



**Director of Equal Opportunity  
in Public Employment**  
Annual report 2015/16

*Fostering inclusiveness*

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# Letter of transmittal

Hon. C J Barnett MLA  
PREMIER

In accordance with section 144 of the *Equal Opportunity Act 1984* I hereby submit my annual report for the year ending 30 June 2016, for your information and presentation to the Parliament of Western Australia.



Rebecca Harris  
DIRECTOR OF EQUAL OPPORTUNITY IN PUBLIC EMPLOYMENT

9 September 2016



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# 1

# Director's message



**Rebecca Harris**  
*Director of Equal  
Opportunity in Public  
Employment*

It is with great pleasure that I present to the Parliament of Western Australia, public authorities and the broader Western Australian community my inaugural annual report as Director of Equal Opportunity in Public Employment. As a statutory officer I am in a unique position to drive the diversity and inclusion agenda in public employment and I have enjoyed the opportunity to make a difference.

Over the past year I sought to move beyond statistics to focus on bringing diversity and inclusion in public employment back to the 'front-of-mind' for leaders and people managers. By establishing an across public sector 'Community of influence' among our Chief human resource officers a shared understanding was developed—that a diverse workforce, free of discrimination and reflective of the community, is more innovative and productive and better able to deliver high quality services.

## Strengthening workforce planning

To improve diversity outcomes the Public Sector Commissioner and I collaborated on a range of workforce initiatives to build inclusive workplaces, strengthen workforce planning capability and integrate workforce diversity strategies. One of our key initiatives was to bring the *Australian workforce planning standard* (the standard) to public employment in this State. The standard sets out key features of a workforce plan and how to develop such a plan. I have been pleased to assist agencies to engage with the standard to support strategic, operational and workforce management planning.

While there are varying levels of capability in workforce and diversity planning, I was delighted to see a significant shift in the capacity of the local government sector. More integrated workforce and diversity plans were completed than ever before and are fit for purpose with workforce and diversity data regularly monitored and used to inform the future direction of local government authorities.

## Removing unconscious biases

Underpinning the effectiveness of workforce and diversity plans was our new approach to working with people managers to ensure those responsible for employment decisions are aware of their unconscious and conscious biases and how these can impact on the composition of their workforce. The removal of unconscious biases forms the basis of new strategies released this year including *Time for action: Diversity and inclusion in public employment* and *See my abilities: An employment strategy for people with disability*.

These strategies were supported by a series of forums entitled *Managing unconscious bias in the workplace*, developed in partnership with the Australian Human Resources Institute and delivered in collaboration with the Public Sector Commission. The success of this series of forums resulted in public sector-wide implementation of the learnings and has assisted people managers to attract a more diverse talent pool and be able to support, and retain, diverse talent once employed.

## Comparing the data

This annual report aims to provide a snapshot of diversity and inclusion in the public sector and the positive contributions being made to ensure the workforce reflects the communities we serve. The data used is provided by public authorities and shows a clear picture of our workforce. It is pleasing to note the proportion of employees identifying their diversity status with their employer, across the groups of Aboriginal Australians, people with disability and people from culturally and linguistically diverse backgrounds, has increased, on average, more than 11 per cent over the last three years. Under *Time for action* we aim to encourage current employees to feel empowered to disclose their diversity status and I hope these figures will continue to strengthen in future years.

I have presented the data and information this year both by sector and by diversity group to provide points of comparison. I have also delved beyond the representation rates to provide a more comprehensive picture of the state of diversity and inclusion in public employment. I hope that you find this information useful, as you continue to refine your diversity and inclusion strategies.

Finally, I would like to extend my thanks to the Public Sector Commissioner for his support of the position that public employment can lead by example and demonstrate what productive, diverse and inclusive workplaces can look like. I look forward to continuing our collaboration in the coming year as we commence further diversity initiatives as part of our agenda.



Rebecca Harris  
DIRECTOR OF EQUAL OPPORTUNITY IN PUBLIC EMPLOYMENT

9 September 2016



# 2

# Role of the DEOPE

The Director of Equal Opportunity in Public Employment (DEOPE) is a statutory officer appointed by the Governor to perform the functions outlined in Part IX of the *Equal Opportunity Act 1984* (EO Act).

