



Public Sector
Commission



State of the WA Government Sector Workforce 2022-23



Building a high performing, future fit sector

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 2022-23 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 PSM
Public Sector Commissioner**

27 November 2023

Acknowledgment 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.



Contents

From the Commissioner	5
About this report	6
Section 1: Structure	7
Section 2: Workforce profile	9
Workforce size	9
State finances	13
Recruitment activities	14
Appointment types	17
Age and gender	19
Occupations	25
Locations	29
Redeployment, redundancy, severances and separation payments	31
Managing temporary personnel in the public sector	31
Managing leave	32
Commissioner's observations	34
Section 3: Workforce diversity	35
Women employees	35
Aboriginal and Torres Strait Islander employees	37
Employees with disability	39
Culturally and linguistically diverse employees	40
Youth employees	41
Employees of diverse sexualities and genders	42
Commissioner's observations	43

Contents continued

Section 4: Leadership	44
Diversity in leadership	44
Public sector leadership	45
Leadership development	45
Leadership age profile	49
Commissioner's observations	50
Section 5: Conduct	51
Integrity strategy	51
Codes of conduct and integrity training	51
Government boards and committees	52
Discipline	52
Mandatory vaccination outcomes	56
Misconduct reporting	56
Public interest disclosures	61
Breaches of public sector standards	62
Grievances	62
Commissioner's observations	63
Appendix 1: Public Sector Commission data quality statement	64
Human Resource Minimum Obligatory Information Requirements	64
Annual collections	65
Additional data sources	66
Other relevant definitions and notes	67
Appendix 2: Compliance statements	68



From the Commissioner

I am pleased to present the State of the Western Australian Government Sector Workforce 2022-23.

The government sector workforce is a key asset for the government and also represents a big investment by the government. It is important to understand its shape and size, its diversity and leadership, and its conduct as the people who make up the workforce design and deliver vital services to individuals, families, businesses and industries across this vast state and beyond.

This report includes my observations of the state of this workforce as told through the lens of data and information collected by the Public Sector Commission. My observations are included at the end of each section and look to areas where I see improvement has been made over the last 12 months and areas where I believe more focus or change is needed or where there are particular challenges.

Overall the data shows that some of the disruptions of the pandemic years are easing and workforce trends are beginning to get back to a more stable pattern. That said there are significant challenges in the labour market that are impacting the sector and critical changes have been made to some policy parameters and more will be required.

A very important new piece of work that complements the data collected from agencies was conducted during the year. The 2023 WA Public Sector Census directly collected information from employees to understand their behaviours and experiences

in the workplace. In total 47,115 employees (28.5% of the public sector workforce) responded which is higher than other states achieved in their first census efforts.

Responses provide a new and valuable source of information on which to make workforce decisions. Importantly, the census provides both agencies and the sector with information to shift from a backwards looking approach to a future focused approach as it includes information on employees' future intentions as well as past experiences.

I expect each agency to use their census results and other sources of information they have at agency level to make changes where needed as part of their ongoing improvement agenda.

As the census is currently a full scale trial, insights are in a separate publication – [2023 WA Public Sector Census Sector Insights](#) – that was released in October 2023.

I trust this report provides an insight into the workforce that plays such an important role in our community in so many ways.

A handwritten signature in black ink, appearing to read 'Sharyn O'Neill'.

Sharyn O'Neill PSM
Public Sector Commissioner

27 November 2023

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.

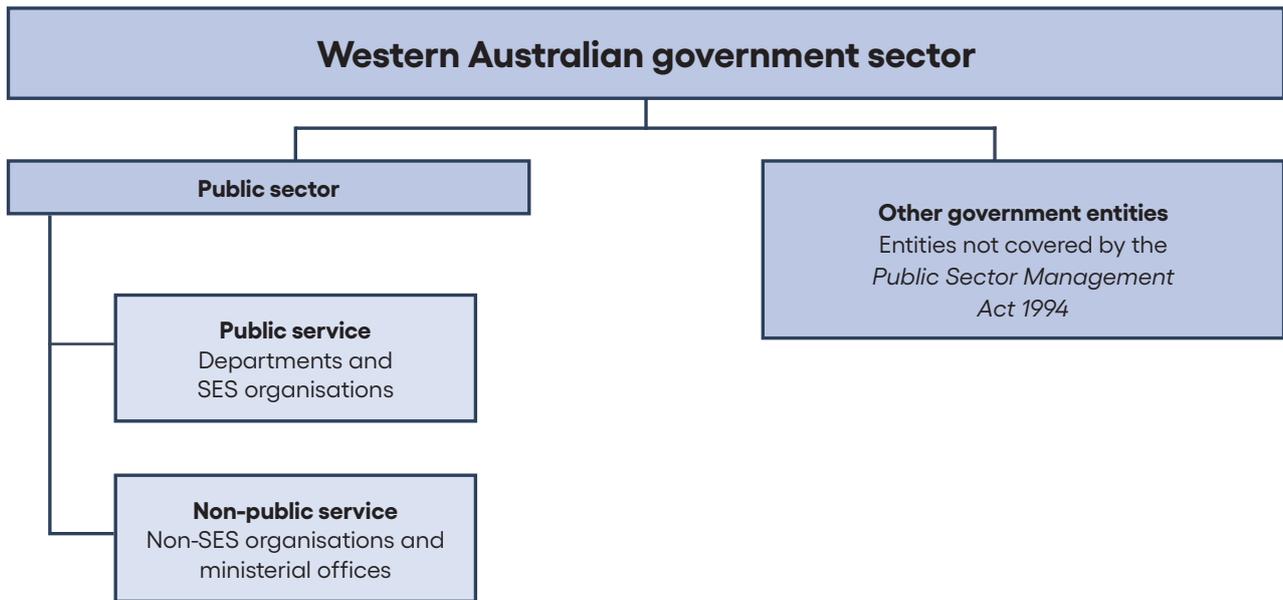
The workforce information in this report (Sections 1 to 4) is based on data about public sector agencies and other government entities excluding government boards and committees. Integrity information in this report (Section 5) refers to 'public authorities' (public sector agencies and other government 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. The report draws on data from a range of sources. Information on the data collected by the Public Sector Commission is in the data quality statement (more information on page 64).

Section 1: Structure

This section of the report focuses on the composition of the WA government sector that comprises a range of departments, organisations, offices and entities.

Figure 1: WA government sector 2022-23 visual representation from Public Sector Commission perspective



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.

Visit our website for more information about the [structure of the WA government sector](#).

At June 2023, the WA government sector comprised:

- public sector:
 - 25 departments
 - 43 SES organisations
 - 50 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 authorities (including government trading enterprises, parliamentary electorate offices and sworn officers of the WA Police Force)
 - 255 boards and committees.

Section 2: Workforce profile

This section of the report focuses on the broad range of factors that shows the size and shape of the government sector workforce including occupations, genders and ages.

Workforce size

In 2022-23, the government sector employed 229,931 people.

The public sector employed 162,813 employees in 2022-23 which is an increase of 4,809 (+3.0%) from 2021-22 to 2022-23 and an increase of 21,454 (+15.2%) from 2018-19.

The public sector generally follows workforce trends in employment in WA. For example when there are more people employed in the state, there are more people employed in the public sector. An exception to this was during the COVID-19 pandemic when the WA workforce decreased from March to September 2020, while employment in the public sector increased slightly reflecting its role in continuing to provide services to the community and increased service requirements.

Over the last 5 years the government has also set a series of insourcing policies to return jobs to the public sector, which adds to the size of the sector. Over the same period the workforce looks generally quite stable compared to the WA workforce. At June 2023 the public sector employed 10.6% of the Western Australian workforce, remaining within the usual range of 10.2% to 11.0% since 2015.

Other government entities employed 67,118 people which is an increase of 2,630 (+4.1%) from 2021-22 and 5,294 (+8.6%) from 2018-19 (Figure 2 and Table 1).

Figure 2: WA government sector workforce (headcount) 2018-19 to 2022-23

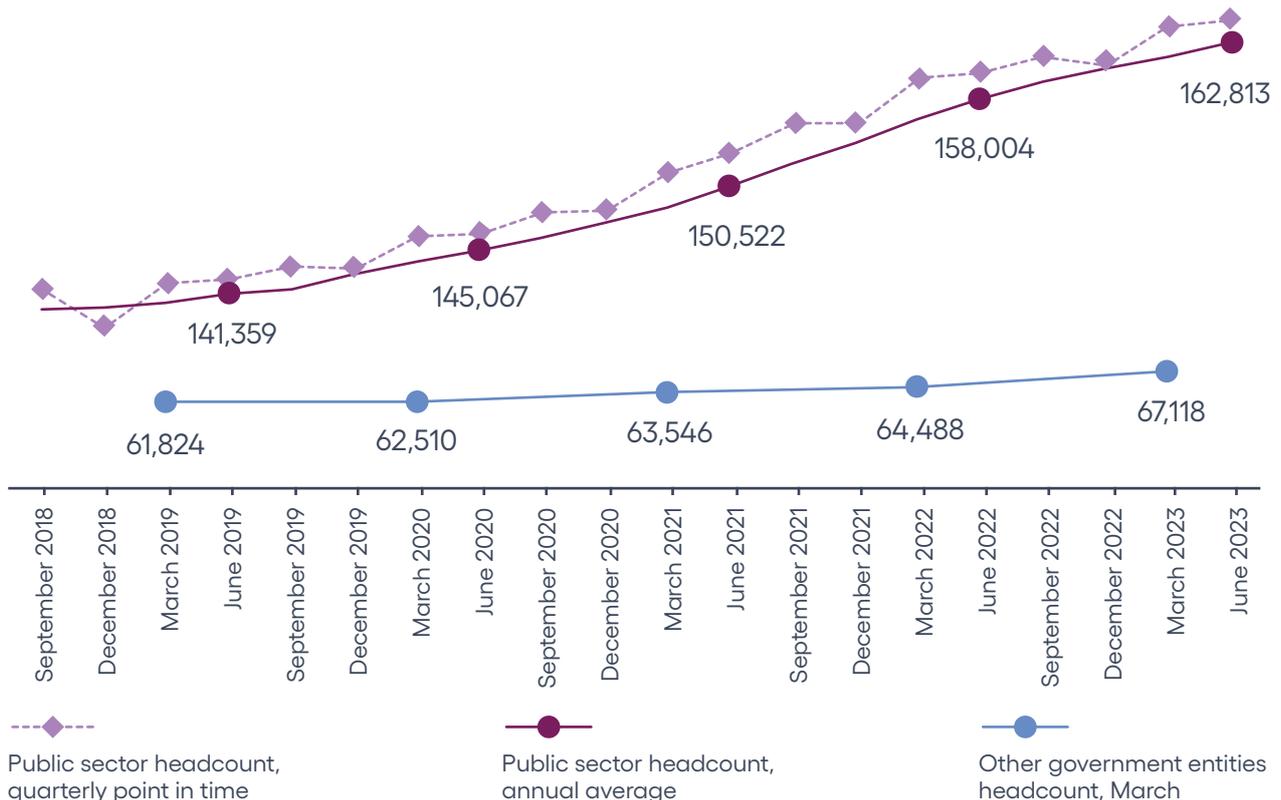


Table 1: WA government sector workforce (headcount and annual change) 2018-19 to 2022-23

	2018-19	2019-20	2020-21	2021-22	2022-23
Public sector headcount, annual average	141,359	145,067	150,522	158,004	162,813
Annual change	+1,334	+3,708	+5,456	+7,482	+4,809
Annual percent change	+1.0%	+2.6%	+3.8%	+5.0%	+3.0%
Other government entities headcount, March	61,824	62,510	63,546	64,488	67,118
Annual change	-736	+686	+1,036	+942	+2,630
Annual percent change	-1.2%	+1.1%	+1.7%	+1.5%	+4.1%

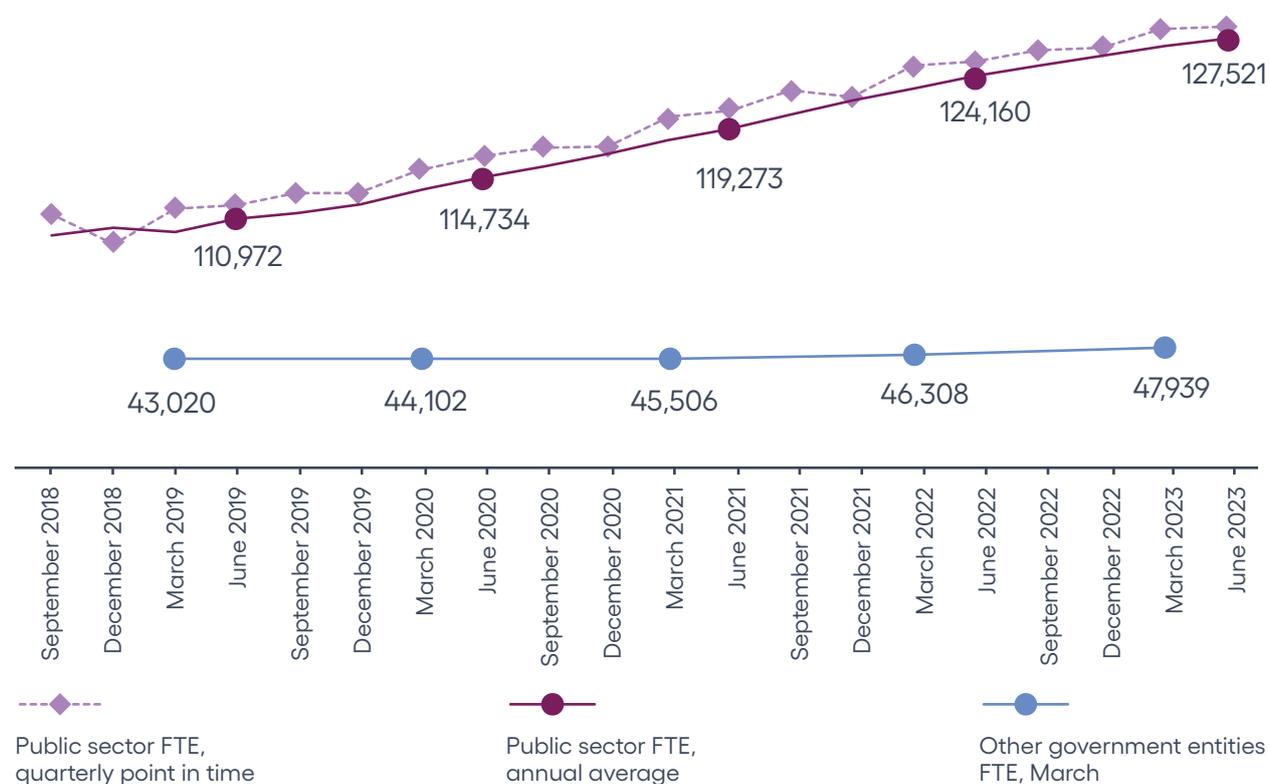
Note: Some items may not add up to totals provided due to rounding.

Individuals may be employed on a full time, part time, casual, sessional or other basis.

In 2022-23 the public sector comprised 162,813 employees equating to 127,521 full time equivalent (FTE) employees (Figure 3). The 67,118 employees in other government entities equated to 47,939 FTE¹.

In line with this increase, public sector FTE increased by 16,549 (+14.9%) between 2018-19 and 2022-23 while FTE of other government entities increased by 4,919 (+11.4%) between March 2019 and March 2023 (Table 2).

Figure 3: WA government sector workforce (FTE) 2018-19 to 2022-23



¹ FTE figures for other government bodies reflect only employees active (paid) in the final March 2023 pay period.

Table 2 : WA government sector workforce (FTE and annual change) 2018-19 to 2022-23

	2018-19	2019-20	2020-21	2021-22	2022-23
Public sector FTE, annual average	110,972	114,734	119,273	124,160	127,521
Annual change	+817	+3,762	+4,539	+ 4,887	+3,361
Annual percent change	+0.7%	+3.4%	+4.0%	+4.1%	+2.7%
Other government entities FTE, March	43,020	44,102	45,506	46,308	47,939
Annual change	+177	+1,082	+1,404	+802	+1,631
Annual percent change	+0.4%	+2.5%	+3.2%	+1.8%	+3.5%

The increase in headcount in the last year in the public sector has primarily been in the large service delivery portfolios of WA Health² and Department of Education:

- WA Health increased by 2,030 employees (representing 42.2% of the annual increase in headcount) between 2021-22 and 2022-23. It reported this growth was attributable to increased service demands across the health sector, flow on effects due to allocation of bed capacity in various hospitals and departments, opening of new wards, and implementation of existing and new government initiatives.
- The Department of Education increased by 1,396 employees (representing 29.0% of the annual increase in headcount) between 2021-22 and 2022-23. It reported this increase related to growth in student enrolments and the opening of new schools; delivery of election commitments in relation to school psychologists, specialised career practitioners and the expansion of the alternative learning settings; higher number of special needs education assistants in mainstream schools; and additional relief employees to manage the impact of COVID-19 leave in schools.

This is similar to the increase over the last 5 years with WA Health, Department of Education and Department of Justice making up 82.3% of the increase in public sector headcount between 2018-19 and 2022-23:

- WA Health increased by 10,700 headcount between 2018-19 and 2022-23, comprising 49.9% of the total increase in the sector. WA Health now accounts for 35.8% of the public sector headcount (up from 33.7% in 2018-19).
- Department of Education increased by 6,060 headcount between 2018-19 and 2022-23, comprising 28.2% of the total sector increase.
- Department of Justice increased by 906 headcount, comprising 4.2% of the total increase in the sector.

² WA Health portfolio comprises Department of Health and health service providers.

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

- [Commissioner's Instruction 36: Interim Arrangements to Fill Vacancies at Main Roads Western Australia](#) came into effect on 1 April 2022 allowing Main Roads Western Australia to make employment offers to external contractors currently engaged by it; it ceases on 1 April 2026
- [Commissioner's Instruction 37: Interim Arrangements to Fill Vacancies at South Metropolitan Health Service](#) came into effect on 27 June 2022 to make employment offers to employees currently engaged by Ramsay Health Care; it ceases on 13 August 2024.

