in 2020-21 and 2021-22**

Allegation source	CCM Act	2020-21		2021-22	
		Number	%	Number	%
Allegations of serious misconduct notified by public authorities	s 28	3,748	52.1%	3,332	47.6%
Allegations of serious misconduct reported by individuals (the public)	s 25	3,202	44.5%	3,546	50.6%
Allegations of serious misconduct referred from the Public Sector Commission	s 45M(d)	233	3.2%	125	1.8%
Corruption and Crime Commissioner's propositions of alleged serious misconduct	s 26	7	0.1%	5	0.1%
<b>Total</b>		<b>7,190</b>	<b>100%</b>	<b>7,008</b>	<b>100%</b>

Of the 7,008 allegations in 2021-22<sup>10</sup>:

- 80.1% of allegations assessed required no further action by the Commission due to:
  - being outside of our jurisdiction
  - insufficient information available to form a reasonable suspicion of serious misconduct
  - the appropriate authority had or was adequately dealing with the allegation and/or
  - the nature of the allegation did not warrant any further action by the Commission (public interest).
- 18.7% of allegations assessed were referred back to the appropriate authority for action. In these instances, the Commission provided an oversight function into the actions taken, with the appropriate authority required to provide a detailed report to the Commission upon conclusion of the action taken.
- 0.5% of allegations assessed were identified as requiring some level of investigation<sup>11</sup> due to the seriousness or significance of the allegation.

<sup>10</sup> Values do not equal 100% due to pending decisions.

<sup>11</sup> This includes preliminary investigations

Table 22 provides an overview of the assessment decisions for allegations assessed during 2021-22 compared with the previous reporting period.

**Table 22: Action taken in relation to allegations of serious misconduct, WA government sector 2020-21 and 2021-22**

Action taken	2020-21		2021-22	
	Number	%	Number	%
Out of jurisdiction*	413	5.7%	1,125	16.1%
Take no further action – s 33(1)(d)	4,793	66.7%	4,488	64.0%
Referred to an appropriate authority or independent agency for action – s 33(1)(c)	1,860	25.9%	1,313	18.7%
Referred to appropriate authority – monitor for outcome	1,717	23.9%	1,269	18.1%
Referred to appropriate authority – monitor for review	142	2.0%	44	0.6%
Referred to independent agency	1	0.0%	0	0.0%
Corruption and Crime Commission to investigate (either independently or in cooperation with a public authority)	47	0.7%	14	0.2%
Independently – s 33(1)(a)	21	0.3%	14	0.2%
In cooperation with public authority – s 33(1)(b)	26	0.4%	0	0.0%
Pending the outcome of a preliminary investigation by Corruption and Crime Commission – s 32(2)	60	0.8%	20	0.3%
Pending a decision by the Corruption and Crime Commission's Operations Committee	17	0.2%	48	0.7%
<b>Total</b>	<b>7,190</b>	<b>100%</b>	<b>7,008</b>	<b>100%</b>

\* During 2020-21, the Commission made changes to its assessment reporting process to include an option of 'Out of jurisdiction'. In previous years, these decisions were categorised as 'Take no further action' under CCM Act s 33(1)(d).

For more information on serious misconduct, see the [Corruption and Crime Commission Annual Report 2021-22](#).

## Public interest disclosures

The *Public Interest Disclosure Act 2003* (PID Act) provides an avenue for disclosure of public interest information across the WA government sector and sets requirements in relation to such disclosures.

This year, in total 30 authorities reported they did not have at least one PID officer assigned to receive disclosures, an increase from 25 in 2020-21.

Compared to 2019-20 and 2020-21, a similar trend can be observed where 67 government sector entities reported they had not published internal procedures in relation to the PID Act (as required under s 23(1)(e) and s 23(1)(2)). This was an increase from 56 government entities in 2020-21 and 54 in 2019-20. The Commission intends to follow up with authorities.

The number of disclosures received across the government sector increased from 59 in 2020-21 to 100 this year (69.5% increase). This trend was seen across all government sector entities including boards and committees. The number of PIDs received that were assessed as appropriate disclosures also increased overall from 28 disclosures in 2020-21 to 33 disclosures in 2021-22. However, the proportion of disclosures assessed as appropriate decreased to 33.0% this year down from 47.5% in 2020-21.

Each appropriate public interest disclosure is categorised by the type of information received (Table 23). One disclosure may contain more than one type of public interest information.