The role and functions of the DEOPE, as outlined in section 143 of the EO Act, are to:

- advise and assist authorities in relation to Equal employment opportunity (EEO) management plans, including the development of guidelines to assist authorities in preparing EEO management plans
- evaluate the effectiveness of EEO management plans in achieving the objects of Part IX of the EO Act
- make reports and recommendations to the Minister as to the operation of EEO management plans and such matters as the DEOPE thinks appropriate relating to the objects of Part IX of the EO Act.

The *DEOPE Strategic plan 2014–2017* is provided at Appendix A.

The authority of the DEOPE extends to public sector entities and non-public sector authorities (local governments, public universities and other authorities, including government trading enterprises, the Police Force and electorate offices). A list of public sector entities and non-public sector authorities reporting to the DEOPE is provided at Appendix B.

The role of the DEOPE is integrated into the Public Sector Commission. While legislative responsibilities and jurisdictions are separately defined for the DEOPE and the Public Sector Commissioner, many objectives are aligned. For example, the DEOPE and the Public Sector Commission regularly cooperate in respect to the collection of workforce data and reporting, the evaluation of workforce programs, the provision of professional advice and the promotion of merit and equity in public employment.



The Public Sector Commission is the accountable authority for the purposes of the *Financial Management Act 2006* and provides staff, accommodation, corporate services and administrative support to the DEOPE.

## Partnering with key stakeholders

In order to improve diversity and inclusion outcomes we cannot operate in isolation. Over the past year the DEOPE has built partnerships with a range of stakeholders, particularly those who have regular interactions with the diversity groups. This has included the Equal Opportunity Commission, Department of Aboriginal Affairs, Department of Local Government and Communities, Department of Training and Workforce Development and the Disability Services Commission.

Looking ahead, the DEOPE will seek further opportunities to collaborate with key stakeholders from the public sector, local government and public universities to develop a full suite of diversity employment strategies and continue the conversation on diversity and inclusion in public employment.

## Supporting public authorities <sup>1</sup>

Although the DEOPE has a key role in building and supporting quality practices in EEO management, and providing high quality, accurate and timely reporting, the role is increasingly focused on advocating diversity and inclusion in the public sector. These responsibilities are like cogs in the wheel—they work together in perpetual motion to drive improvement, but cannot operate without one another.



<sup>1</sup> The term 'authority' is defined by section 138 of the EO Act and the term 'public authority' is defined by section 139(3) of the EO Act. The term 'public sector' is defined by section 3 of the *Public Sector Management Act 1994*.



# 3

# EEO management plans and data collection

## Equal employment opportunity (EEO) management plans

To achieve the objects of Part IX of the EO Act public authorities are required to prepare and implement an EEO management plan as outlined in section 145 of the EO Act. Public authorities can meet their obligations under the EO Act either through a standalone EEO management plan or an integrated workforce and diversity plan.

In accordance with section 145 of the EO Act, management plans must include the following provisions:

- a process for the development of EEO policies and programs
- strategies to communicate EEO policies and programs
- strategies to evaluate EEO policies and programs
- methods for the collection and recording of workforce diversity data
- processes for the review of personnel practices to identify possible discriminatory practices
- goals and targets to determine the success of the EEO management plan
- a process to review and amend the EEO management plan
- the delegation of implementation, monitoring and review responsibilities.

All public authorities are to provide copies of their EEO management plans and any amendments of such plans to the DEOPE. As at 30 June 2016, 81 public sector entities and 136 non-public sector authorities held current EEO management plans. These figures represent 82.8 per cent of the 262 public authorities which fall within the scope of section 145 of the EO Act.

**Table 1: Breakdown of types of EEO management plans in public authorities**

Category	Numbers			
	Full plan	Checklist	Total	Current plans
Public sector entities	75	28	<b>103</b>	81
Non-public sector authorities	37	122	<b>159</b>	136
Total	<b>112</b>	<b>150</b>	<b>262</b>	<b>217</b>

**Source: Plans recorded by the Office of the DEOPE**

As at 30 June 2016, 112 (42.7 per cent) public authorities had full EEO management plans in place (includes those authorities who have integrated workforce and diversity plans) and 150 public authorities (57.2 per cent) had checklists.

Many non-public sector authorities accessed the EEO management plan template—developed to assist them to reduce their reporting obligations. Use of this template by local governments helped to achieve a ‘currency rate’ of 86.9 per cent for EEO management plans.

During the reporting period the DEOPE provided advice and assistance to public authorities on the development and implementation of EEO management plans through telephone and face-to-face consultations as part of core business.