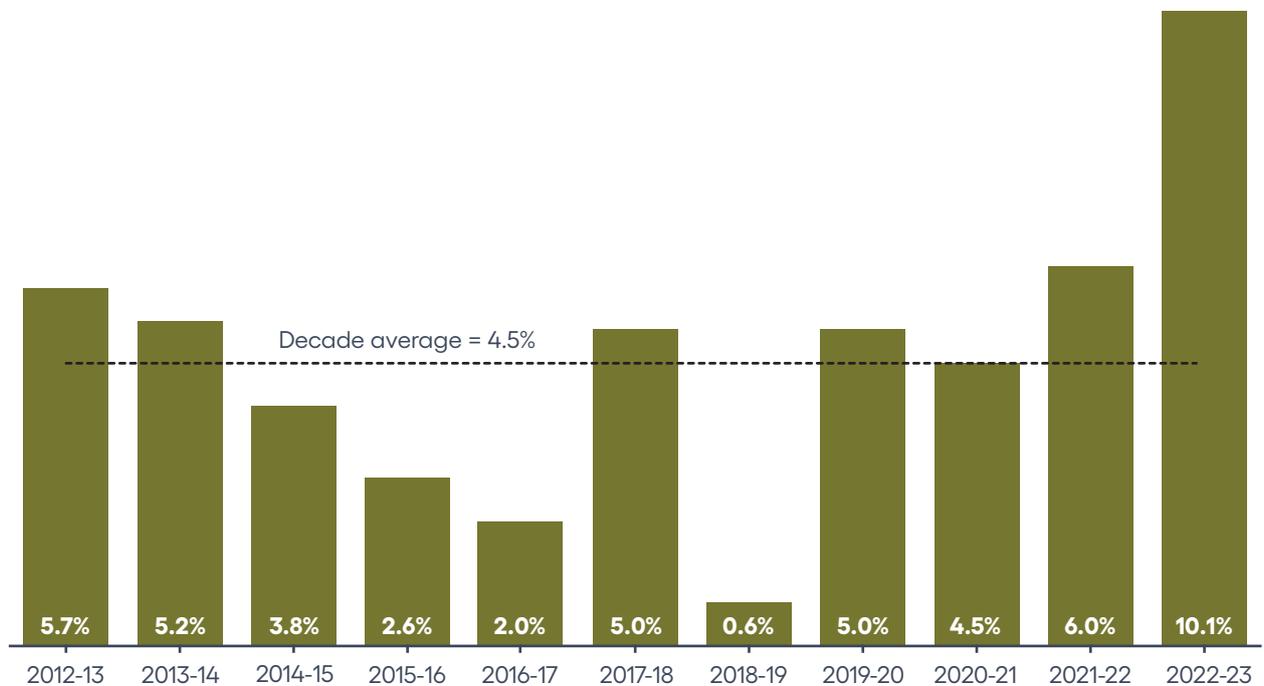
State finances

The [2022-23 Annual Report on State Finances](#) details government financial results. In 2022-23 general government salaries expenditure was \$15.7 billion and annual growth was 10.1%.

This increase was primarily due to higher staff numbers in health and education agencies, and wage increases related to the settlement of industrial agreements during 2022-23 (which included a \$3,000 cost of living payment for each employee in a settled agreement).

Salaries remained the largest component of general government sector expenses comprising 40.9% of total operating expenses in 2022-23 or 45.4% if concurrent superannuation costs are included. The 10.1% increase in salaries expenditure was an increase on last year's rate of growth and above the average growth of 4.5% a year over the preceding decade (Figure 4).

Figure 4: General government salaries growth 2012-13 to 2022-23



Recruitment activities

The WA government sector continued to experience challenges with the employment market similar to that experienced across Australia in being able to fill positions. The Public Sector Commissioner responded by issuing 2 Commissioner's Instructions in September 2022:

- [Commissioner's Instruction 38: Temporary Regional Attraction and Retention Incentives](#) provides for agencies with critical service needs in regional locations to offer temporary incentives to attract and retain primarily frontline staff. Public sector employers seeking to offer regional incentives have to make submissions to the Expenditure Review Committee. During the year the Expenditure Review Committee approved incentives for 3 agencies. As regional workforce pressures continued, in June 2023 the Commissioner extended this instruction to the end of 2023.
- [Commissioner's Instruction 39: Interim Arrangements to Fill Public Sector Vacancies](#) was issued to help overcome challenges in attracting and retaining staff, particularly in regional areas as well as to increase diversity representation across the sector. The instruction streamlines public sector recruitment processes by allowing direct appointments in a range of situations and extending the time period for appointments from previous recruitment processes. It overrides some rules in [Commissioner's Instruction 2: Filling a Public Sector Vacancy](#).

In 2022-23, 24,647 advertisements were posted on the Recruitment Advertising Management System (RAMS)³ which supports the [WA Government Jobs Board](#). This represented a 1.9% increase from 24,185 in 2021-22⁴, while the number of applications received rose by 7.4% from 261,502 to 280,779.

These figures 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 being publicly advertised. Therefore, these figures should only be used as a general indicator of recruitment activity.

In 2022-23 the number of advertisements for permanent roles increased to 10,078, up by 1,130 from 2021-22. The percentage of all advertisements for permanent roles increased from 37.0% in 2021-22 to 40.9% in 2022-23 (Table 3).

Of all advertisements, 27.0% were pool recruitments indicating that more than one role may have been filled from a single advertisement. This was a decrease from 27.4% last year.

³Retrospective changes applied in RAMS (for example, re-posting an advertisement) can lead to changes in advertisement counts each financial year. Data reported is correct at extraction date.

⁴Includes 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.

Table 3: WA government sector job advertisements created by financial year and employment type (number of advertisements and percent of total) 2018-19 to 2022-23

Employment type	2018-19	2019-20	2020-21	2021-22	2022-23
Permanent full time	4,815 (30.3%)	5,258 (32.5%)	5,374 (28.3%)	7,164 (29.6%)	8,296 (33.7%)
Permanent part time	1,557 (9.8%)	1,420 (8.8%)	1,650 (8.7%)	1,784 (7.4%)	1,782 (7.2%)
Permanent total	6,372 (40.1%)	6,678 (41.3%)	7,024 (36.9%)	8,948 (37.0%)	10,078 (40.9%)
Fixed term full time	4,843 (30.5%)	4,470 (27.7%)	5,392 (28.4%)	6,296 (26.0%)	5,489 (22.3%)
Fixed term part time	913 (5.7%)	887 (5.5%)	1,143 (6.0%)	1,044 (4.3%)	870 (3.5%)
Fixed term total	5,756 (36.2%)	5,357 (33.2%)	6,535 (34.4%)	7,340 (30.3%)	6,359 (25.8%)
Casual	419 (2.6%)	351 (2.2%)	359 (1.9%)	333 (1.4%)	303 (1.2%)
Sessional	79 (0.5%)	65 (0.4%)	156 (0.8%)	97 (0.4%)	50 (0.2%)
Multiple work types	3,145 (19.8%)	3,596 (22.3%)	4,824 (25.4%)	7,373 (30.5%)	7,739 (31.4%)
Other	118 (0.7%)	107 (0.7%)	112 (0.6%)	94 (0.4%)	118 (0.5%)
Total	15,889 (100%)	16,154 (100%)	19,010 (100%)	24,185 (100%)	24,647 (100%)

Recruitment trends in 2022-23 were similar to those in 2021-22, however a greater number of advertisements were posted (Figure 5).

Advertisements (Table 4) increased in the metropolitan area by 3.7% (up from 16,211 to 16,803) and decreased in regional areas by 1.4% (down from 6,546 to 6,453).

Figure 5: Recruitment advertisements by month 2020-21 to 2022-23

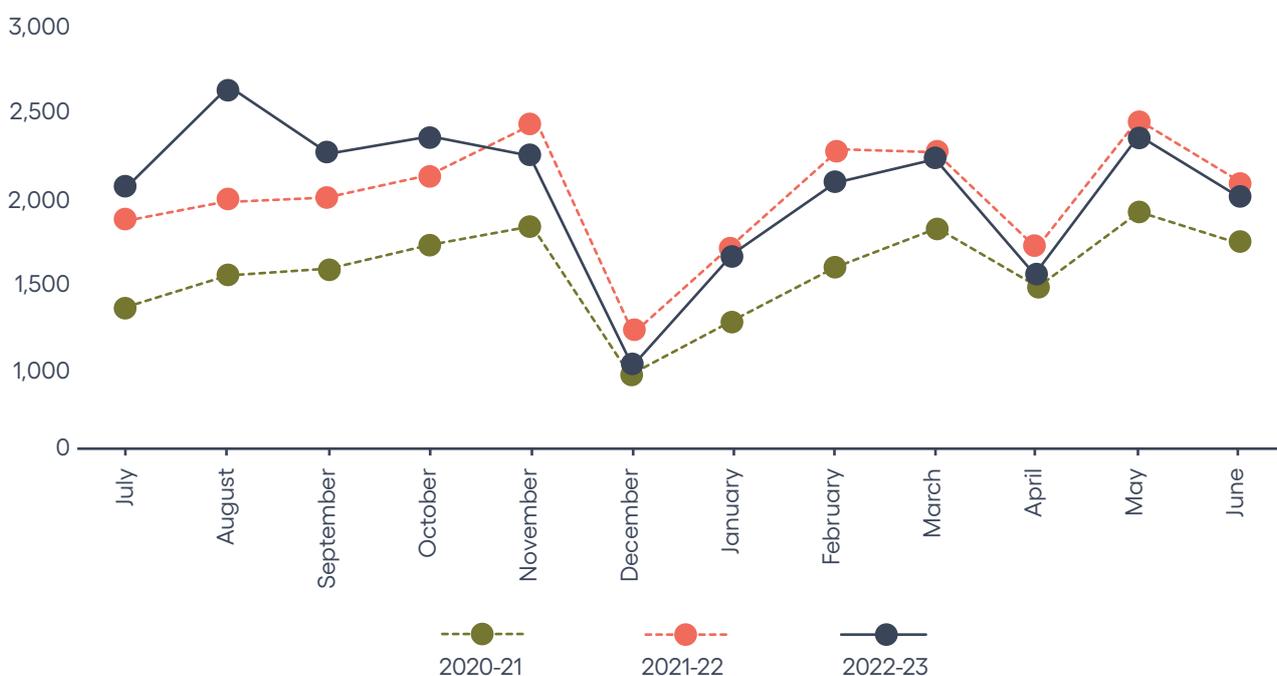


Table 4: Advertisements for roles in WA regions (where region recorded) 2021-22 and 2022-23

Region	2021-22	2022-23	Change
Gascoyne	73	69	-4 (-5.5%)
Goldfields Esperance	883	912	+29 (+3.3%)
Great Southern	522	522	0 (0.0%)
Kimberley	910	956	+46 (+5.1%)
Mid West	752	785	+33 (+4.4%)
Peel	46	47	+1 (+2.2%)
Pilbara	1,104	1,160	+56 (+5.1%)
South West	1,290	1,068	-222 (-17.2%)
Wheatbelt	966	934	-32 (-3.3%)
Regional WA total	6,546	6,453	-93 (-1.4%)
Metropolitan	16,211	16,803	+592 (+3.7%)
Multiple regions	1,359	1,302	-57 (-4.2%)
Outside WA	8	11	+3 (+37.5%)

In 2022-23, the Commission continued implementing initiatives to support entry to public sector jobs. '[A place of opportunity](#)' continued to position the public sector as a career destination of choice for the state's best and brightest university graduates, and brought together the marketing and listing of university graduate and cadetship programs across the sector. In 2023, it featured at 11 career events reaching more than 12,000 students.

The sectorwide [Launch](#) program for new graduates joining the sector grew to 103 participants from 18 agencies, up from 82 participants from 17 agencies last year.

The sectorwide [Solid Futures traineeship program](#) for Aboriginal and Torres Strait Islander people is in its 11th year of operation in 2023. The challenging employment market saw fewer trainees in the program, down from 47 in 2021-22 to 35 this year. Six trainees were from regional areas compared to 16 last year. Twenty trainees completed the program with 80% securing public sector employment.

Appointment types

In responding to the pandemic, there was a noticeable increase in fixed term and casual employees to support pandemic related initiatives such as staffing vaccination centres and testing clinics and ensuring the safety of government workplaces. This has affected the percentage of permanency in the public sector over the last few years.

As COVID-19 restrictions gradually eased and infection rates decreased, the demand for casual and fixed term staff also decreased. This year the percentage of permanency rose to 75.5% from 74.7% in 2021-22 (Table 5).

Table 5: WA public sector FTE by appointment type (%), annual average 2018-19 to 2022-23

Appointment type	2018-19	2019-20	2020-21	2021-22	2022-23
Permanent full time	54.6%	54.9%	54.0%	52.3%	52.0%
Permanent part time	22.8%	22.9%	22.9%	22.4%	23.5%
Permanent total	77.4%	77.8%	76.9%	74.7%	75.5%
Fixed term full time	11.9%	11.4%	11.6%	12.8%	12.5%
Fixed term part time	5.0%	5.1%	5.7%	6.3%	6.1%
Fixed term total	16.9%	16.4%	17.3%	19.1%	18.6%
Casual	5.2%	5.2%	5.2%	5.5%	5.3%
Other	0.5%	0.6%	0.6%	0.6%	0.7%

Similar to the public sector, the majority of FTE in other government entities was employed on a permanent basis (Table 6), however permanency decreased from 77.0% in March 2022⁵ to 74.4%.

Table 6: WA other government entities FTE by appointment type (%), March 2023

Appointment type	Government trading enterprises and other authorities	Local governments	Public universities	Other government entities total
Permanent full time	83.2%	61.4%	47.1%	66.6%
Permanent part time	4.2%	11.3%	8.1%	7.8%
Permanent total	87.4%	72.7%	55.2%	74.4%
Fixed term full time	9.9%	14.7%	25.4%	15.2%
Fixed term part time	0.8%	1.9%	8.8%	3.0%
Fixed term total	10.6%	16.7%	34.2%	18.3%
Casual	1.9%	10.6%	6.9%	6.4%
Other	0.1%	0.1%	3.7%	0.9%

Commissioner's Instruction 23: Conversion and Appointment of Fixed Term Contract and Casual Employees to Permanency was rescinded on 20 June 2023. From when it came into effect in 2018 to rescindment, agencies reported 15,541 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
- 5,409 under Commissioner's Instruction 23 (Table 7).

Table 7: Number of public sector employees with contracts reviewed and converted under Commissioner's Instruction 23*

Conversions	Number of contracts reviewed	Number of contracts converted	% of contracts converted
Fixed term	21,674	3,269	15.1%
Casual	25,966	2,140	8.2%
Total	47,640	5,409	11.4%

*In December 2022 the Arts and Culture Trust advised it had reviewed 117 employees, and in June 2023 reported 45 employees have been converted to permanency. All other agencies were required to report completed reviews and conversions to the Commission up until June 2021. Some employees may have been converted after this date and this information is held within agency data, and is not included in Table 7.

⁵Refer to State of the WA Government Sector Workforce 2021-22.

Age and gender

The median age of public sector employees was 44.5 years in 2022-23, with male employees slightly older overall than female employees (Table 8, Table 9 and Figure 6). The annual average median age of the public sector was 45.8 years in 2018-19.

The median age of employees in other government entities was 42.0 years in March 2023, consistent with last year. Male employees were once again slightly older than female employees (Table 8, Table 10 and Figure 7).

Women made up 73.2% of the public sector workforce in 2022-23 (an increase from 73.1% in 2021-22) and 50.5% of other government entities (an increase from 50.0% in 2021-22). Employees of other government entities reported 0.2% as neither male nor female, and in the public sector this figure was less than 0.1%.

Table 8: Median age of female and male employees; WA public sector annual average median 2022-23, other government entities March 2023

	Median age (years)		
	Female	Male	All employees
Public sector 2022-23 annual average	44.0	46.0	44.5
Other government entities March 2023	41.0	43.0	42.0

Figure 6: Distribution of of female and male employees by age group, WA public sector (annual average) 2022-23

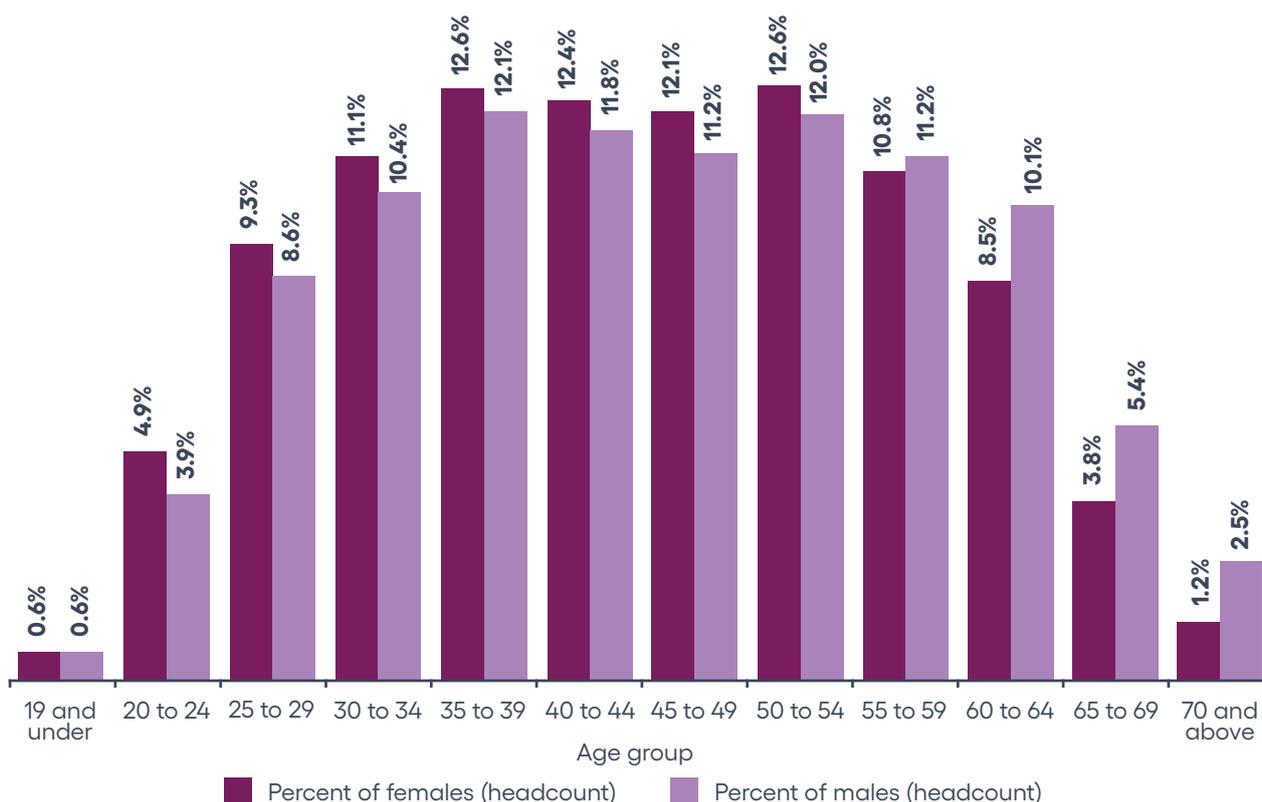


Table 9: Headcount by age group of WA public sector (annual average) 2022-23

Age in years*	Female	Male	Neither male nor female
19 and under	756	278	1
20 to 24	5,829	1,716	4
25 to 29	11,051	3,764	4
30 to 34	13,284	4,536	3
35 to 39	15,035	5,278	3
40 to 44	14,723	5,123	1
45 to 49	14,440	4,896	1
50 to 54	15,075	5,239	0
55 to 59	12,919	4,864	1
60 to 64	10,118	4,419	1
65 to 69	4,524	2,376	1
70 and above	1,452	1,103	0
Total	119,206	43,592	20