**Table 23: Public interest disclosures, WA government sector, where disclosure assessed as appropriate, by type of information 2020-21 and 2021-22**

Types of public interest information contained in appropriate public interest disclosures	Number of times raised	
	2020-21	2021-22
Improper conduct	20	25
Offence under written (State) law	5	15
Substantial irregular or unauthorised use of public resources	7	10
Substantial mismanagement of public resources	3	2
Act or omission that involves a substantial risk of injury to public health	0	5
Act or omission that involves a substantial risk of prejudice to public safety	0	2
Act or omission that involves a substantial risk of harm to the environment	1	0
Matters covered by Ombudsman	5	2
<b>Total</b>	<b>41</b>	<b>61</b>

## Breaches of public sector standards

Breach of standards claims are lodged directly with the public sector agency that made the reviewable decision to which a standard applies. Public sector agencies must attempt to resolve claims and must forward them to the Public Sector Commission if they are not resolved within 15 days.

In 2021-22, public sector agencies reported that 92 breaches of public sector standard claims were resolved by the agency without referring them to the Public Sector Commission. This is a decrease from 115 in 2020-21 and 159 in 2019-20.

This year the Public Sector Commission finalised 110 claims of breaches of public sector standards compared to 123 in 2020-21 (Table 24). Of all breach claims finalised by the Public Sector Commission this year, 2 were upheld – a decrease from 4 upheld in 2020-21.

Claims in regard to breaches of the Employment Standard remained the most common type of claims finalised by both public sector agencies and the Public Sector Commission.

**Table 24: Breach of standards claims finalised by public sector agencies and Public Sector Commission 2020-21 (at 30 June 2021) and 2021-22 (at 30 June 2022); number of claims and percent of total**

Type of breach of standard claim	2020-21			2021-22		
	Resolved by public sector agencies	Resolved by Public Sector Commission	Total	Resolved by public sector agencies	Resolved by Public Sector Commission	Total
Related to Employment Standard	87 (75.7%)	95 (77.2%)	182 (76.5%)	81 (88.0%)	84 (76.4%)	165 (81.7%)
Grievance resolution	24 (20.9%)	23 (18.7%)	47 (19.7%)	7 (7.6%)	23 (20.9%)	30 (14.9%)
Performance management	3 (2.6%)	3 (2.4%)	6 (2.5%)	3 (3.3%)	3 (2.7%)	6 (3.0%)
Redeployment	0 (0.0%)	1 (0.8%)	1 (0.4%)	1 (1.1%)	0 (0.0%)	1 (0.5%)
Termination	1 (0.9%)	1 (0.8%)	2 (0.8%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Total</b>	<b>115</b> <b>(100%)</b>	<b>123</b> <b>(100%)</b>	<b>238</b> <b>(100%)</b>	<b>92</b> <b>(100%)</b>	<b>110</b> <b>(100%)</b>	<b>202</b> <b>(100%)</b>

## Grievances

The number of grievances completed by public sector agencies decreased slightly from 412 in 2010-21 to 403 this year. A significant decrease was also seen for other government entities, down from 216 in 2010-21 to 165 this year.

## Commissioner's observations

**The Public Sector Commission continued to implement its committed actions in the [Integrity Strategy for WA Public Authorities 2020-2023](#) with the release of additional resources and continued education, advice and support for the government sector.**

The integrity framework template and accompanying guide were released during the year along with practical ideas for improvement around how authorities make the required notifications of suspected minor misconduct to me as Public Sector Commissioner.

I was pleased to see that public sector agencies asked to complete the Integrity in financial management: self assessment checklist had done so and actions to drive improvements were being implemented.

Work continued on the development of a new tool for authorities to assess the maturity of their integrity frameworks and I will release this in the next reporting period.

Responses from authorities showed that most have a code of conduct in place. For public sector agencies, responses also showed they are complying with the requirement to conduct training to raise awareness of their codes (accountable and ethical decision making training). Drafting a contemporary and behaviourally focused code of ethics for the public sector progressed. This will be issued through a new Commissioner's Instruction that will mandate each agency to have a code of conduct and an integrity framework and ensure their employees have training on their code.

Work was initiated during the year on a declaration of personal interests for CEOs for whom I am the employing authority.

Together, all this work provides authorities with practical resources and tools they can pick and use to meet their particular contexts and integrity risks.

Of note during the year was the mandatory vaccination policy that required employers across all sectors in Western Australia to take action when employees did not comply. For the government sector this had an impact on a range of data presented in this report including increasing the number discipline processes reported, the number of allegations arising from these processes and the number of terminations.

# Appendix 1: Public Sector Commission data quality statement

This report contains information from a range of sources including:

- quarterly workforce data reported to the Public Sector Commission through the Human Resource Minimum Obligatory Information Requirements (HR MOIR)
- data collected as part of the Commission's annual collection program – equal employment opportunity annual collection, integrity and conduct annual collection, public interest disclosure annual collection, and government boards and committees annual collection
- data sourced through other Commission initiatives and projects
- data provided by other government sector entities including state finances, serious misconduct data and expenditure on common use arrangements.