## EEO data collection

Each year the DEOPE collects EEO data from public authorities through an annual survey and for public sector entities (including the non-public sector authorities of the Police Force and electorate offices) through a quarterly data submission process called Human Resource Minimum Obligatory Information Requirement (HRMOIR). These processes fulfil the obligation of public authorities to report data to the DEOPE under section 146 of the EO Act.

Collecting and understanding workforce trend information helps the DEOPE to identify and report on key workforce and diversity issues across the public sector.

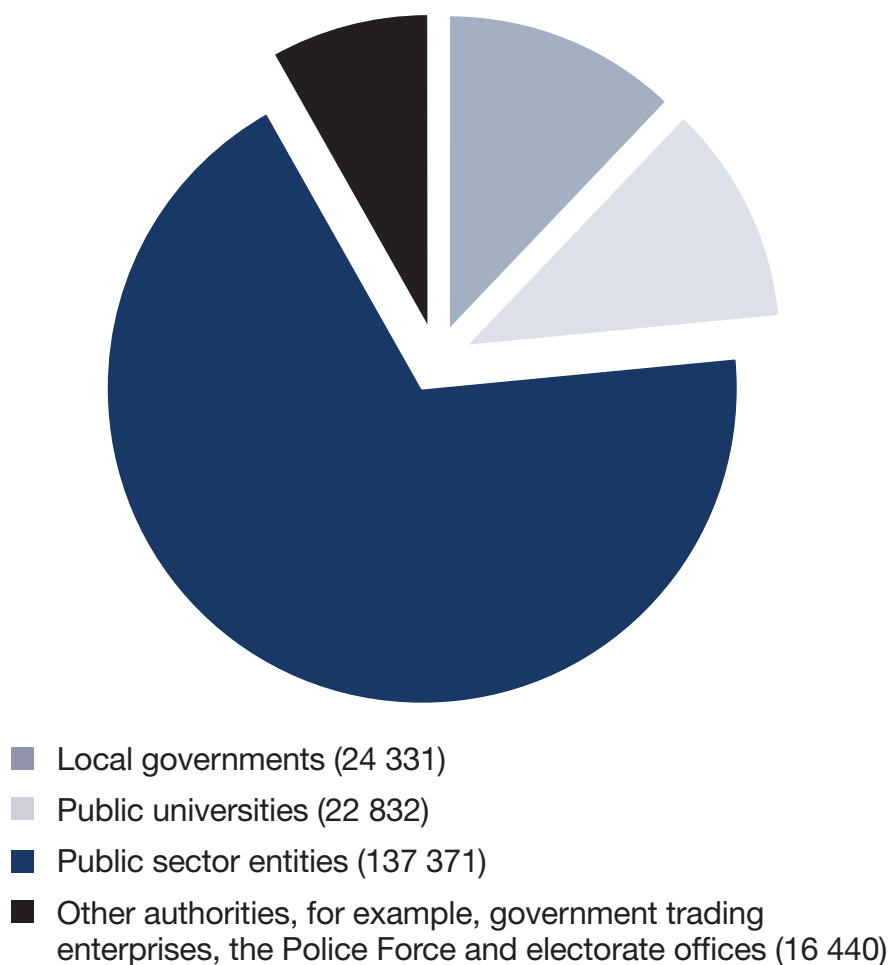
The data collection period for this annual report was April 2015 to March 2016.

As at 30 March 2016, the DEOPE received EEO data from:

- 102 public sector entities
- 138 local governments
- four public universities
- 19 other authorities (including government trading enterprises, the Police Force and electorate offices).

Figure 1 below provides a graphical representation of the total employee numbers within each category of public authority reporting to the DEOPE, which in the reporting period was comprised of a total of 200 974 employees across all public authorities, with 137 371 in the public sector. Appendix B provides a list of public authorities reporting to the DEOPE.

**Figure 1: Total number of employees reporting to the DEOPE 2015/16**



**Source: EEO surveys and HRMOIR**

# Public sector diversity snapshot

# 4

**Table 2: Diversity in the public sector**

Group	Representation (%)				
	2012	2013	2014	2015	2016
Aboriginal Australians	3.3	3.0	2.9	2.8	2.7
People with disability <sup>2</sup>	4.8	2.6	2.3	2.2	2.0
Women in management (SES)	27.6	29.2	30.1	31.7	32.9
People from culturally and linguistically diverse backgrounds	12.8	12.5	12.5	12.4	12.6
People 24 and under	5.4	5.1	4.6	4.7	4.4
People 45 and over	51.9	51.9	52.5	52.4	52.6

Source: HRMOIR data as at 31 March 2015-2016 and 30 June for 2012-2014.