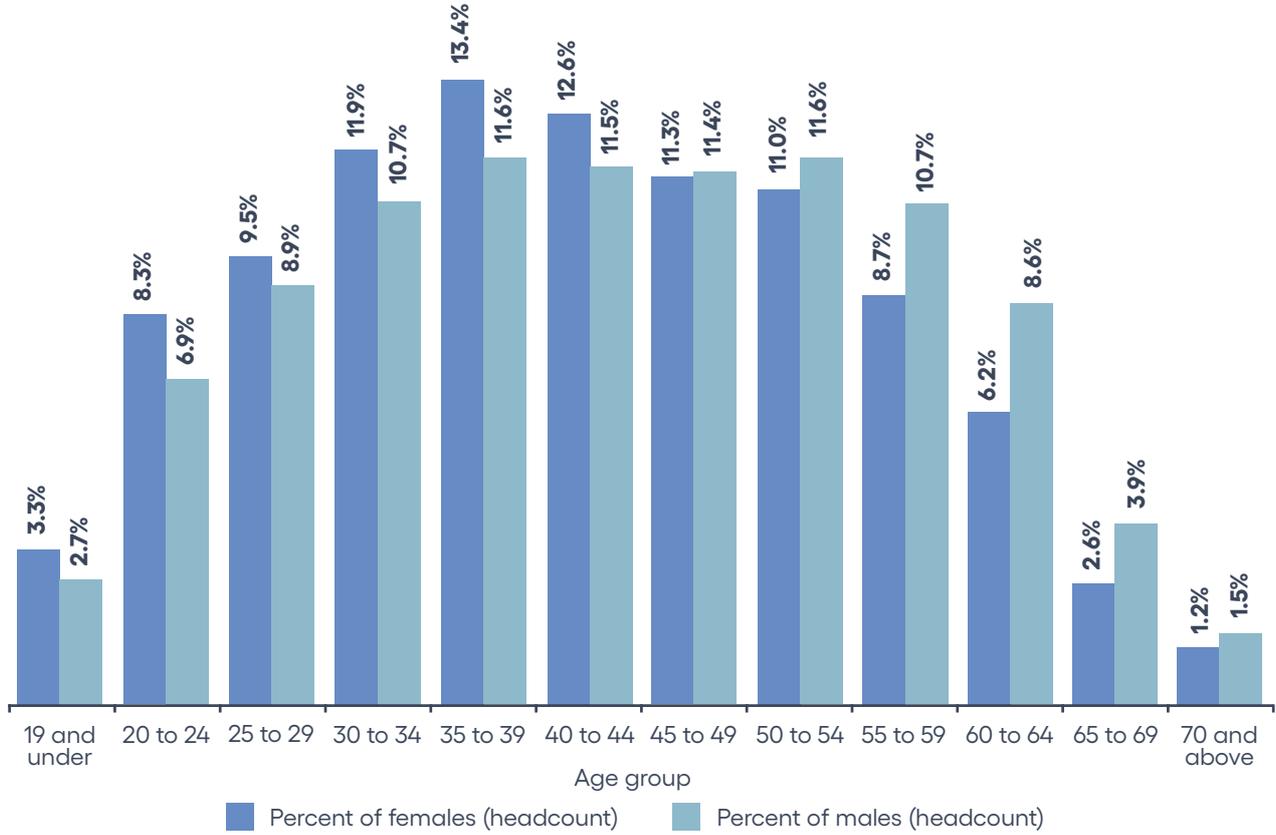
* Excludes some employees for whom no date of birth or age was provided.

Table 10: Headcount by age group of WA other government entities March 2023

Age in years*	Female	Male	Neither male nor female
19 and under	1,125	880	4
20 to 24	2,806	2,290	23
25 to 29	3,225	2,936	17
30 to 34	4,009	3,542	20
35 to 39	4,513	3,836	17
40 to 44	4,256	3,788	7
45 to 49	3,807	3,743	9
50 to 54	3,707	3,841	7
55 to 59	2,942	3,518	3
60 to 64	2,108	2,820	2
65 to 69	878	1,277	1
70 and above	403	506	3
Total	33,779	32,977	113

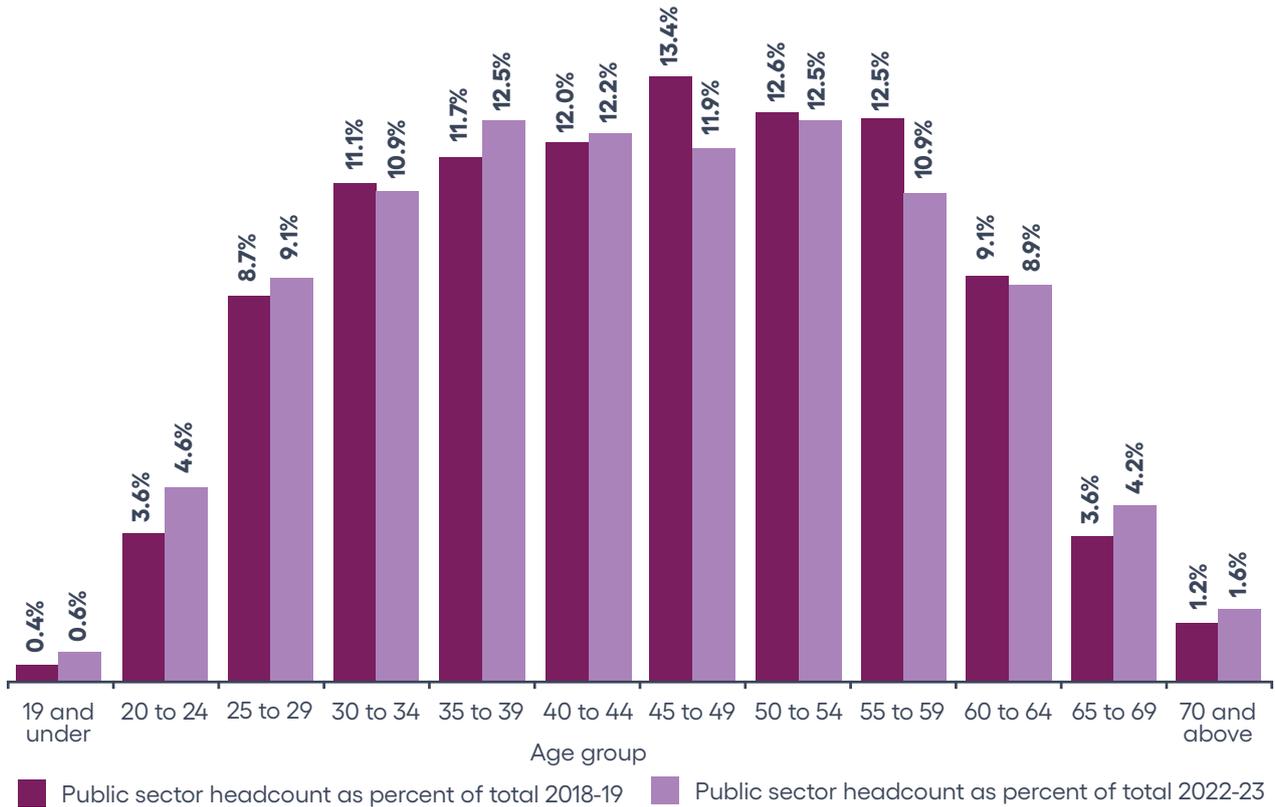
* Excludes some employees for whom no date of birth or age was provided.

Figure 7: Distribution of female and male employees by age group, WA other government entities March 2023



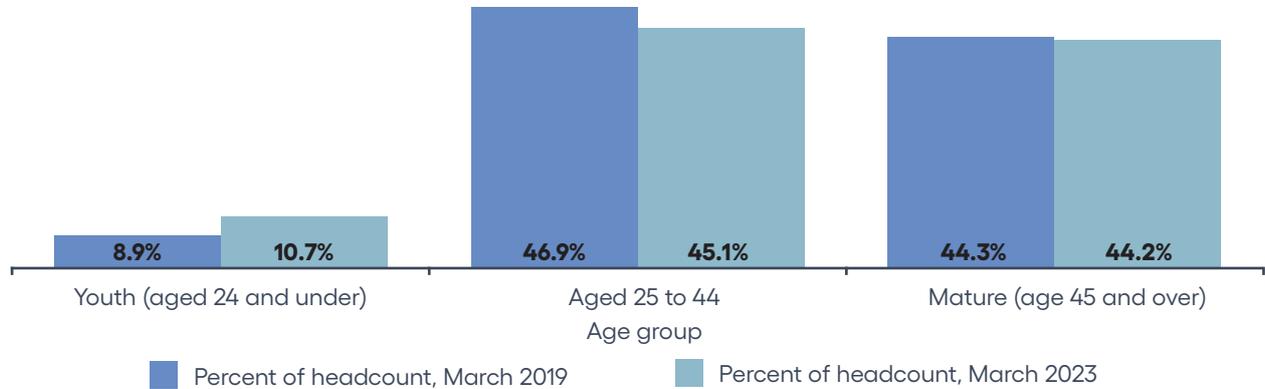
Since 2018-19, employees aged 65 and above have increased from 4.8% to 5.8% of the public sector workforce (Figure 8). The annual average percentage of employees aged 24 and under has increased from 4.0% to 5.2% of the sector over the same period. Over the last year, employees aged 24 and under increased, up by 782 headcount (10.0% increase from 2021-22).

Figure 8: WA public sector headcount by age group (annual average) 2018-19 and 2022-23



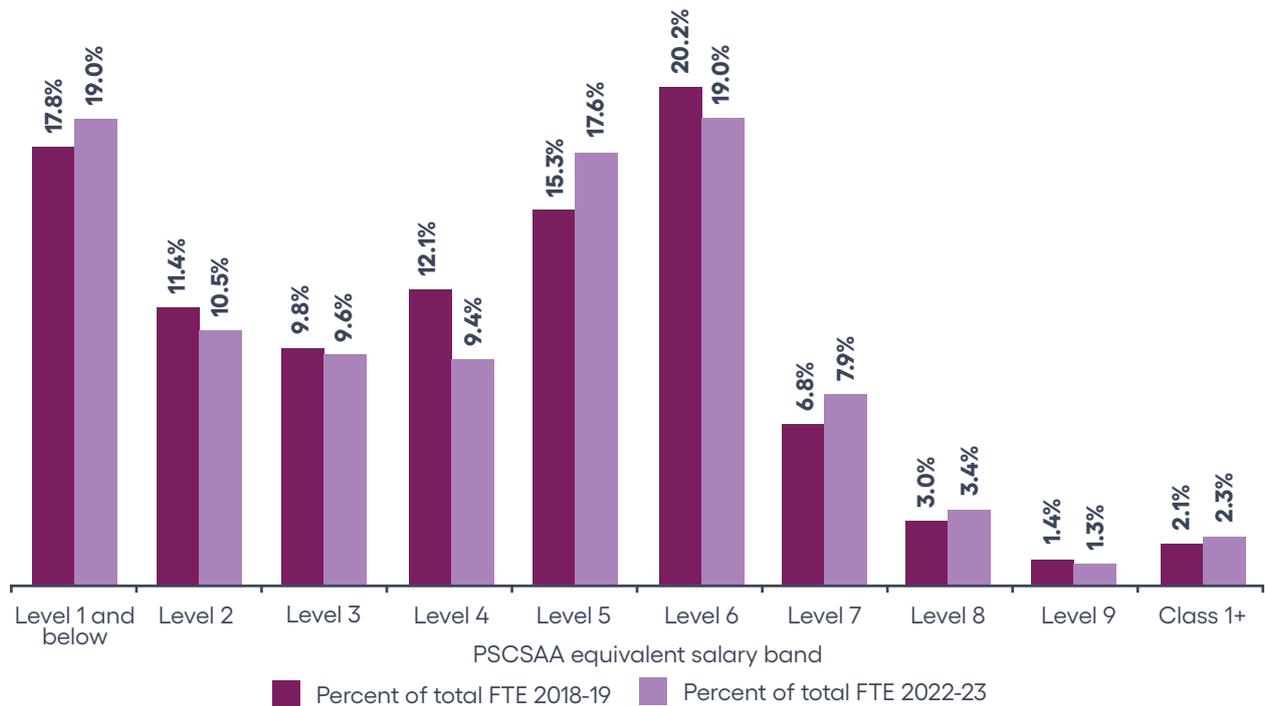
While historic data on individual employee ages is not available for other government entities, data was collected for the previous years on 3 broad age groups (youth employees aged 24 and under, employees aged 25 to 44 and mature employees aged 45 and over). Comparison of these groups between March 2019 and March 2023 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 2019 and March 2023



When all employees' equivalent salary is mapped⁶ to the salary bands of the Public Sector CSA Agreement (PSCSAA)⁷, the distribution of public sector FTE across salary bands has remained largely consistent between 2018-19 and 2022-23 (Figure 10).

Figure 10: Percentage of total public sector FTE by PSCSAA equivalent salary level 2018-19 and 2022-23

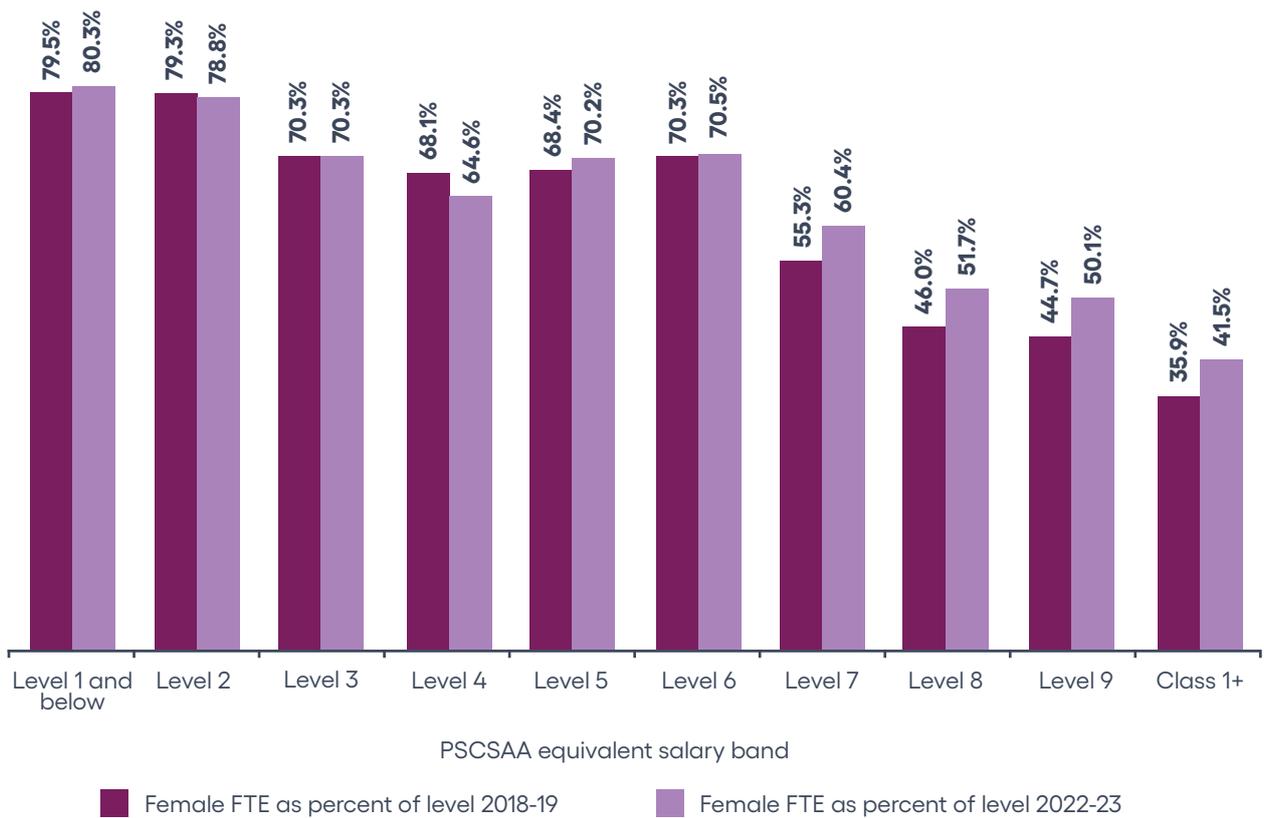


⁶Employees mapped to salary bands relevant to reported time periods.

⁷Public sector employees are engaged under a variety of industrial awards and agreements. These are subject to their own reviews and updates over time. This means changes in salary levels under the PSCSAA do not always align with changes under other awards and agreements. This leads to a shift in relative salary mapping. This is particularly prevalent at Levels 4 and 5 equivalent and when it affects health and education occupations given the size of those groups.