[About our workforce data](#) has more information on definitions and the methodologies applied.

## Human Resource Minimum Obligatory Information Requirements

The Commission collects and reports workforce data from public sector agencies quarterly to support evidence based policy formulation and for other public sector workforce related purposes. The data includes demographic information about employees such as age, gender, diversity status and occupation. This HR MOIR data has been used to derive information about the workforce profile and diversity of the public sector. Data is supplied by agencies according to the [HR MOIR Data Definitions 1.5.1](#).

Point in time information on the public sector is published quarterly in the Commission's [Quarterly Workforce Reports](#).

Data on occupations is reported by public sector agencies following the Australian and New Zealand Standard Classification of Occupations (ANZSCO). Occupational groups referred to in this report consist of aggregated groups of related ANZSCO codes. Details of the composition of the various occupational groups are in the 2021-22 statistical bulletin.

### Annual average figures

Quarterly HR MOIR reporting reflects agency holdings at the last pay period for that month. This is referred to as point in time data. Before 2019-20, the size of the public sector and other workforce trends were estimated based on June quarter point in time data. However, the size of the sector fluctuates throughout each year, exhibiting regular seasonal variation such as growth and shrinkage of the workforces in the Department of Education and TAFE colleges in line with academic terms. Since the 2020-21 report, year on year analysis is based on an annual average of figures reported in the 4 quarters of each financial year. Averaged figures for the financial year provide a more reliable estimate of the size and composition of the public sector over the long term.

Data for local governments, public universities and government trading enterprises is collected only once each year in March (see below). As such, no average figures can be provided and March point in time data is reported.

## Annual collections

Public sector agencies, local governments, public universities and government trading enterprises all responded to the equal employment opportunity annual collection in March, and the integrity and conduct annual collection in July. The integrity and conduct annual collection excluded government boards and committees that instead completed a tailored annual collection.

### Equal employment opportunity

This collection is used to gather information on workforce diversification from public sector agencies, local governments, public universities and government trading enterprises. In addition, local governments, public universities and government trading enterprises provide employee data, including demographics and employment information, through this collection.

Figures in this report relate only to entities that reported on their own behalf or on behalf of themselves and other entities – that is, entities whose data was provided by another are not included.

The equal employment opportunity annual collection sample frame comprised 235 entities:

- 70 public sector agencies reporting on behalf of 120 agencies in total
- 145 local governments
- 16 government trading enterprises
- 4 public universities.

All data collected relates to the period 1 April 2021 to 31 March 2022. Workforce data provided by respondents comprised information on all employees paid in the last pay period of March 2022, and information on all casual employees employed at any time between 1 April 2021 and 31 March 2022 whether paid or not in the last pay period of March 2022. This is consistent with the approach and data definitions of previous years.

A workforce data spreadsheet was received from all 165 of the entities required to provide one. Each spreadsheet underwent a documented quality assurance process to ensure issues were minimised and consistency maintained between different entities' data.

Workforce diversity data for public sector agencies, sworn officers of the WA Police Force and parliamentary electorate offices was acquired through March 2022 quarterly HR MOIR reporting.

### Integrity and conduct

This collection is used to gather information on integrity and conduct matters in public sector agencies, local governments, public universities and government trading enterprises.

Figures provided in this report relate only to entities that reported on their own behalf or on behalf of themselves and other entities – that is, entities whose data was provided by another are not included.

The integrity and conduct annual collection sample frame comprised 235 entities:

- 71 public sector agencies reporting on behalf of 119 agencies in total
- 145 local governments
- 15 government trading enterprises
- 4 public universities.

All data collected relates to the period 1 July 2021 to 30 June 2022.

In comparison to the equal employment opportunity annual collection, this sample frame does not include the Plumbers Licensing Board that is covered by the government boards and Committees annual collection (decrease from 120 to 119).

Detailed information as reported by responding entities is in [State of the Western Australian Government Sector Workforce statistical bulletins](#).

## Government boards and committees

This collection is similar in subject matter to the integrity and conduct annual collection but excludes questions that are not relevant to government boards and committees.

The government boards and committees annual collection sample frame comprised 95 boards and committees:

- 80 public sector boards and committees
- 15 non-public sector boards and committees.

All data collected relates to the period 1 July 2021 to 30 June 2022. Data related to boards and committees is only relevant to Section 5: Conduct in this report.

## Additional data sources

### State finances

Data relating to salaries expenditure and growth reflects information reported by the Department of Treasury.