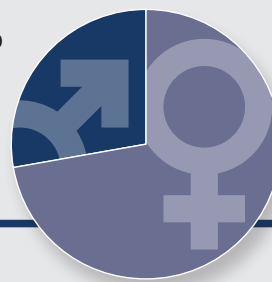
<sup>2</sup> In 2013 the Department of Health identified a significant over-reporting error for employees with disability. This means the public sector figures for 2010 to 2012 reflect an over-representation of employees with disability. Also, public university representation for 2013 differs from those presented in the 2013 annual report due to improvements in data collection and reporting.

# THE PUBLIC SECTOR

## AT A GLANCE

There are **137 371**  
employees  
in the public sector

27.7%  
men



72.3%  
women



2.0% people with disability



2.7%  
Aboriginal Australians

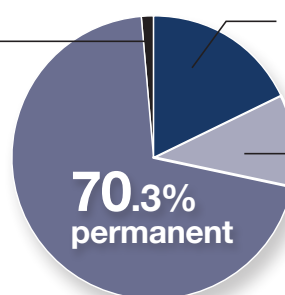
24.3% work in  
Regional WA

75.7%  
work in the  
Perth metro area



### Employment type <sup>3</sup>

1.0%  
other



17.9%  
fixed term

10.7%  
casual

### Age profile

4.4%  
24 and under

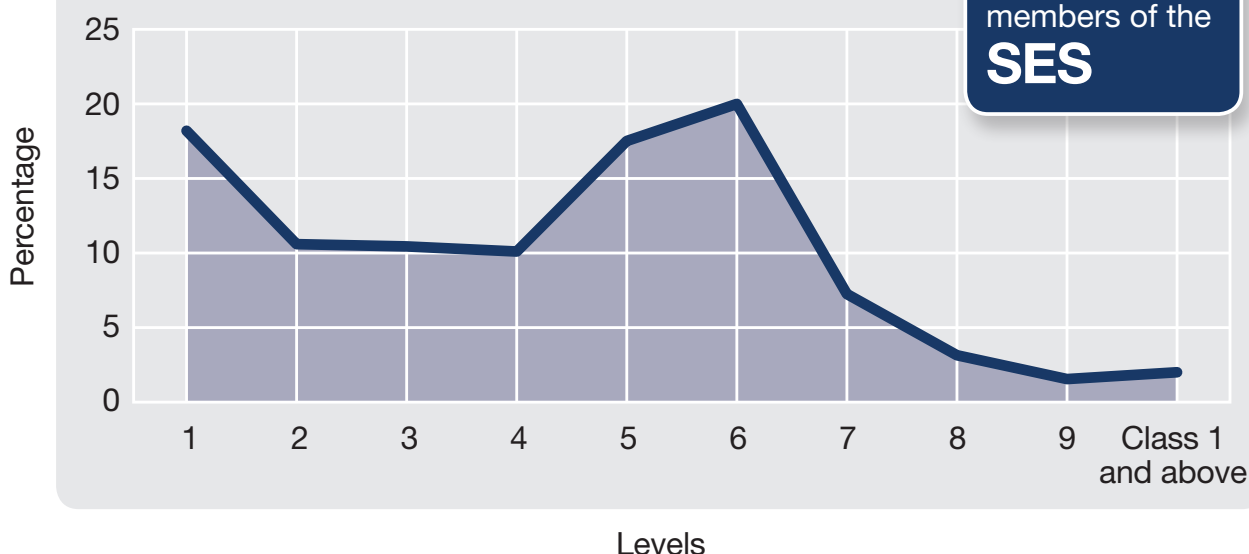
43.0%  
25-44 years

52.6%  
45 and over

Median age 46 years

Largest single group  
50-54 years

### % across all classification levels



There are **492**  
members of the  
**SES**

Source: HRMOIR

<sup>3</sup> Pie graph percentage figures have been rounded to one decimal place.