When FTE related to male and female employees is mapped to PSCSAA salary bands, the percentage of female employees at higher levels continued to increase. This year females at Levels 8 and 9 equivalent have both reached parity, with Level 8 equivalent at 51.7% and Level 9 equivalent at 50.1%. Representation at Class 1 and above equivalent continues to increase and remains much higher than 5 years ago (Figure 11).

Figure 11: Percentage of public sector female employee FTE as percent of PSCSAA equivalent salary level employees 2018-19 and 2022-23



There is a notable gender difference among part time employees in the public sector. In 2022-23 there were 50,739 female part time employees compared to 7,188 males (Table 11). The percentage of female employees is higher than the percentage of male employees at every equivalent salary level. Level 1 and below had the highest headcount of female part time employees totalling 14,619 in 2022-23.

Table 11: Part time public sector employee headcount by gender and PSCSAA equivalent salary level 2022-23

PSCSAA equivalent salary level	Female total	Female part time	Female % part time	Male total	Male part time	Male % part time
Level 1 and below	29,252	14,619	50.0%	6,854	2,244	32.7%
Level 2	13,785	6,903	50.1%	3,259	631	19.4%
Level 3	10,581	3,600	34.0%	4,000	455	11.4%
Level 4	9,673	3,390	35.0%	4,523	450	9.9%
Level 5	21,139	9,934	47.0%	7,300	981	13.4%
Level 6	22,363	9,015	40.3%	7,836	1,002	12.8%
Level 7	7,124	2,032	28.5%	4,184	345	8.2%
Level 8	2,490	461	18.5%	2,181	143	6.6%
Level 9	886	114	12.9%	854	66	7.8%
Class 1 and above	1,913	671	35.1%	2,600	871	33.5%
Total	119,206	50,739	42.6%	43,591	7,188	16.5%

Occupations

The public sector workforce is categorised into 23 occupational groups (Table 12). On average, the top 4 occupational groups made up more than half of all employees in the public sector in 2022-23:

- teachers (18.4% of total FTE)
- clerical and administrative workers (16.7% of total FTE)
- nurses and midwives (11.2% of total FTE)
- education aides (7.8% of total FTE).

Between 2018-19 and 2022-23, nursing support and personal care workers had the largest percentage increase across all occupations, increasing 29.9% to 2,982 FTE in 2022-23. Managers had an increase of 26.2% to 8,018 FTE and cleaners an increase of 25.7% to 3,149 FTE.

Table 12: Key statistics, WA public sector workforce by occupation, annual average 2022-23

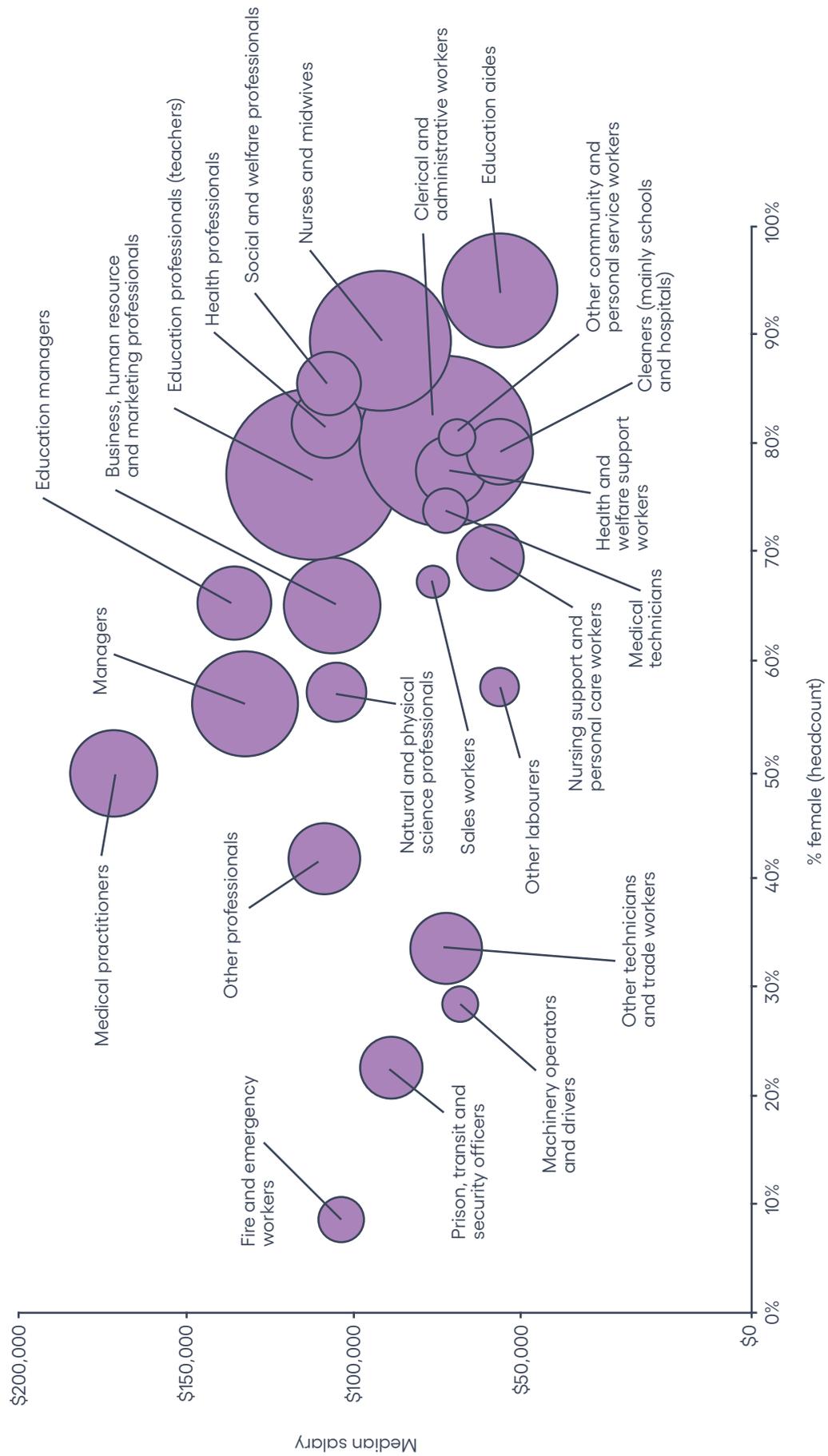
Occupational group	2022-23 FTE	FTE change since 2018-19 (%)	Median age	Median salary combined	Median salary female employees	Median salary male employees	Female % (percentage point change since 2018-19)
Education professionals (teachers)	23,431	+1,741 (+8.0%)	43.0	\$111,803	\$111,914	\$107,870	77.2% (-0.6ppt)
Clerical and administrative workers	21,292	+3,161 (+17.4%)	46.3	\$71,642	\$71,604	\$83,161	80.1% (-0.7ppt)
Nurses and midwives	14,221	+2,118 (+17.5%)	40.5	\$92,017	\$92,017	\$92,017	89.8% (0.0ppt)
Education aides	9,926	+1,549 (+18.5%)	46.0	\$55,974	\$55,974	\$55,974	94.0% (-0.8ppt)
Managers	8,018	+1,665 (+26.2%)	50.0	\$131,965	\$123,981	\$138,123	56.1% (+3.4ppt)
Business, human resource and marketing professionals	6,660	+833 (+14.3%)	44.0	\$106,334	\$106,334	\$106,334	65.1% (+0.8ppt)
Medical practitioners	5,160	+999 (+24.0%)	37.5	\$171,604	\$150,438	\$190,329	49.7% (+4.0ppt)
Education managers	3,824	+423 (+12.4%)	50.0	\$135,710	\$135,710	\$135,710	65.2% (+5.2ppt)
Other technicians and trades workers	3,596	+222 (+6.6%)	49.0	\$71,604	\$67,089	\$73,466	33.5% (+2.1ppt)
Health professionals	3,565	+476 (+15.4%)	37.0	\$108,340	\$107,450	\$114,130	81.7% (-0.4ppt)
Health and welfare support workers	3,361	+240 (+7.7%)	44.0	\$70,821	\$70,821	\$70,821	77.3% (+0.3ppt)
Other professionals	3,331	+481 (+16.9%)	43.0	\$108,008	\$107,628	\$108,474	41.7% (+1.0ppt)

Table 12 (continued): Key statistics, WA public sector workforce by occupation, annual average 2022-23

Occupational group	2022-23 FTE	FTE change since 2018-19 (%)	Median age	Median salary combined	Median salary female employees	Median salary male employees	Female % (percentage point change since 2018-19)
Social and welfare professionals	3,193	+221 (+7.4%)	41.8	\$107,061	\$107,195	\$106,277	85.4% (0.0ppt)
Cleaners (mainly schools and hospitals)	3,149	+643 (+25.7%)	50.5	\$55,906	\$55,906	\$55,906	79.4% (+0.3ppt)
Nursing support and personal care workers	2,982	+686 (+29.9%)	44.3	\$59,271	\$59,271	\$59,271	69.6% (+0.7ppt)
Prison, transit and security officers	2,885	+303 (+11.7%)	48.0	\$88,620	\$89,039	\$88,620	22.5% (+1.3ppt)
Natural and physical science professionals	2,577	+263 (+11.4%)	42.0	\$104,822	\$104,822	\$104,822	57.2% (+1.2ppt)
Medical technicians	1,426	+248 (+21.0%)	39.8	\$72,300	\$70,559	\$75,478	73.7% (-2.1ppt)
Fire and emergency workers	1,316	+53 (+4.2%)	42.0	\$103,321	\$82,521	\$103,321	8.7% (+3.3ppt)
Other labourers	1,193	+90 (+8.1%)	56.8	\$56,662	\$56,767	\$56,247	57.5% (+0.8ppt)
Other community and personal service workers	883	+126 (+16.6%)	44.4	\$69,451	\$70,714	\$67,253	80.7% (-0.2ppt)
Machinery operators and drivers	861	+3 (+0.3%)	52.3	\$68,460	\$64,791	\$75,370	28.0% (-2.1ppt)
Sales workers	671	+4 (+0.7%)	46.3	\$76,186	\$76,249	\$75,244	67.2% (+2.1 ppt)

There is a moderate relationship between occupational groups, gender profiles and salary ranges in the public sector with occupational groups comprising a majority of female employees at lower median salaries (Figure 12).

Figure 12: WA public sector occupational groups by percentage of female employees and median salary 2022-23 (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 13. Detailed information on occupations is not collected from other government entities. Summary information for other government entities is in Table 14.

Table 13: Key statistics for sworn officers of WA Police Force 2022-23 (annual average)

	2022-23 FTE	FTE change since 2018-19	Median age	Median salary combined	Median salary female	Median salary male	Female % (percentage point change since 2018-19)
WA Police Force (sworn officers)	6,994	+489 (+7.5%)	41.3	\$100,421	\$97,447	\$102,005	25.3% (+1.2ppt)

Table 14: Key statistics for WA other government authorities (excluding WA Police Force) March 2023

	March 2023 FTE	FTE change since March 2019	March 2023 Median age	Female % (percentage point change since March 2019)
Local governments	18,783	+1,672 (+9.8%)	43	56.1% (+1.6ppt)
Public universities	10,728	-2 (0.0%)	41	60.8% (+3.7ppt)
Government trading enterprises and other authorities	11,472	+2,796 (+32.2%)	43	35.5% (+1.2ppt)

Locations

Consistent with previous years, the majority of public sector employees (annual average 125,675 headcount or 77.2% of the public sector) worked in the metropolitan region during 2022-23 (Table 15). There were 37,057 public sector employees located in regional WA (22.8% of the public sector) up from 34,307 in 2018-19, and 80 outside WA (less than 0.1% of the public sector).

In regional WA the highest rates of growth since 2018-19 have been in the South West (12.5% increase to 10,407 employees) and Mid West (12.3% increase to 3,915 employees) (see Table 15). No regions had a lower headcount than in 2018-19. Since 2018-19, median salaries increased in all regions except the Gascoyne.

Table 15: Key statistics for WA public sector workforce by location, annual average 2022-23

Region	2022-23 Headcount (percent of total)	Headcount percent change from 2018-19	2022-23 FTE (percent of total)	FTE percent change from 2018-19	2022-23 Median age	2022-23 Median salary	Median salary percent change from 2018-19	2022-23 Permanent FTE as percent of region	Change in permanent FTE (percentage point) since 2018-19
Gascoyne	705 (0.4%)	6.7%	569 (0.4%)	7.5%	44.5	\$73,870	0.0%	72.2%	+2.7ppt
Goldfields Esperance	3,190 (2.0%)	3.3%	2,595 (2.0%)	4.2%	45.5	\$82,536	7.9%	78.5%	+0.9ppt
Great Southern	3,624 (2.2%)	3.7%	2,716 (2.1%)	5.8%	48.5	\$87,431	9.2%	78.8%	-1.9ppt
Kimberley	3,848 (2.4%)	3.9%	3,185 (2.5%)	2.8%	42.0	\$87,539	5.7%	72.3%	+0.5ppt
Mid West	3,915 (2.4%)	12.3%	3,018 (2.4%)	10.5%	46.0	\$81,163	6.0%	74.9%	-3.1ppt
Peel	3,826 (2.3%)	11.7%	3,012 (2.4%)	10.8%	46.8	\$82,694	5.8%	82.4%	-2.6ppt
Pilbara	3,244 (2.0%)	6.7%	2,639 (2.1%)	4.7%	40.8	\$83,927	7.1%	77.4%	+1.6ppt
South West	10,407 (6.4%)	12.5%	7,742 (6.1%)	12.9%	47.0	\$84,305	6.5%	77.3%	-3.1ppt
Wheatbelt	4,299 (2.6%)	3.4%	3,159 (2.5%)	4.5%	48.8	\$76,539	9.5%	77.7%	-1.2ppt
Regional WA total	37,057 (22.8%)	8.0%	28,636 (22.5%)	7.9%	46.0	\$83,154	7.1%	77.2%	-1.4ppt
Metropolitan	125,675 (77.2%)	17.5%	98,815 (77.5%)	17.1%	44.0	\$92,017	6.3%	75.0%	-2.8ppt
Outside WA	80 (<0.1%)	0.6%	69 (0.1%)	4.9%	44.4	\$111,914	6.8%	44.9%	-7.3ppt

Redeployment, redundancy, severances and separation payments

At 30 June 2023, there were 227 employees in the public sector identified as surplus to requirements (226 registrable and 1 registered). At the same point last year there were 223 registrable and 20 registered employees.

There were 79 voluntary severances in 2022-23 totalling \$9,186,368. In 2021-22 there were also 79 voluntary severances totalling \$9,944,737.

Public sector agencies with the most voluntary severances in 2022-23 were the Animal Resources Centre (41) that wound down and officially transitioned to a private entity at 30 June 2023; South Regional TAFE (5); Department of Biodiversity, Conservation and Attractions (4); and Insurance Commission of WA (3). There were 9 involuntary severances during the year (6 from Animal Resources Centre).

While Senior Executive Service (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. No section 59 separation payments were paid during 2022-23 (down from 5 in 2021-22 totalling \$553,797).

Managing temporary personnel in the public sector

Based on data provided to the Department of Finance, public sector agencies spent \$130.3 million under the Temporary Personnel Services Common Use Arrangement (CUATPS2019) in 2022-23. This was an increase of \$5.0 million from the \$125.3 million spent in 2021-22. The increased spend can be attributed to continued high demand for temporary personnel in the Western Australia market, resulting in the average hourly rate for all engagements across CUATPS2019 increasing from \$68.05 in 2021-22 to \$74.11 in 2022-23.

The Department of Primary Industries and Regional Development recorded a \$3.9 million increase from 2021-22 due to increased pest management responses. Other notable rises were due to increased consumer protection and licensing engagements at the Department of Mines, Industry Regulation and Safety (\$1.7 million increase from 2021-22); and increased engagements in disaster recovery funding at the Department of Fire and Emergency Services (\$1.6 million increase from 2021-22).

[Commissioner's Instruction 41: Contracts for Services](#) was released in April 2023 to replace Approved Procedure 5: Contracts for Services Procedures. The new instruction provides limited circumstances in which contracts for services can be used to temporarily engage individuals, either directly or through labour hire or other companies or organisations. The new instruction requires agencies to first consider whether employees can undertake the work, limits engagements to 12 months, provides greater clarity and more streamlined rules around circumstances when contractors can be used, and details record keeping requirements.

Figure 13: Annual expenditure on temporary personnel in WA public sector 2018-19 to 2022-23

Managing leave

In 2022-23 use of annual leave in the public sector was on average 29.8 days per FTE, approaching levels last seen before the COVID-19 pandemic. When excluding education aides, teachers and education managers at the Department of Education⁸, use of annual leave averaged 20.2 days per FTE, slightly below the 21.4 days per FTE recorded in 2018-19.

Use of long service leave also started to increase at on average 4.1 days per FTE in 2022-23 but was still slightly below the 4.5 days recorded in 2018-19.