### Recruitment

Data relating to advertisements posted on jobs.wa.gov.au has been drawn from the Recruitment Advertising Management System (RAMS). Data extracted comprised all advertisements created with a posting date in the 2017-18 to 2021-22 financial years. Reported advertisement numbers should not be taken to reflect the number of advertisements publicly posted on jobs.wa.gov.au as some advertisements are created in anticipation or for administrative purposes and never posted. Data should not be taken to reflect the number of public sector vacancies, or the number of applicants appointed to public sector roles, as a single advertisement may be used to fill multiple vacancies (for example, pool recruitments) or may result in no appointment being made.

### Government mandatory COVID-19 vaccination data collection

In October 2021, the WA government released a mandatory COVID-19 vaccination policy for WA workforces. This policy requires employees in higher risk occupations to be vaccinated to enter the workplace.

The Commission collected data over 8 reference points between 1 December 2021 and 12 September 2022. This included data on vaccinations, positive cases, close contacts and leave taken.

The data collection sample frame comprised:

- 71 public sector agencies
- 15 government trading enterprises.

Data was collected as available from agencies and Government Trading Enterprises and some inconsistency in data reported is likely. Data should be regarded as an estimate only.

## Redeployment, redundancy, severances and separation payments

Data relating to redeployment, severances and separation payments is extracted from Recruitment Advertising Management System and the Agency Executive Management System (AEMS).

## Temporary personnel

Data relating to temporary personnel engagements and related expenditure are provided by the Department of Finance based on data provided by reporting entities and temporary personnel providers under the Temporary Personnel Services Common Use Arrangement.

## Senior Executive Service (SES)

The Public Sector Commissioner manages SES positions under the PSM Act. Data relating to the number of SES officers in the public sector is based on snapshots of active contracts recorded in AEMS extracted at the end of each quarter. Diversity information for SES officers is derived by matching AEMS information with HR MOIR data reported by public sector agencies in the relevant quarter.

## Serious misconduct

All data related to serious misconduct is provided by the Corruption and Crime Commission.

## Other relevant definitions and notes

All data is accurate as reported to the Commission by contributing entities. The information provided reflects the Commission's holdings at the date of release. Workforce data is occasionally revised for quality, and corrections applied may result in figures being adjusted over time.

As some figures have been rounded, discrepancies may occur between sums of the component items and totals.

Gender pay gap calculations are based on the median salary of all active contracts based on gender (men or women) of employees holding the contracts. The pay gap is the difference between the median equivalent annual salary of women and men, expressed as a percentage of men's median equivalent annual salary.

Information reported on the representation of Aboriginal and Torres Strait Islander people, people with disability, and culturally and linguistically diverse people is based on self disclosure questionnaires generally provided to employees as part of their engagement or induction package, or as updated throughout their tenure in their entity. It is not compulsory for employees to disclose their diversity status. As such, representation is reported as a proportion of the headcount of valid responses rather than the total headcount of an agency or sector.

Data is provided for the last 5 financial years. Previous years' reports are [online](#). Additional data is published annually in [State of the Western Australian Government Sector Workforce statistical bulletins](#).

Data reported here may vary from data reported in other Commission publications which may draw on quarterly point in time figures.

## Appendix 2: Compliance statements

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

Architects Board of WA	No compliance issues concerning the public sector standards, the Public Sector Commission's Code of Ethics or the Board's Code of Conduct arose during the period 1 July 2021 to 30 June 2022.
Commissioner for Children and Young People	I am satisfied that to the best of my knowledge the Commissioner for Children and Young People has complied with the Public Sector Management Act, Code of Ethics and CCYP Code of Conduct.
Conservation and Parks Commission	The Conservation and Parks Commission has fully complied with relevant Public Sector Standards, codes of ethics and its code of conduct for the 2021-22 financial year.
Legal Practice Board	The Legal Practice Board complies with the Public Sector Standards, Codes of Ethics and with the Code of Conduct.
Office of the Information Commissioner	<p>The OIC has a code of conduct which has been distributed to staff and is available on our intranet and knowledge management system. New staff members are provided a copy as part of their induction.</p> <p>The OIC's gift decision register and all purchasing card transactions are published on our website.</p> <p>The OIC is guided by the Public Sector Standards in our employment processes. No staff were redeployed or disciplined, and no grievances lodged. The OIC has nominated an Integrity Officer to monitor integrity issues in addition to a PID Officer. An update to the OIC's PID Guidelines is in progress.</p>
Parliamentary Commissioner for Administrative Investigations (Ombudsman WA)	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.
Veterinary Practice Board	The public sector standards and ethical codes have been complied with.