# Local government diversity snapshot

# 5

**Table 3: Diversity in local government**

Group	Representation (%)				
	2012	2013	2014	2015	2016
Aboriginal Australians	3.0	2.9	2.2	1.9	2.1
People with disability	2.1	2.0	1.8	1.5	1.6
Women in management (Tier 1)	7.9	8.6	12.3	12.3	8.8
People from culturally and linguistically diverse backgrounds	18.6	20.4	17.2	15.0	16.3
People 24 and under	10.1	12.5	13.8	14.4	13.9
People 45 and over	41.5	42.1	43.6	49.4	45.0

Source: EEO surveys

# 6

## Public university diversity snapshot

Table 4: Diversity in public universities

Group	Representation (%)				
	2012	2013	2014	2015	2016
Aboriginal Australians	1.1	1.1	0.9	1.0	1.1
People with disability	1.5	1.5	1.3	1.6	1.7
Women in management (Tier 1)	25.0	25.0	25.0	25.0	25.0
People from culturally and linguistically diverse backgrounds	22.4	24.1	22.4	23.7	25.3
People 24 and under	5.4	6.0	6.5	6.5	7.0
People 45 over	38.0	37.5	37.3	33.7	35.7

Source: EEO surveys



# Fostering inclusive workplaces

## 7

Attaining, and maintaining, targets as a means of demonstrating positive diversity and inclusion outcomes has become common place in the public sector. While there is value in setting voluntary targets, striving to achieve 'ideal' rates of representation is only one part of the equation. Creating and fostering inclusive workplaces, where all individuals are respected, is equally a demonstration of success but largely more difficult to measure.

### ***Time for action: Diversity and inclusion in public employment (2016-2019)***

*Time for action*, launched in June 2016, outlines the DEOPE and Public Sector Commissioner's joint commitment to support public authorities to create diverse and inclusive workplaces. It is an aspirational statement which will be supported in practice by employment strategies for each diversity group.

*Time for action* calls upon leaders and people managers to join the commitment by taking action to:

- improve **representation** in our workforce of people from all diversity groups
- encourage current employees to feel **empowered to disclose** their diversity status
- **reduce structural, process and cultural barriers** to employment for people from all diversity groups
- develop meaningful, action-orientated and data driven **plans** aligned to business planning processes.<sup>4</sup>

Building inclusive workplaces takes time and resources, and may involve considerable cultural change for an organisation. The challenge, and the opportunity, is to bring everyone in the organisation along on the journey.

<sup>4</sup> The plans can be an EEO management plan or integrated workforce and diversity plan as required under the EO Act and the Public Sector Commissioner's Circular 2013-04, respectively.

## Increasing awareness of unconscious biases

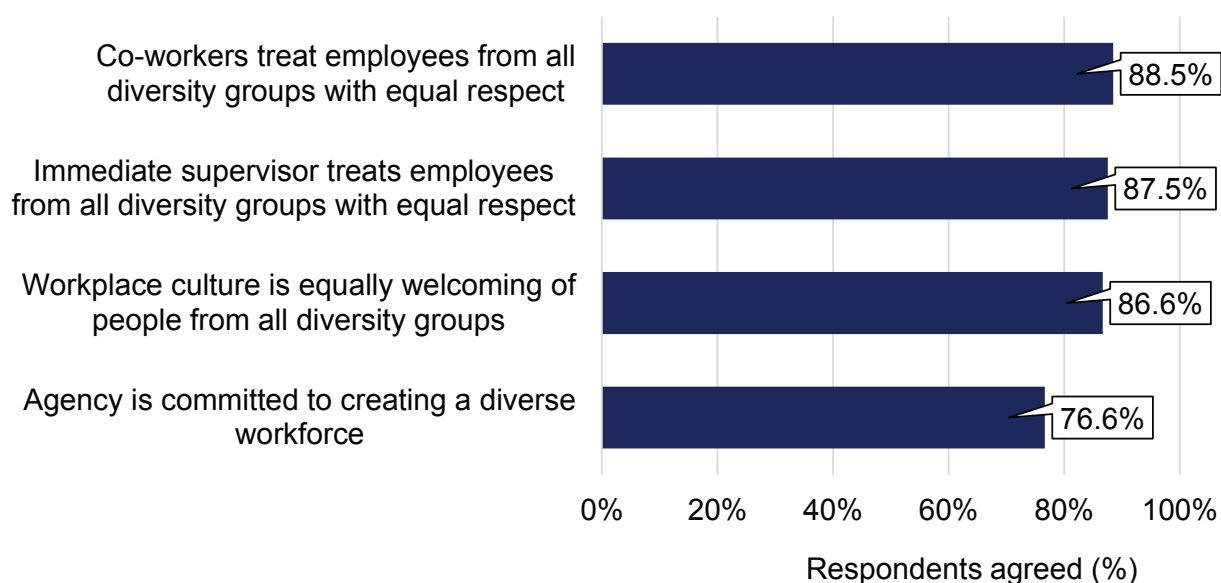
As part of fostering an inclusive workplace the DEOPE, in partnership with the Public Sector Commission, has worked with public authorities to raise awareness of the role unconscious and conscious biases play in public employment. All leaders and people managers are encouraged to develop awareness of biases in their workplaces and provide tools to minimise their prevalence to create an equitable work environment for all employees, irrespective of their individual background or differences.