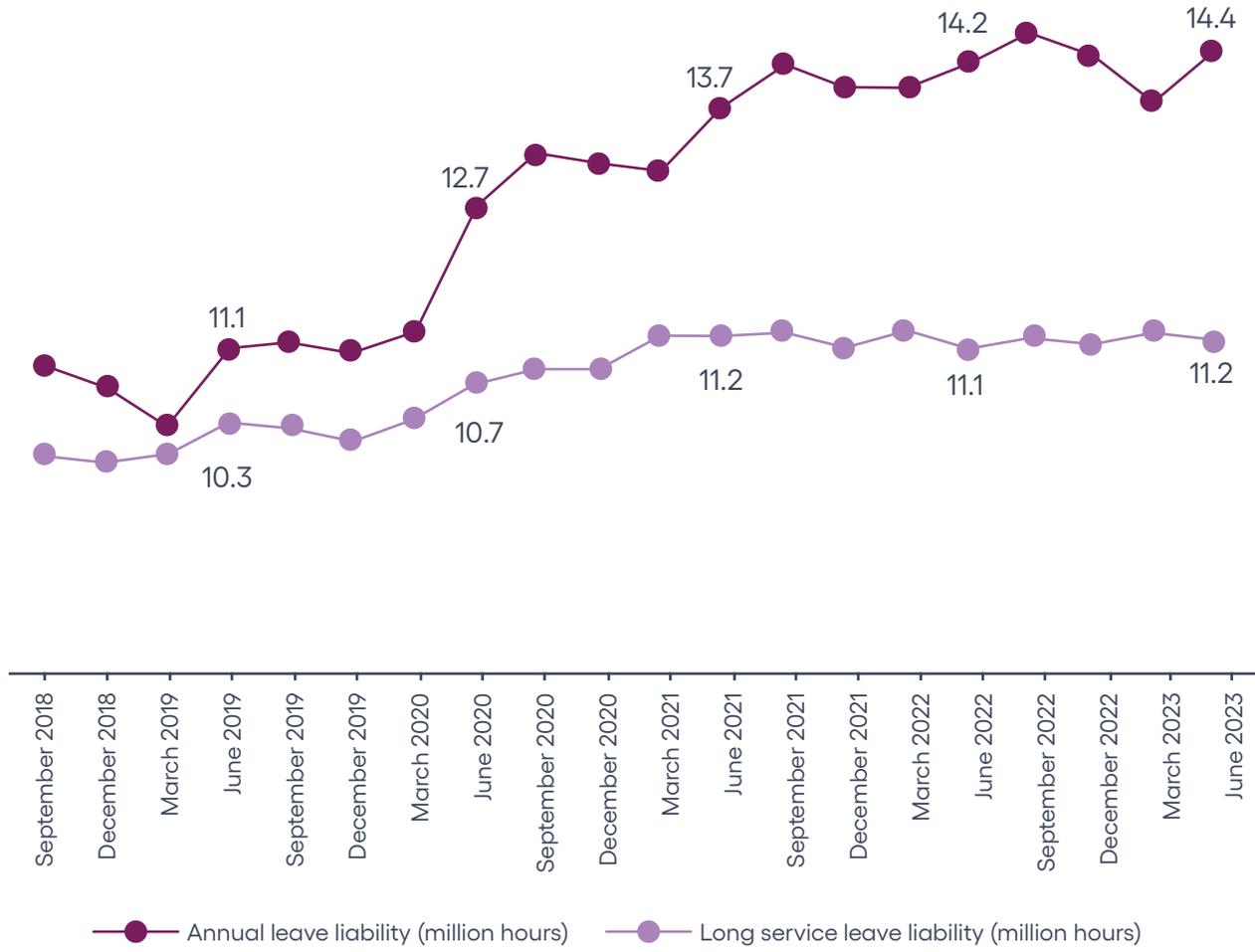
Personal leave (including sick and other types of personal leave) averaged 11.4 days per FTE in 2022-23, up from 11.1 days per FTE in 2018-19.

While annual leave liability (leave hours owed to current employees) increased slightly to 14.4 million hours in June 2023, the first significant decrease in liability since the pandemic occurred between September 2022 and March 2023.

Long service leave liability increased marginally to 11.2 million hours at June 2023.

⁸ These employees have different leave entitlements related to the school year.

Figure 14: WA public sector leave liability 2018-19 to 2022-23 (point in time data)



Commissioner's observations

It is pleasing to see many of the effects of the COVID-19 pandemic on the size and shape of the government sector workforce are dissipating, and seasonal patterns are beginning to return across a number of workforce indicators.

The government sector, like other sectors and industries nationally, faces difficulties in the strong employment market generally and shortages in specific skills areas. Following a number of years of a capped wage increase of \$1,000 a year, the policy change in 2022 to a 3% increase a year (and a \$3,000 cost of living payment for each employee in a settled agreement) has made some difference to the competitiveness of wages in the sector.

Two new instructions I issued during the year for the public sector are in direct response to the employment market – one streamlining recruitment processes and the other providing incentives for regional employment where pressure is greatest. While both are temporary measures, I intend to use the learnings from them to inform a new and contemporary recruitment policy for the sector.

The public sector has also made good progress in increasing permanent employment through the conversion to permanency initiative that commenced in 2018. While the effect of this initiative (through a Commissioner's Instruction) was slowed for a time by the urgent need for temporary employees to respond to the pandemic, this year the percentage of permanency has started to rebound. A review of my instruction showed the objective of creating a more stable public sector was achieved with 10.3% of employees reviewed under this instruction being made permanent. With all relevant contracts now reviewed and ongoing industrial mechanisms in place, I rescinded the instruction during the year.

There is evidence that leave taken is returning to pre-pandemic patterns. It is important to continue to focus on ensuring leave is well managed by agencies. There is an inherent tension in this as the competitive labour market reduces the ability to find appropriate skilled and capable people to backfill critical positions.

I am pleased to see there are more women at higher salary bands, with Level 8 and 9 equivalent surpassing parity. I have focused effort on gender equity over the last couple of years, in particular looking for insights into the matter using the data the Commission and agencies hold. I have taken a concerted stand on sharing data with agencies so senior leaders across the sector can take action to address any barriers specific to their agency, workforce and occupations.

⁸ These employees have different leave entitlements related to the school year.

Section 3: Workforce diversity

This section of the report focuses on the diversity of the workforce across the government sector, with information based on March point in time data rather than annual averages⁹. This aligns to the [Workforce Diversification and Inclusion Strategy](#) for the public sector and the Equal Employment Opportunity annual collection for other government entities

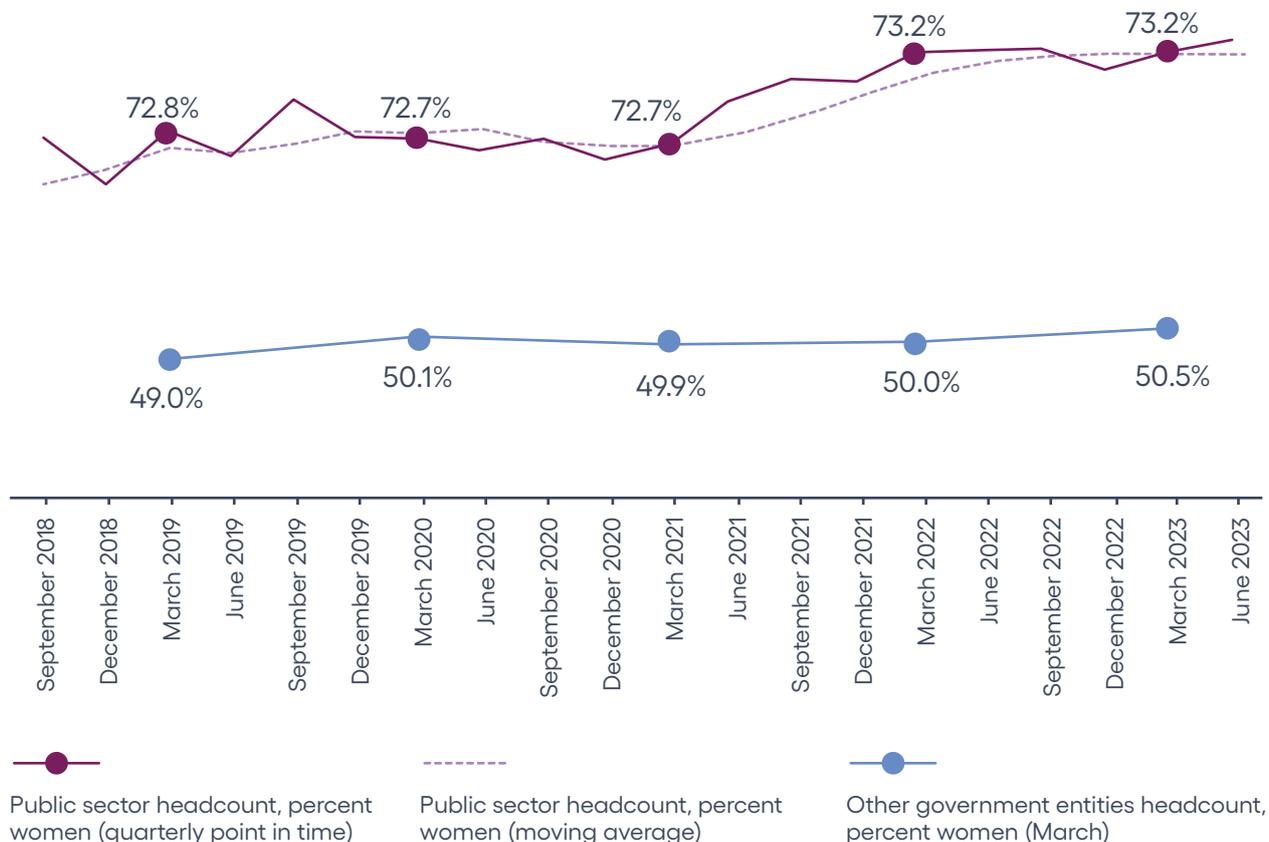
Women employees

In March 2023, the government sector employed 154,020 (66.6%) women comprising 120,173 women in the public sector (73.2% of the public sector workforce) and 33,847 women in other government entities (50.5% of the other government entities workforce) (Figure 15).

Over the past 5 years, the percentage of women in the public sector has increased slightly from 72.8% in March 2019 to 73.2% in March 2023.

In other government entities, the total workforce (headcount) increased by 5,294 (+8.6%) between March 2019 and March 2023. The headcount of women increased by 3,655 (+12.1%). As a result, the percentage of women increased from 49.0% in March 2019 to 50.5% in March 2023.

Figure 15: Women as percent of workforce (headcount), WA public sector and other government entities 2018-19 to 2022-23 (March data labelled)



⁹ 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 equivalent annual salaries of men and women across each sector including employees at all levels.

The median salary for women in the public sector increased by more than the median salary for men between March 2022 and March 2023. As a result, the gender pay gap reduced. In 2022-23, the median salary for women was 8.9% lower than the median salary for men (Table 16).

Table 16: Median salary and gender pay gap, WA public sector (March point in time data)

	2021 March	2022 March	2023 March	2022 to 2023 Change
All employees	\$88,452	\$89,027	\$93,177	+\$4,150
Women	\$85,820	\$85,797	\$90,259	+\$4,462
Men	\$94,961	\$95,152	\$99,026	+\$3,874
Gender pay gap*	\$9,141 (9.6%)	\$9,355 (9.8%)	\$8,767 (8.9%)	-\$588 (-0.9ppt)

* Difference between median equivalent annual salary of men and women expressed as percentage of men's median equivalent annual salary.

The median overtime payment for men in 2022-23 was \$4,778 compared with \$1,323 for women – a gender overtime gap of 72.3%. This is based on the difference between the median annual overtime payments of men and women, including employees at all levels, for those who worked overtime.

Other government entities (Table 17):

- The median salary for women in government trading enterprises and other authorities increased between March 2022 and March 2023 and the gender pay gap reduced. In 2022-23, the median salary for women was 8.6% lower than the median salary for men.
- The median salary for women in local governments increased between March 2022 and March 2023. However, the gender pay gap widened slightly. In 2022-23, the median salary for women was 0.2% lower than the median salary for men.
- The median salary for women in public universities decreased between March 2022 and March 2023 and the gender pay gap widened. In 2022-23, the median salary for women was 8.7% lower than the median salary for men.

As this is still a relatively new method for these entities, data quality issues may be present and trend information should be considered in this context when interpreting this information.

Table 17: Median salary and gender pay gap, WA other government entities March 2023

	Government trading enterprises and other authorities	Local governments	Public universities
All employees	\$106,107	\$72,887	\$97,574
Women	\$97,534	\$72,887	\$93,378
Men	\$106,739	\$73,044	\$102,249
Gender pay gap*	\$9,205 (8.6%)	\$156 (0.2%)	\$8,871 (8.7%)

* Difference between median equivalent annual salary of men and women expressed as percentage of men's median equivalent annual salary.

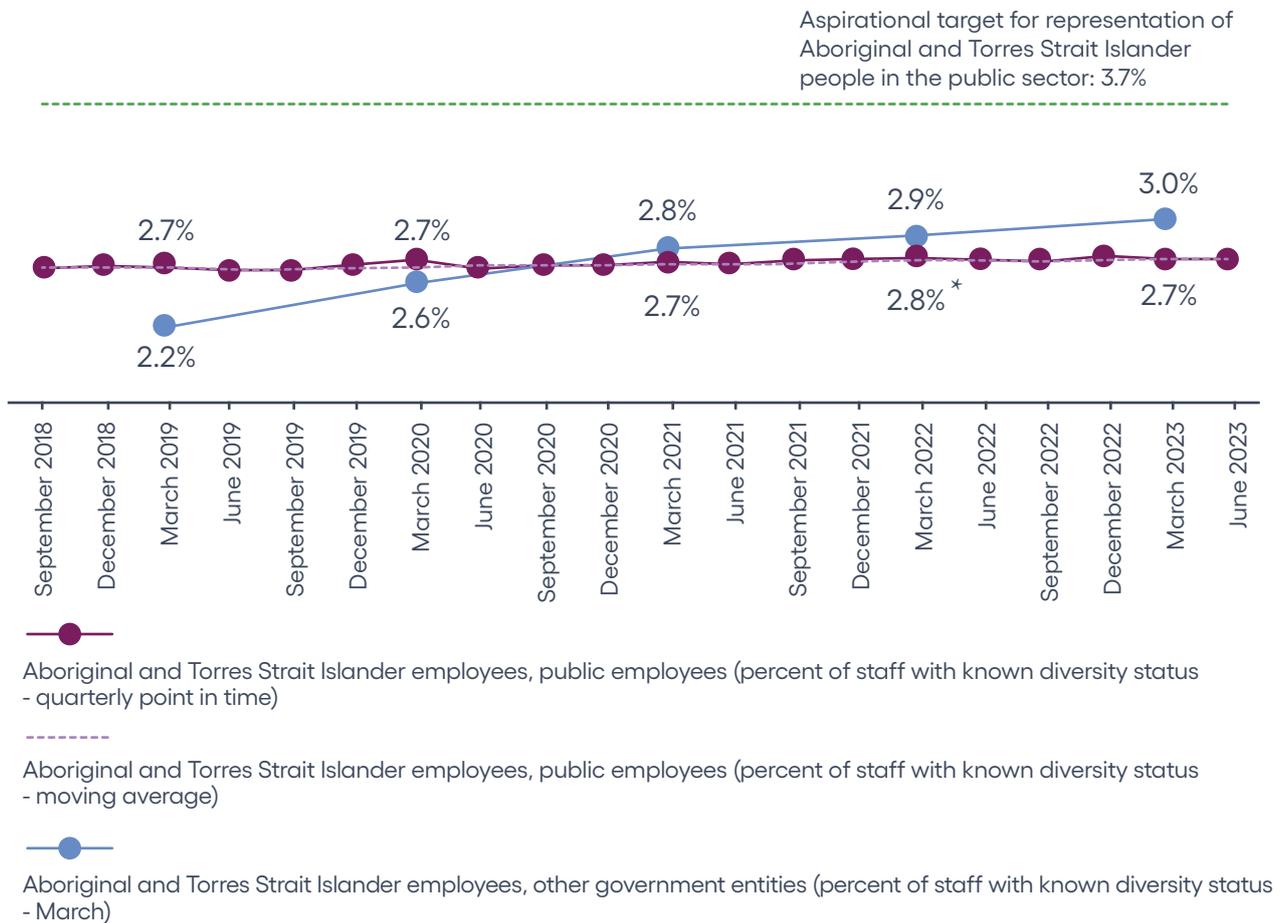
Aboriginal and Torres Strait Islander employees

In March 2023, 5,003 government sector employees (3,429 employees in the public sector and 1,574 in other government entities) identified as Aboriginal and Torres Strait Islander people.

In the public sector, both the number of employees identifying as Aboriginal and Torres Strait Islander people and the number of employees sharing this information has increased over the last 5 years. Representation of Aboriginal and Torres Strait Islander employees in the public sector has remained around 2.7% over this 5 year period.

Representation of Aboriginal and Torres Strait Islander employees in other government entities continued to increase from 2.9% in March 2022 to 3.0% in March 2023 (Figure 16).

Figure 16: Representation of Aboriginal and Torres Strait Islander employees, WA government sector 2018-19 to 2022-23 (March data labelled)



* Representation was reported as 2.8% (due to standard rounding convention of the 2 decimal figure of 2.754%).

Aboriginal cultural awareness training

In July 2021, [Commissioner's Instruction 29: Aboriginal and Torres Strait Islander Cultural Awareness Training](#) came into force requiring the public sector to ensure employees and board members complete Aboriginal and Torres Strait Islander cultural awareness training so they are better able to work in culturally informed ways. The Public Sector Commission released an interactive and free online resource to support this mandated requirement.

In the last 3 years, 65.0% (104,651 of 160,954) of public sector employees and board members in scope of the instruction completed such training. This comprised 104,382 of 160,594 public sector employees; and 269 of 360 board members. Employees may have completed training before this but this information was not in scope of the data collected by the Commission.