The 2016 Public Sector Commission *Equal Employment Opportunity Survey*, issued to public universities, local governments and other authorities, found that 100 per cent of public universities, 41.3 per cent of local governments and 52.9 per cent of other authorities had considered the role that unconscious biases play in organisational practices and procedures.

The *Managing unconscious bias in the workplace* series of forums enabled people managers to understand the impact of conscious and unconscious biases, ways to identify biases in the workplace and, importantly, strategies to manage and reduce biases. This work will continue during the next reporting period.

## Measuring inclusion

Each year the Public Sector Commission *Employee Perception Survey* seeks to measure inclusion by asking a sample of employees for their views on equity and diversity in their workplace.



**Figure 2: Public sector employee views on equity and diversity in their workplace 2015/16**

Source: 2015/16 *Employee Perception Survey*

There were strong perceptions of respectful treatment between co-workers, including from leaders, and the prevailing workplace culture was welcoming. However, the perception of agency commitment to creating diversity did not rate as highly. With the introduction of *Time for action* and a greater emphasis on building diverse and inclusive workplaces, the DEOPE anticipates seeing an increased perception in agency commitment in the next reporting period.

## Sharing good practice

Part of building the momentum around inclusion is the sharing of good practice. Through *Time for action*, and relevant employment strategies, the DEOPE is committed to sharing public authorities' good practice and strongly encourages public authorities to share programs and initiatives informally. In honour of this commitment the information presented in this report highlights the good work being achieved in the pursuit of inclusive workplaces.

The DEOPE will continue to engage with leaders and people managers across the public sector to discuss the new agenda for diversity in public employment, primarily through the practices of Chief human resource officers. This will help continue the conversation on inclusion and provide authorities with an opportunity to share their experiences with their peers.

# 8

# Aboriginal Australians

The DEOPE is committed to partnering with Aboriginal people to assist public authorities develop a talented and versatile Aboriginal workforce. In 2015/16 the DEOPE continued to work with the Public Sector Commission and other key stakeholders to focus on long-term sustainable opportunities for Aboriginal people in public employment.

***The DEOPE is committed to partnering with Aboriginal people to assist public authorities develop a talented and versatile Aboriginal workforce.***

As a result of the Council of Australian Governments (COAG) National Partnership Agreement (the Agreement) on Indigenous Economic Participation, a commitment was made to increase Aboriginal employment across the public sector to 2.6 per cent by 2015 to reflect the national Aboriginal working age population. Each jurisdiction party to the Agreement, including Western Australia, set their own goal to contribute towards achieving the 2.6 per cent target.

Western Australia agreed to increase Aboriginal employment across the public sector to 3.2 per cent by 2015. Although we were unable to maintain our State goal, Western Australia has made good progress in Aboriginal employment over the past few years and exceeded the COAG national target, ahead of schedule, with the representation of Aboriginal people in the public sector at 2.7 per cent (March 2016). It is important to note, however, that Aboriginal employment statistics have some limitations due to the non-identification of Aboriginal status.