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

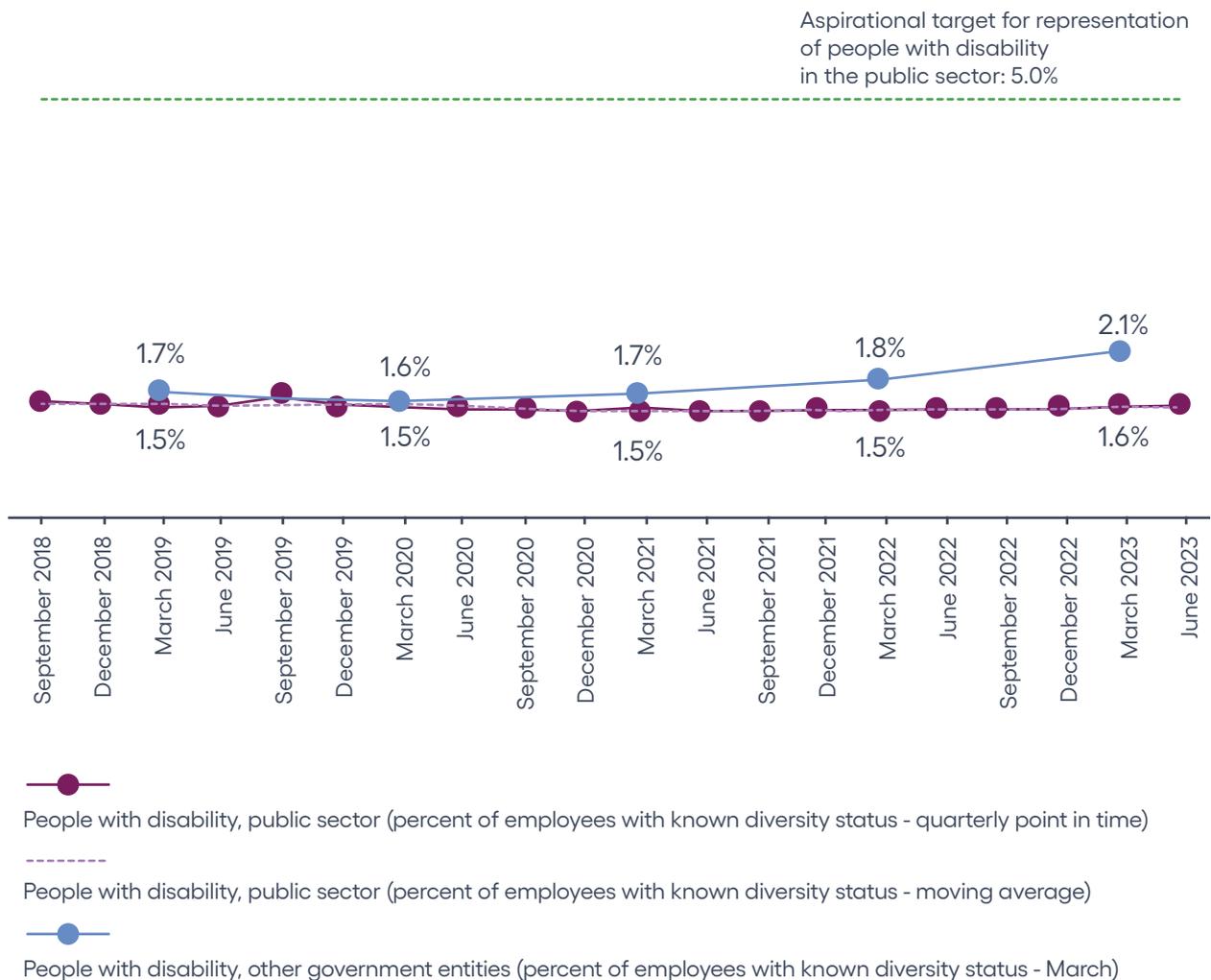
- local government employees: 3,956 out of 26,229 employees
- public university employees: 2,592 out of 21,254 employees
- government trading enterprise and other authority employees: 3,132 out of 12,000 employees
- non-public sector board members: 47 out of 56 members.

Employees with disability

In March 2023, 2,960 government sector employees (1,930 in the public sector and 1,030 in other government entities) identified as having disability. This was a slight increase of 63 headcount in the public sector from 2021-22 and 178 headcount in other government entities.

Public sector representation of employees with disability has been stable since March 2019 at between 1.5% and 1.6%. In other government entities, representation has increased from 1.7% in March 2021 to 2.1% in March 2023 (Figure 17).

Figure 17: Representation of employees with disability, WA government sector 2018-19 to 2022-23 (March data labelled)



Culturally and linguistically diverse employees

In March 2023, 31,397 government sector employees (19,192 in the public sector and 12,205 in other government entities) identified as culturally and linguistically diverse. Representation of culturally and linguistically diverse employees has steadily increased in the public sector from 13.3% in March 2019 to 16.5% in March 2023 (Figure 18).

In other government entities, representation has increased from 18.4% in March 2019 to 22.6% in March 2023.

Figure 18: Representation of culturally and linguistically diverse employees, WA government sector 2018-19 to 2022-23 (March data labelled)

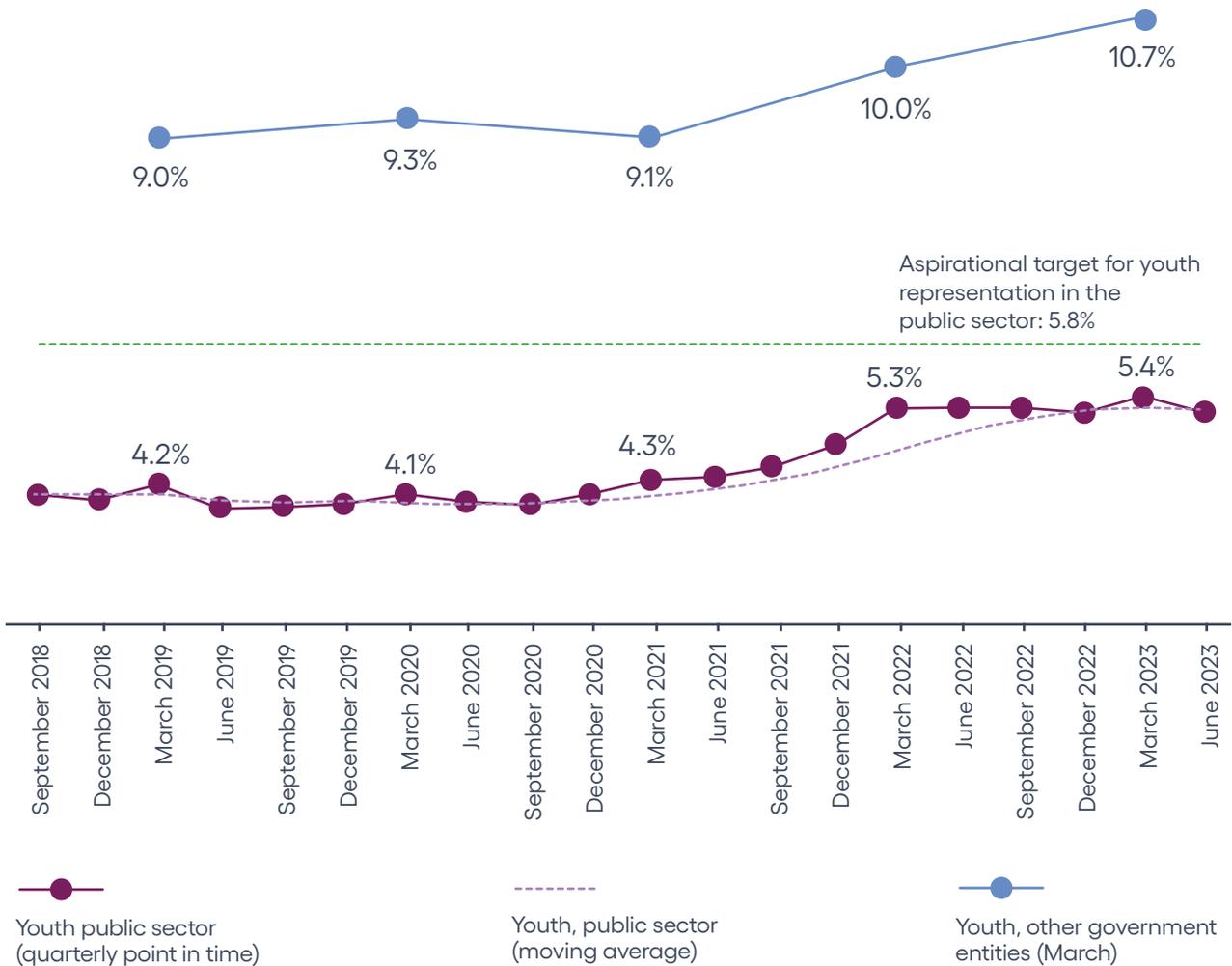


Youth employees

In March 2023, 16,095 government sector employees (7.0%) were aged 24 or under (8,917 in the public sector and 7,178 in other government entities). For the public sector, this was an increase of 471 youth employees since March 2022 while other government entities saw youth employees increase by 704 headcount.

Youth made up 10.7% of employees in other government entities and 5.4% in the public sector (Figure 19)¹⁰.

Figure 19: Representation of youth, WA government sector 2018-19 to 2022-23 (March data labelled)



¹⁰ 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.

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 less than 0.1% of all employees identify as being neither male nor 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.

This year the Commission conducted the 2023 WA Public Sector Census. A total of 47,115 of an estimated 165,340 employees in the public sector and WA Police Force responded to the census. A series of questions was asked on diverse sexualities and genders for the first time.

From this are the first insights into this diversity group:

- 5.3% or 2,511 employees identified as a person with a diverse sexual orientation
- 0.7% or 337 employees identified as a person with diverse gender identities
- 0.1% or 47 employees identified as a person with diverse sex characteristics.

The information is being used to inform Commission strategies and agency understanding of this diversity group in the workplace.

Commissioner's observations

Diversity continues to be a story of mixed results with progress in some but not all areas.

Increasing the representation of employees with disability and of Aboriginal and Torres Strait Islander employees continues to be a challenge. In both cases, other government entities this year increased representation slightly while public sector agencies continued to flatline.

The percentage of youth and culturally and linguistically diverse employees in the government sector increased again this year.

In terms of the aspirational targets set for employment representation in the public sector, progress was made towards the targets for both women in the Senior Executive Service and youth. The public sector continued to exceed the aspirational target for the representation of culturally and linguistically diverse employees. No progress was made towards the aspirational targets for Aboriginal and Torres Strait Islander employees and minimal progress for employees with disability.

To remove barriers to employment for diverse groups I issued [Commissioner's Instruction 39](#) that allows the public sector to make employment decisions on the grounds of race, sex, sexual orientation, disability and age to achieve equity and improve representation in employment.

I also removed the upper age restriction on [Solid Futures](#), the sectorwide traineeship program for Aboriginal and Torres Strait Islander people that can lead to entry level employment. I expect to see some results from these changes in the next reporting period.

During the year the Commission focused on identifying the underlying drivers of the gender pay gap, particularly around certain occupational groups. While there is equal pay for equal work in the government sector, in the public sector far more women than men work part time and overtime payments favour men. Both these factors affect take home pay. I intend to examine whether there are any inherent policy biases driving these differences and, if so, take action to address them.

The first ever public sector census was developed and implemented by the Commission this year as a trial, collecting diversity information directly from employees. It sought to capture a broader range of information than is currently available to help agencies understand the diversity profiles of their workforces, whether employees feel comfortable sharing diversity information and if there are any psychological drivers for not sharing. I expect all public sector agencies to use the new and valuable insights to make sure their workplaces are inclusive and attractive to diverse people.

Section 4: Leadership

This section of the report focuses on the leadership landscape across the government sector including the diversity, development and profile of leaders. In line with information in the Diversity section, the following information references March point in time data.

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 18). Representation of Aboriginal and Torres Strait Islander employees in management roles increased slightly between March 2022 and March 2023 from 1.9% to 2.1% of public sector leaders in management tiers 1 to 3; and 2.1% of management tiers 1 to 3 in other government entities. In March 2023, Aboriginal and Torres Strait Islander employees comprised 2.8% of Senior Executive Service (SES) officers in the public sector (up from 1.7% in March 2022).

Representation of employees with disability in management roles increased. In March 2023, people with disability comprised 1.7% of SES officers in the public sector (up from 1.5% in March 2022) and 2.0% of public sector leaders in management tiers 1 to 3 (up from 1.7% in March 2022). Employees with disability accounted for 1.6% of employees in management tiers 1 to 3 in other government entities (up from 0.7% in March 2022).

In March 2023 culturally and linguistically diverse employees made up 8.4% of SES officers (up from 8.3% in March 2022), 12.8% in management tiers 1 to 3 in the public sector (up from 12.1% in March 2022) and 12.5% in management tiers 1 to 3 in other government entities (up from 11.2% last year).

Table 18: Diversity representation (percent of employees whose diversity status is known), total WA government sector March 2023

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	66.6%	50.2%	51.7%	39.0%
Aboriginal and Torres Strait Islander employees	2.8%	2.8%	2.1%	2.1%
Employees with disability	1.7%	1.7%	2.0%	1.6%
Culturally and linguistically diverse employees	18.4%	8.4%	12.8%	12.5%

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

Public sector leadership

In 2022-2023, the Public Sector Commission facilitated the appointment of 4 new chief executive officers (CEO), reappointment of one CEO and transfer of one CEO. The Commissioner directed 13 people to act in 12 CEO offices and assisted in 4 statutory office appointments and one reappointment.

The Public Sector Leadership Council – comprising the heads of the 20 largest public sector agencies and chaired by the Public Sector Commissioner – met regularly throughout the year, collaborating and problem solving on cross cutting issues and driving reform and innovation.

It developed a strategic narrative entitled [Future Enabled](#) to drive a common direction and purpose for a higher performing sector; reviewed progress and provided assurance on whole of government objectives and commitments; and explored policy positions for increased collaboration.

In recognition of the need to strengthen the identity and shared purpose of the SES, during the year a new SES Spotlight initiative was created to align SES members more closely with government and public sector priorities and directions.

Established in legislation, the SES is the backbone of management, strategy and policy talent in the public service. Members occupy the most senior positions across the sector. Strengthening the SES also supports the government target of 50% of women in the SES.

An initial series of 4 Spotlight events over 2 years are planned. The theme of the first Spotlight in October 2023 was 'Directions', with deep discussion on Future Enabled and [Building Leadership Impact](#), and consideration of what these mean for SES members and their agencies. A second Spotlight on the theme of 'Innovation' was held in September 2023.

Following the establishment of the [Executive Salary Expenditure Limit](#) that came into effect from 1 July 2021, the first reconciliation was completed in June 2022 and confirmed the sector was operating within the limit. A second reconciliation was undertaken in June 2023 with results to be available in the next reporting year.

The limit applies to positions (including SES positions) with a focus on strategic policy, management, governance, and specialist skills and knowledge required at the senior executive level. It provides additional oversight and governance of executive positions while giving chief executives flexibility to create additional executive positions to respond to government policies and priorities. The Commission and Department of Treasury are jointly responsible for tracking and administering the Executive Salary Expenditure Limit.

Leadership development

In 2023 the Public Sector Commission released Building Leadership Impact, establishing for the first time an agreed approach to strengthening leadership across the public sector. Every public sector chief executive officer has committed to implementing the 6 identified conditions for positive leadership change.

Alongside this the Commission released [Leadership Expectations](#) as the foundation for putting Building Leadership Impact into practice. Leadership Expectations details expected behaviours and associated mindsets across 7 leadership contexts from Personal Leadership through to Statewide Leader. Every position in the public sector aligns to one of these contexts.

An extensive array of support including online guides, tools and resources was provided to help agencies plan for and manage implementation of the 6 conditions according to their specific operating contexts and priorities.

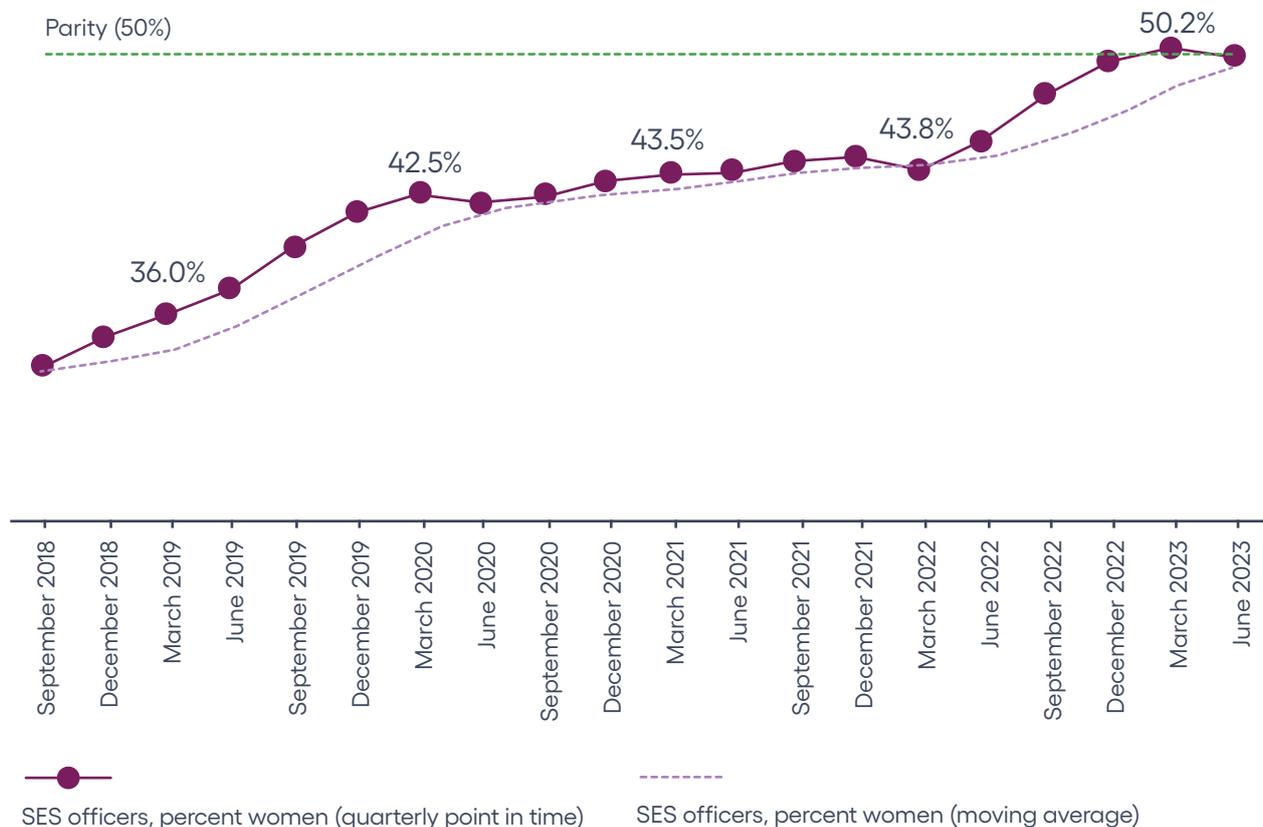
To support development aligned to the expected behaviours, the Commission released [Development Maps](#) (online learning resources comprising over 250 pieces of curated learning) and 2 e-learning modules in a package called the [Personal Leadership Suite](#). This suite also includes 7 in-person workshops that the Commission will roll out to agencies through train the trainer sessions for agency staff to deliver these workshops.

Complementing this initiative, the Commission continued its tailored approach to individual development through a bespoke set of offerings for employees at all levels and in all leadership contexts including [Launch](#), [Propel](#), [Elev8](#) and [Leadership Conversations](#). Demand for places was high and feedback from participants showed high satisfaction with the learning.

All offerings were brought together in a [Learning and Development Prospectus](#) with details of each program, audience, learning outcomes and availability. It included the new learning through Development Maps and the Personal Leadership Suite, with all programs aligned with [Building Leadership Impact](#).

In March 2023, representation of women in the SES reached 50.2% (Figure 20), achieving the target of 50% set in the [Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020–2025](#). This was a significant achievement as just 5 years ago that figure was only 33% and parity was not expected to be reached until 2035.

Figure 20: Women in the SES 2018-19 to 2022-23 (March data labelled)



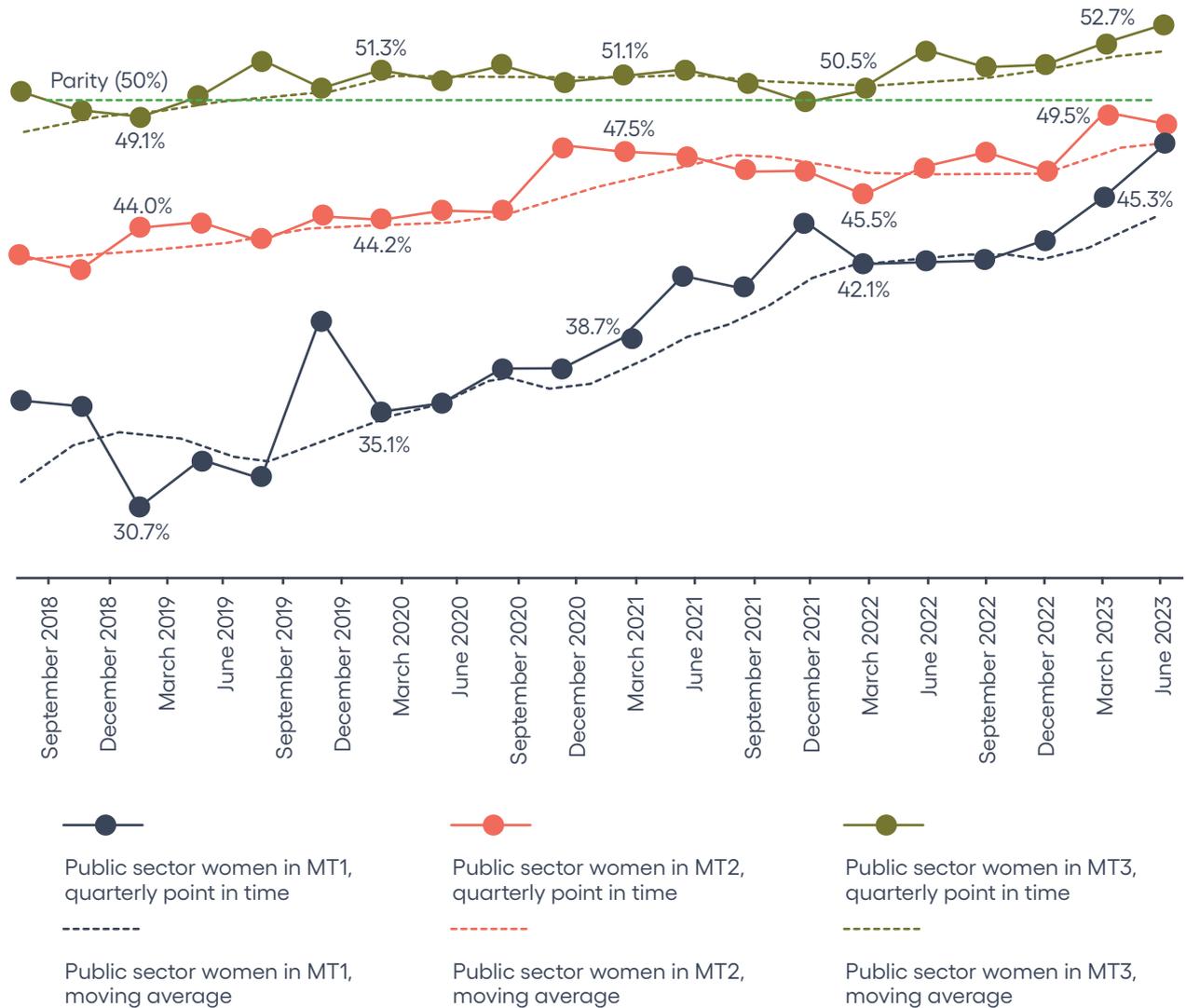
As the SES only exists in the public service, a similar indicator for the government sector is women in management tiers. This measure also demonstrates consistent increases in the percentage of leaders who are women. Representation of women in leadership in other government entities remains lower than in the public sector but has increased over time from 35.6% of management tiers 1 to 3 combined in March 2019 to 39.0% in March 2023 (Figure 21).

Figure 21: Women in management tiers 1 to 3 combined, WA government sector 2018-19 to 2022-23 (March data labelled)



The percentage of women in tier 1 in the public sector, based on the moving average, continued to trend upwards in 2022-23. Meanwhile, the representation of women in management tier 3 in the public sector has remained above 50% since June 2019 (Figure 22).

Figure 22: Representation of women in management tiers (MT) 1 to 3, WA public sector 2018-19 to 2022-23



Towards the end of 2022, the Commission began conversations with senior female leaders, showing a new take on data and insights in relation to the leadership aspirations and trajectory of women in the public sector. This was followed by a conversation with senior male leaders as the issue of women – or lack of women – in leadership and their aspirations for leadership cannot be the sole responsibility of women.

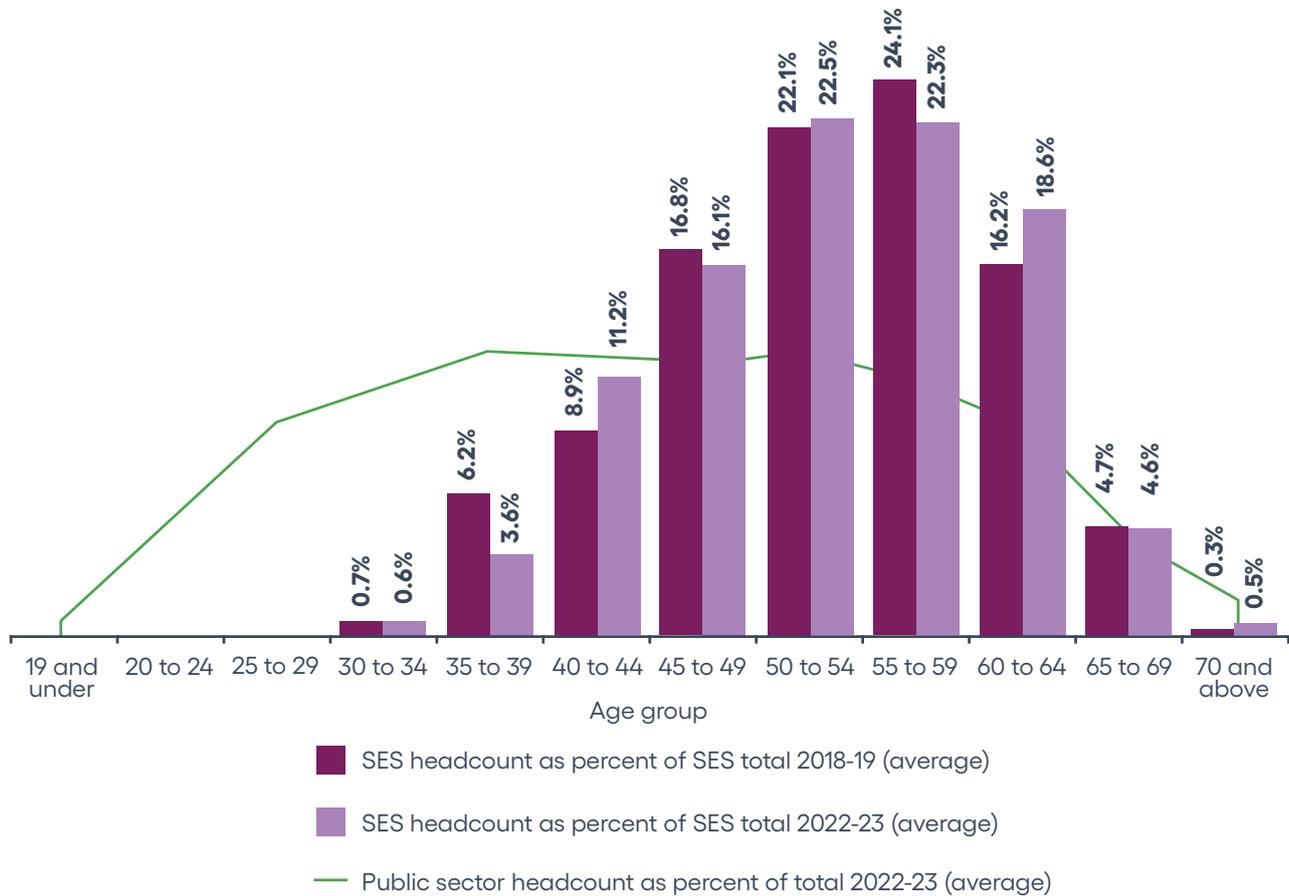
These conversations led to the development of the Women in Executive Leadership Development Experience Initiative, announced by the Public Sector Commissioner in March 2023 at an International Women’s Day event for the sector ‘Changing the workplace, not the women’. This initiative was specifically created to allow each department and SES organisation to establish a temporary Level 9 position as a leadership development opportunity for a currently employed accomplished woman.

The Commission developed a position description aligned to Level 9 work value for agencies to use and formed a series of events to support participants. Twenty four departments and SES organisations opted to be part of this initiative. They identified women to be part of corporate executive decision making and governance to increase their strategy, policy and public administration capabilities while gaining exposure to the accountabilities and requirements of the Executive Leader context of [Building Leadership Impact](#). These positions commenced from 1 July 2023 for 12 months.

Leadership age profile

Between 2018-19 and 2022-23, on an annual average basis, representation of employees aged 44 and under in the SES marginally decreased (Figure 23). The overall age profile of the SES remains older than the public sector in general.

Figure 23: Age profile of SES 2018-19 and 2022-23 (annual average)



Commissioner's observations

Considerable progress has been made in the leadership space in the public sector with more indepth analysis of data and evidence resulting in new initiatives and insights.

For the first time there is a narrative for the public sector in [Future Enabled](#) that describes the role of the sector in making a difference in the lives of Western Australians. It identifies the challenges and changes needed as the sector looks to find solutions for increasingly complex problems in a rapidly changing world. All members of the Public Sector Leadership Council are committed to this narrative as the impetus for focused planning, leadership, capability and delivery in their own agencies and across the sector.

For the first time there is a sectorwide approach to leadership development. [Building Leadership Impact](#) assists each leader to make deliberate incremental positive changes to aspects of their leadership behaviours, bringing about significant gains in the overall impact of leadership for a high performing sector. I know true behaviour change is not easy and takes time – and leadership behaviour change is no different. So I am really pleased that all public sector heads have committed to putting in place the conditions to best support everyone in their agencies to embark on a process of positive improvement.

For the first time the 50% target for women in the SES was achieved. More broadly women in management tiers increased across the public sector again this year with tiers 1 and 2 nearing parity. There was progress in other government entities as well, now at 39.0% women in tiers 1 to 3.

But I know that even small movements in numbers can quickly change the percentages so my focus is on developing a pipeline of talented women to sustain the achievements and move forward.

I started conversations with senior female and male leaders, showing a new take on data and insights in relation to the leadership aspirations and trajectory of women in the public sector, and the barriers in the workplace that so often thwart those aspirations.

From these conversations I developed the Women in Executive Leadership Development Experience Initiative, allowing each department and SES organisation to establish a temporary Level 9 position as a development opportunity for a currently employed accomplished woman. Now 24 women are part of corporate executive decision making and governance in their agencies, giving them the opportunity to increase their strategy, policy and public administration capabilities.

I am also pleased to see that representation of Aboriginal and Torres Strait Islander leaders has increased across the government sector, as has representation of culturally and linguistically diverse leaders, and leaders with disability. Leadership diversity is a key agent for change and can optimise the value of Building Leadership Impact to develop the next generation of leaders.

Section 5: Conduct

This section of the report focuses on the integrity related activities of public sector authorities and conduct of employees in those authorities.

Integrity strategy

The Commission continued to implement actions from the [Integrity Strategy for WA Public Authorities 2020-2023](#) to promote integrity and prevent misconduct. Since its release, 91.2% of public authorities have reported using the strategy to inform their approaches to managing and improving integrity.

Under this strategy, key resources have been released to support authorities including the [Integrity Framework Template and Integrity Framework Guide](#) and [Governance e-Learning for WA Government Boards and Committees](#). Since its release a total of 76.5% of authorities reported using the integrity framework resources, up from 66.4% in 2021-22. A total of 38.5% of boards and committees reported using the e-learning since its release, up from 30.5% in 2021-22.

The most common approaches by authorities to assess their integrity environment included:

- evaluating policies, procedures and systems in line with the recommendations of integrity agencies (60.9% of respondents)
- reviewing completed actions from reviews and internal and external audits (54.3% of respondents)
- assessing completion rates of integrity training and information sessions (38.5% of respondents).

Codes of conduct and integrity training

This year, 98.2% of authorities reported having codes of conduct which set the standards of conduct and integrity to be complied with by their employees.

They also reported an overall increase in measures to promote their codes, up from 1,555 measures in 2021-22 to 1,664 measures in 2022-23 (7.0% increase). The most common measures were including the code's requirements in induction programs (94.8% of respondents), having employees or members acknowledge in writing that they understand and commit to the code (79.3% of respondents) and adding compliance with the code to position descriptions (67.9% of respondents).

An increase in approaches to monitor compliance in authorities was also reported, up from 985 in 2021-22 to 1,050 in 2022-23 (6.6% increase). The most common approaches this year were through internal reviews and audits (71.4% of respondents), feedback from exit interviews or surveys (58.1% of respondents) and compliance monitoring by an authority's leadership team (47.1% of respondents).

This year it was reported that 95,562 public sector employees and 427 government board and committee members had completed accountable and ethical decision making training in the last 5 years. This training is mandated for public sector bodies by Commissioner's Instruction 8: Codes of Conduct and Integrity Training.

Government boards and committees

Information collected in relation to government boards and committees showed:

- 71.9% of responding boards and committees reported conducting ethical training in the last 5 years
- 51.0% of responding boards and committees reported their members complete integrity training on appointment, up from 42.1% in 2021-22
- 50.0% of responding boards and committees reported they conduct refresher integrity training for members, up from 41.1% in 2021-22.

Under [Commissioner's Instruction 40: Ethical Foundations](#) (which was released in March 2023 and came into force on 2 October 2023) some government boards and committees are required to have a code of conduct that aligns with the new code of ethics in a meaningful way. Building on a commitment to training on the code, meeting the requirements to conduct refresher training on the code and having an integrity framework will further strengthen integrity across government boards and committees going forward.

Discipline

[Note: Employers took actions against employees who did not comply with the government's COVID-19 mandatory vaccination requirements. Although these requirements were removed for most workplaces in June 2022, processes may have been finalised in 2022-23 and included in the data below.]

In 2022-23, public authorities reported they completed 2,151 discipline processes, up from 1,974 in 2021-22.

Fewer authorities reported completing disciplinary process this year, with 50.9% of authorities reporting having completed at least one disciplinary process in 2022-23 compared to 54.0% in 2021-22.

The number of allegations arising from these processes increased to 3,075 this year, compared to 2,818 in 2021-22 (Table 19).

The increase in total allegations largely comprises:

- 638 allegations of offensive or inappropriate personal behaviour (increase of 162 allegations from 2021-22)
- 582 allegations of disobeying or disregarding a direction or lawful order (increase of 52 allegations from 2021-22 primarily related to employees who did not comply with COVID-19 vaccination requirements)
- 263 allegations of neglect of duty (increase of 43 allegations from 2021-22).

Of the remaining types of unethical conduct:

- workplace bribes or theft increased to 52 allegations, up from 14 in 2021-22
- unauthorised secondary employment outside work increased to 37 allegations, up from 12 in 2021-22
- failing to act with integrity decreased to 80 allegations, down from 119 in 2021-22
- fraudulent behaviour or falsification of information or records decreased to 173 allegations, down from 196 in 2021-22.

The number of substantiated allegations increased from 2,254 in 2021-22 to 2,505 this year while the total percentage of allegations substantiated increased slightly from 80.0% in 2021-22 to 81.5% this year. While there were more allegations of discrimination, harassment, sexual assault or other discriminatory or indecent behaviour, these types of conduct were the least likely to be substantiated (55.7% substantiated).

Table 19: Allegations of unethical conduct by type and number, WA government sector 2021-22 and 2022-23

Type of unethical conduct	2021-22 Number of allegations (% of total)	2021-22 Number of substantiated allegations (% of substantiated)	2022-23 Number of allegations (% of total)	2022-23 Number of substantiated allegations (% of substantiated)
Offensive or inappropriate personal behaviour (e.g. threatening or abusive language or conduct)	476 (16.9%)	335 (14.9%)	638 (20.7%)	493 (19.7%)
Repeated unreasonable or inappropriate behaviour directed towards a worker, or group of workers, that creates a risk to health and safety (e.g. bullying)	209 (7.4%)	117 (5.2%)	198 (6.4%)	116 (4.6%)
Failure to manage conflict of interest (public role vs personal interests)	62 (2.2%)	48 (2.1%)	68 (2.2%)	48 (1.9%)
Inappropriate acceptance or provision of gift or benefit	18 (0.6%)	17 (0.8%)	2 (0.1%)	2 (0.1%)
Corrupt behaviour (e.g. misusing position for benefit for self or detriment to others)	54 (1.9%)	37 (1.6%)	69 (2.2%)	58 (2.3%)
Misuse of computer or internet or email (e.g. illegal content)	43 (1.5%)	32 (1.4%)	39 (1.3%)	32 (1.3%)
Discrimination, harassment, sexual assault or other discriminatory or indecent behaviour	118 (4.2%)	76 (3.4%)	149 (4.8%)	83 (3.3%)
Illicit drug use or alcohol intoxication	63 (2.2%)	53 (2.4%)	90 (2.9%)	84 (3.4%)
Inappropriate physical behaviour (e.g. assault)	66 (2.3%)	44 (2.0%)	88 (2.9%)	63 (2.5%)
Inappropriate access or use or disclosure of information	171 (6.1%)	132 (5.9%)	184 (6.0%)	153 (6.1%)
Workplace bribes or theft (e.g. cash or workplace equipment)	14 (0.5%)	11 (0.5%)	52 (1.7%)	49 (2.0%)

Table 19 (continued): Allegations of unethical conduct by type and number, WA government sector 2021-22 and 2022-23

Type of unethical conduct	2021-22 Number of allegations (% of total)	2021-22 Number of substantiated allegations (% of substantiated)	2022-23 Number of allegations (% of total)	2022-23 Number of substantiated allegations (% of substantiated)
Misuse of public resources (e.g. vehicles, credit card)	211 (7.5%)	202 (9.0%)	220 (7.2%)	197 (7.9%)
Fraudulent behaviour or falsification of information or records	196 (7.0%)	170 (7.5%)	173 (5.6%)	154 (6.2%)
Neglect of duty (e.g. careless or negligent behaviour in performance of duties)	220 (7.8%)	181 (8.0%)	263 (8.6%)	209 (8.3%)
Criminal behaviour outside work	14 (0.5%)	10 (0.4%)	22 (0.7%)	17 (0.7%)
Unauthorised secondary employment outside work	12 (0.4%)	12 (0.5%)	37 (1.2%)	31 (1.2%)
Disobeying or disregarding a direction or lawful order	530 (18.8%)	500 (22.2%)	582 (18.9%)	545 (21.8%)
Failing to act with integrity (e.g. intentionally failing to perform or acting in a dishonest way)	119 (4.2%)	89 (3.9%)	80 (2.6%)	64 (2.6%)
Committing an act of victimisation within the meaning of section 15 of the <i>Public Interest Disclosure Act 2003</i>	2 (0.1%)	2 (0.1%)	0 (0.0%)	0 (0.0%)
Other	220 (7.8%)	186 (8.3%)	121 (3.9%)	107 (4.3%)
Total	2,818 (100%)	2,254 (100%)	3,075 (100%)	2,505 (100%)

Of all public authorities, 80 reported they had discontinued one or more discipline processes during 2022-23 compared to 79 reported last year. For processes that were discontinued, the leading cause was employees ceasing employment, accounting for 44.4% in 2022-23 (up from 42.4% in 2021-22).

Individual processes may include a number of allegations to which a range of outcomes may be applied when finalised. Of the 2,151 discipline processes completed by public authorities this year, 1,768 contained substantiated allegations. These allegations resulted in 2,416 actions taken, an increase of 292 from 2,124 in 2021-22 (see Table 20).

Warnings or reprimands increased to 1,076, from 849 in 2021-22 and were the most common actions taken (44.5% of all actions). Termination actions reduced to 265, from 527 in 2021-22.

Table 20: Number of actions taken as a result of completed discipline processes where a breach of discipline was found to have occurred 2021-22 and 2022-23

Action taken*	2021-22 (% of total)	2022-23 (% of total)
Termination	527 (24.8%)	265 (11.0%)
Training and development	179 (8.4%)	225 (9.3%)
Counselling	310 (14.6%)	375 (15.5%)
Warning or reprimand	849 (40.0%)	1,076 (44.5%)
Reduction in level of classification	28 (1.3%)	31 (1.3%)
Reduction in monetary remuneration of employee	7 (0.3%)	8 (0.3%)
Imposition of fine (e.g. financial penalty)	33 (1.6%)	22 (0.9%)
Transfer	19 (0.9%)	11 (0.5%)
No sanction (i.e. no further action was taken)	68 (3.2%)	166 (6.9%)
Other**	104 (4.9%)	237 (9.8%)
Total	2,124 (100%)	2,416 (100%)

* 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 COVID-19 vaccination requirements. Between 1 December 2021 and 19 May 2023:

- 482 employees were terminated
- 613 employees received sanctions such as reprimands, financial penalties, ceasing of contracts and warnings
- 368 employees resigned.

At 19 May 2023, 34 processes were discontinued and 14 processes at WA Police remained underway pending the outcome of a Supreme Court case.

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, 28.7% of public authorities reported managing at least one conduct matter that could constitute suspected minor misconduct, up from 27.2% in 2021-22.

Total minor misconduct matters received by the Public Sector Commission in 2022-23 increased by 14.8% from last year, from 454¹¹ to 521 (Table 21).

Table 21: Minor misconduct notifications (received from principal officers of public authorities) and reports (received from individuals) relating to WA government sector, received in 2021-22 (at 30 June 2022) and 2022-23 (at 30 June 2023)

Sector subject of notification or report	2021-22	2022-23
Public sector	361 (79.5%)	403 (77.4%)
Other government entities	90 (19.8%)	115 (22.1%)
Out of jurisdiction of CCM Act	3 (0.7%)	3 (0.6%)
Total	454 (100%)	521 (100%)

¹¹In 2021-22, an additional 252 matters were received by the Public Sector Commission relating 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, data related to minor misconduct in 2021-22 excludes these 252 matters.

A minor misconduct matter is the individual notification made by a public authority 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 increased this year from 676 to 972 (Table 22). Allegations relating to the personal behaviour of public officers increased from 522 in 2021-22 to 786 this year. Allegations across all other categories of behaviour increased between 2021-22 and 2022-23 or remained stable.

The percentage of allegations assessed by the Public Sector Commission as not consistent with the CCM Act declined this year from 1.8% of allegations in 2021-22 to 0.4% in 2022-23.

Table 22: Allegations of minor misconduct received by the Public Sector Commission in 2021-22 at 30 June 2022) and 2022-23 (at 30 June 2023)

Allegation type	2021-22 Allegations (% of total)	2022-23 Allegations (% of total)
Related to personal behaviour of public officers	522 (77.2%)	786 (80.9%)
Related to fraudulent or corrupt behaviour	79 (11.7%)	115 (11.8%)
Related to use of information or recordkeeping	14 (2.1%)	16 (1.6%)
Related to conflict of interest	28 (4.1%)	31 (3.2%)
Related to use of public resources	15 (2.2%)	20 (2.1%)
Related to inappropriate provision of gifts or hospitality	1 (0.1%)	0 (0.0%)
Pending assessment at 30 June	5 (0.7%)	0 (0.0%)
Does not relate to the conduct of a public officer	12 (1.8%)	4 (0.4%)
Total	676 (100%)	972 (100%)

Generally, the Public Sector Commission refers matters to the authority employing the public officer implicated in the allegations. The number and percentage of matters referred to the Corruption and Crime Commission remained relatively consistent this year (Table 23). 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 Public Sector Commission's role to ensure minor misconduct matters are dealt with appropriately, it reviews how authorities deal with matters. There was a slight decrease in the number of matters reviewed this year compared to 2021-22. But the number of matters where the Public Sector Commission requested advice of outcomes only more than doubled. Where the Public Sector Commission is confident in authorities' handling of matters, or where conduct is less serious, it requests advice of outcomes rather than comprehensive reports.

Table 23: Actions taken by Public Sector Commission in relation to minor misconduct matters in 2021-22 (at 30 June 2022) and 2022-23 (at 30 June 2023)

Action taken	2021-22 Matters	2022-23 Matters
No action: Did not meet definition of minor misconduct or had otherwise been dealt with appropriately at time of receipt	122 (26.9%)	166 (31.9%)
Referred to appropriate authority with no obligation to provide any further information to Public Sector Commission	20 (4.4%)	10 (1.9%)
Referred to appropriate authority with request to advise Public Sector Commission of outcome	51 (11.2%)	104 (20.0%)
Referred to appropriate authority with request to provide report on action taken to be reviewed by Public Sector Commission	171 (37.7%)	162 (31.1%)
Referred to third party (primarily Corruption and Crime Commission in cases of suspected serious misconduct)	62 (13.7%)	71 (13.6%)
Assessment ongoing at 30 June	28 (6.2%)	8 (1.5%)
Total	454 (100%)	521 (100%)

Serious misconduct

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.

Table 24 shows the source for all allegations assessed in 2022-23 compared to the previous reporting period. Of the 5,895 allegations in 2022-23, 3,487 allegations related to police misconduct, with just over 60% of these allegations coming from notifications from the WA Police Force (under section 28 of the CCM Act), just under 40% coming from members of the public (section 25), and less than 1% arising from the Corruption and Crime Commission's own propositions (section 26).

In comparison, for the remaining 2,408 allegations in 2022-23, just over 50% came from reports from members of the public (section 25), 44% came from notifying authorities (section 28), approximately 5% related to referrals from the Public Sector Commission (section 45) and less than 1% arose from the Corruption and Crime Commission's own propositions (section 26).

Table 24: Source for allegations of serious misconduct in WA government sector received by Corruption and Crime Commission in 2021-22 and 2022-23

Allegation source	CCM Act	2021-22 Number	2021-22 %	2022-23 Number	2022-23 %
Allegations of serious misconduct notified by public authorities	s 28	3,332	47.6%	3,195	54.2%
Allegations of serious misconduct reported by individuals (the public)	s 25	3,546	50.6%	2,583	43.8%
Allegations of serious misconduct referred from the Public Sector Commission	s 45M(d)	125	1.8%	113	1.9%
Corruption and Crime Commission's propositions of alleged serious misconduct	s 26	5	0.1%	4	0.1%
Total		7,008	100%	5,895	100%

Table 25 provides an overview of the assessment decisions for allegations assessed during 2022-23 compared with the previous reporting period.

Table 25: Action taken in relation to allegations of serious misconduct, WA government sector 2021-22 and 2022-23

Action taken	2021-22 Number	2021-22 %	2022-23 Number	2022-23 %
Out of jurisdiction	1,125	16.1%	734	12.4%
Take no further action – s 33(1)(d)	4,488	64.0%	4,325	73.4%
Referred to an appropriate authority or independent agency for action – s 33(1)(c)	1,313	18.7%	786	13.3%
<i>Referred to appropriate authority - monitor for outcome</i>	1,269	18.1%	721	12.2%
<i>Referred to appropriate authority - monitor for review</i>	44	0.6%	65	1.1%
<i>Referred to independent agency</i>	0	0.0%	0	0.0%
Corruption and Crime Commission to investigate (either independently or in cooperation with a public authority)	14	0.2%	12	0.2%
<i>Independently – s 33(1)(a)</i>	14	0.2%	6	0.1%
<i>In cooperation with public authority – s 33(1)(b)</i>	0	0.0%	6	0.1%
Pending the outcome of a preliminary investigation by Corruption and Crime Commission – s 32(2)	20	0.3%	23	0.4%
Pending a decision by the Corruption and Crime Commission Operations Committee	48	0.7%	15	0.2%
Total	7,008	100%	5,895	100%

For more information on serious misconduct, see the [Corruption and Crime Commission Annual Report 2022-23](#).

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 27 authorities reported they did not have at least one PID officer assigned to receive disclosures, down from 30 in 2021-22.

A similar trend can be observed where 60 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 a decrease from 67 government sector entities in 2021-22. The Commission continues to follow up with authorities.

The number of disclosures received across the government sector significantly decreased from 100 in 2021-22 to 57 this year (43.0% decrease). Of the 57 received, 8 were still pending assessment by agencies at the time of reporting. The number of disclosures received that were assessed as appropriate disclosures also decreased from 33 in 2021-22 to 15 in 2022-23.

The percentage of finalised disclosures (not including those pending assessment) assessed as appropriate was 30.6%. Each appropriate disclosure is categorised by the type of information received (Table 26). One disclosure may contain more than one type of public interest information.

Table 26: Public interest disclosures, WA government sector, where disclosure assessed as appropriate, by type of information 2021-22 and 2022-23

Types of public interest information contained in appropriate public interest disclosures	2021-22 Number of times raised	2022-23 Number of times raised
Improper conduct	25	11
Offence under written (State) law	15	3
Substantial irregular or unauthorised use of public resources	10	1
Substantial mismanagement of public resources	2	0
Act or omission that involves a substantial risk of injury to public health	5	0
Act or omission that involves a substantial risk of prejudice to public safety	2	1
Act or omission that involves a substantial risk of harm to the environment	0	0
Matters covered by Ombudsman	2	2
Total	61	18

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 2022-23, public sector agencies reported that 106 claims were resolved by the agency without referring them to the Public Sector Commission. This is an increase from 92 in 2021-22.

This year the Public Sector Commission finalised 102 claims compared to 110 in 2021-22 (Table 27). Of all claims finalised by the Public Sector Commission this year, none were upheld compared with 2 upheld in 2021-22.

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 27: Breach of standards claims finalised by public sector agencies and Public Sector Commission 2021-22 (at 30 June 2022) and 2022-23 (at 30 June 2023); number of claims and percent of total

Type of breach of standard claim	2021-22 Resolved by public sector agencies	2021-22 Resolved by Public Sector Commission	2021-22 Total	2022-23 Resolved by public sector agencies	2022-23 Resolved by Public Sector Commission	2022-23 Total
Related to Employment Standard	81 (88.0%)	84 (76.4%)	165 (81.7%)	97 (91.5%)	85 (83.3%)	182 (87.5%)
Grievance resolution	7 (7.6%)	23 (20.9%)	30 (14.9%)	9 (8.5%)	15 (14.7%)	24 (11.5%)
Performance management	3 (3.3%)	3 (2.7%)	6 (3.0%)	0 (0.0%)	1 (1.0%)	1 (0.5%)
Redeployment	1 (1.1%)	0 (0.0%)	1 (0.5%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Termination	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (1.0%)	1 (0.5%)
Total	92 (100%)	110 (100%)	202 (100%)	106 (100%)	102 (100%)	208 (100%)

Grievances

The number of grievances completed by government sector entities increased by 132 from 568 in 2021-22 to 700 in 2022-23 (23.2% increase). This included an increase for public sector agencies from 403 in 2021-22 to 457 this year (13.4% increase) and an increase for other government entities from 165 in 2021-22 to 243 this year (47.3% increase).

The total percent of authorities that completed at least one grievance process increased slightly from 33.2% in 2021-22 to 34.6% in 2022-23.

Commissioner's observations

I am concerned but also somewhat optimistic when I look at the data in this section and see most numbers going up.

The data shows the government sector is still facing some challenges in regard to the conduct of its employees but optimistic as it appears more people – internally and externally – may be reporting actions and behaviours they think are not right. However this is offset somewhat by results of the public sector census that showed a level of non-reporting by public sector employees even though they observed issues of concern.

Reporting and taking appropriate action are key to understanding where improvements can be made to strengthen controls, systems, policies and processes. I expect the government sector to be rigorous in promoting a speak up culture; and for public sector agencies I expect them to take a close look at their census results and take practical actions to address non-reporting. This is a matter of culture that must be proactively pursued.

This year the Public Sector Commission released the [Integrity Framework Maturity Self Assessment Tool](#) for public authorities to identify the strengths and weaknesses of their current approaches to integrity. This tool stems from the [Integrity Strategy for WA Public Authorities 2020-2023](#) and complements the integrated suite of resources released over the last few years to drive the practical application of this strategy. When releasing the strategy I made it clear that I expect every public authority to commit to its implementation.

In terms of my expectations of the public sector where I have powers to direct compliance, I have set higher standards and increased requirements.

Following this reporting year and the information presented in this report, 2 October 2023 marked the commencement of [Commissioner's Instruction 40: Ethical Foundations](#). I released this instruction in March 2023 to give the public sector time to comply with the mandates by the effective date.

The instruction includes a new [Public Sector Code of Ethics](#) that clearly describes the workplace behaviours expected of all public sector employees under 4 core standards of conduct and integrity. These are aligned to key integrity risks arising from the unique powers, functions and resources of public sector employees.

The instruction requires each public sector agency to augment the Code of Ethics by developing and implementing a code of conduct tailored to its specific functions and risks. Each agency is also required to deliver formal and planned training on its code to all employees and board members initially followed by refresher training no less than every 3 years. While information about training completion rates is already collected and included in this report, the new instruction mandates this requirement and extends it to refresher training.

Another new requirement under the instruction is for each public sector agency to have an integrity framework as a documented and coordinated approach to integrity.

Together, the new Code of Ethics and related integrity measures each agency is required to implement under the instruction aim to reinforce a culture built on integrity across the public sector.

All of these resources are on [WA.gov.au](#) and are freely available for other government entities to use or adapt as part of their efforts to promote integrity and prevent misconduct.

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 [State of the Western Australian Government Sector Workforce statistical bulletins](#).

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-April, and the integrity and conduct annual collection in June-July. Government boards and committees completed a tailored version of the integrity and conduct annual collection, which is the government boards and committees 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 234 entities:

- 69 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 2022 to 31 March 2023. Workforce data provided by respondents comprised information on all employees paid in the last pay period of March 2023, and information on all casual employees employed at any time between 1 April 2022 and 31 March 2023 whether paid or not in the last pay period of March 2023. 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 2023 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 234 entities:

- 70 public sector agencies reporting on behalf of 118 agencies in total
- 145 local governments
- 15 government trading enterprises
- 4 public universities.

All data collected relates to the period 1 July 2022 to 30 June 2023.

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 96 boards and committees:

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

All data collected relates to the period 1 July 2022 to 30 June 2023. 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 2018-19 to 2022-23 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.

Redeployment, redundancy, severances, and separation payments

Data relating to redeployment, severances and separation payments is extracted from the 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 percentage 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 2022 to 30 June 2023.
Commissioner for Children and Young People	The Commissioner for Children and Young People operates under an established code of conduct that references the WA Public Sector Code of Ethics (the Code). The CCYP has an employee grievance resolution policy which is regularly reviewed and updated to ensure compliance with Public Sector Commissioner instructions, policies and guidelines. All staff, as part of orientation and induction, are provided with these documents on commencement and they are also available for review on the Content Manager document management system. All staff regularly receive training and updates in relation to accountable and ethical decision making.
Conservation and Parks Commission	DBCA has fully complied with relevant Public Sector Standards, codes of ethics and its code of conduct for the 2022-2023 financial year.
Equal Opportunity Commission	In accordance with section 31(2) of the Public Sector Management Act 1994, the Equal Opportunity Commission has fully complied with the Public Sector Standards, and Public Sector Commissioner's instructions, including Commissioner's instruction No.7 Code of Ethics.
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	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. The OIC's gift decisions register and all purchasing card transactions are published on our website. 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.

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.



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ISSN 1839-7891

November 2023 | PSC23043267