**Table 5: Representation of Aboriginal Australians**

Category of employment		Representation (%)				
		2012	2013	2014	2015	2016
<b>Public sector</b>	Public sector (All staff)	3.3	3.0	2.9	2.8	2.7
<b>Local government authority (LGA)</b>	LGA (Indoor workers)	1.8	1.7	1.4	1.2	1.5
	LGA (Outdoor workers)	6.1	6.3	4.6	4.2	3.9
<b>Public universities</b>	Public universities (Academic staff)	1.2	1.0	0.9	1.0	1.1
	Public universities (General staff)	0.9	1.1	0.9	1.0	1.1
<b>Other authorities</b>	Other authorities (All staff)	1.4	1.5	1.6	1.5	1.7
COAG target (2009-2015)		2.6	2.6	2.6	2.6	2.6
Western Australia target (2009-2015)		3.2	3.2	3.2	3.2	3.2

Source: EEO surveys and HRMOIR

Table 6 below shows the distribution of Aboriginal Australians across salary levels ('equity index') in public employment. An 'equity index' of 100 is ideal, with an 'equity index' of less than 100 indicating that Aboriginal Australians, as a group, are concentrated at lower salary levels for a particular category of employment.

**Table 6: Aboriginal Australian distribution ('equity index')**

Category of employment		Distribution				
		2012	2013	2014	2015	2016
<b>Public sector</b>	Public sector (All staff)	35	39	41	42	42
<b>Local government authority (LGA)</b>	LGA (Indoor workers)	61	60	59	60	60
	LGA (Outdoor workers)	91	90	87	86	110
<b>Public universities</b>	Public universities (Academic staff)	71	85	90	77	77
	Public universities (General staff)	51	61	57	60	64
<b>Other authorities</b>	Other authorities (All staff)	51	49	53	49	46

Source: EEO surveys and HRMOIR

Employment is a key driver of wellbeing to enable individuals and families to control their own destinies independent of government, and to provide meaning and purpose. Under *Resilient Families, Strong Communities: A roadmap for regional and remote Aboriginal communities* the State government has committed to strengthening existing whole-of-government policies and practices to boost Aboriginal employment in the public sector through a focus on:

- regionally-defined targets
- agency engagement and performance
- greater regional coordination to develop and supply the Aboriginal workforce
- stronger accountability for results.

Within the context of this State government commitment the DEOPE, in partnership with the Public Sector Commissioner and Director General of the Department of Aboriginal Affairs, has progressed the development of a new Aboriginal employment strategy. The strategy will provide a cohesive set of actions to assist public authorities to attract, appoint and advance Aboriginal people and highlight the importance of fostering inclusive workplaces that are culturally secure and supportive of the needs of their Aboriginal employees. It is envisaged the strategy will be released in late 2016.

## In focus

### Promoting cultural awareness in our schools

It is important we continue to promote culturally responsive workplaces which have a strong ethos based on honouring, respecting and valuing diversity, both in theory and in practice. In November 2015 the Department of Education, following extensive consultation, released the *Aboriginal Cultural Standards Framework* (the Framework)—which sets expected standards for staff when working with Aboriginal students, their families and communities. While other states and territories have cultural competency guidelines and protocols for delivering services to Aboriginal people, Western Australia is the first state or territory to implement a framework for public schools.

'Despite enormous effort and investment the educational achievement gap between Aboriginal students and their non-Aboriginal peers remains wide. It is time to move away from a long record of raising awareness about Aboriginal histories, cultures and languages to translating this awareness into culturally responsive actions in our schools', said Ms Sharyn O'Neill, Director General.

Through the adoption of the Framework it is hoped that Department of Education staff will progress from cultural awareness to cultural responsiveness, maximising outcomes for Aboriginal students, their families and communities.

'Our goal is to ensure Aboriginal students are confident and successful learners who complete their schooling with the knowledge and skills to access further education, training and employment', Ms O'Neill said.

# ABORIGINAL AUSTRALIANS IN THE PUBLIC SECTOR

## AT A GLANCE

There are **2510**

Aboriginal Australians in the public sector

**24.4%**  
men



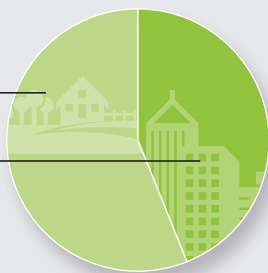
**75.6%**  
women



**2.2%** people with disability

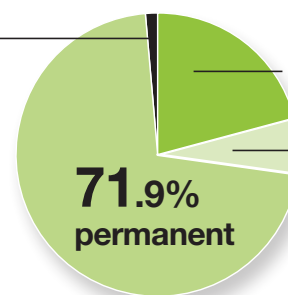
**56.1%** work in  
Regional WA

**43.9%**  
work in the  
Perth metro area



### Employment type <sup>5</sup>

**0.8%**  
other



**21.0%**  
fixed term

**6.4%**  
casual

Largest single group  
45-49 years

### Age profile

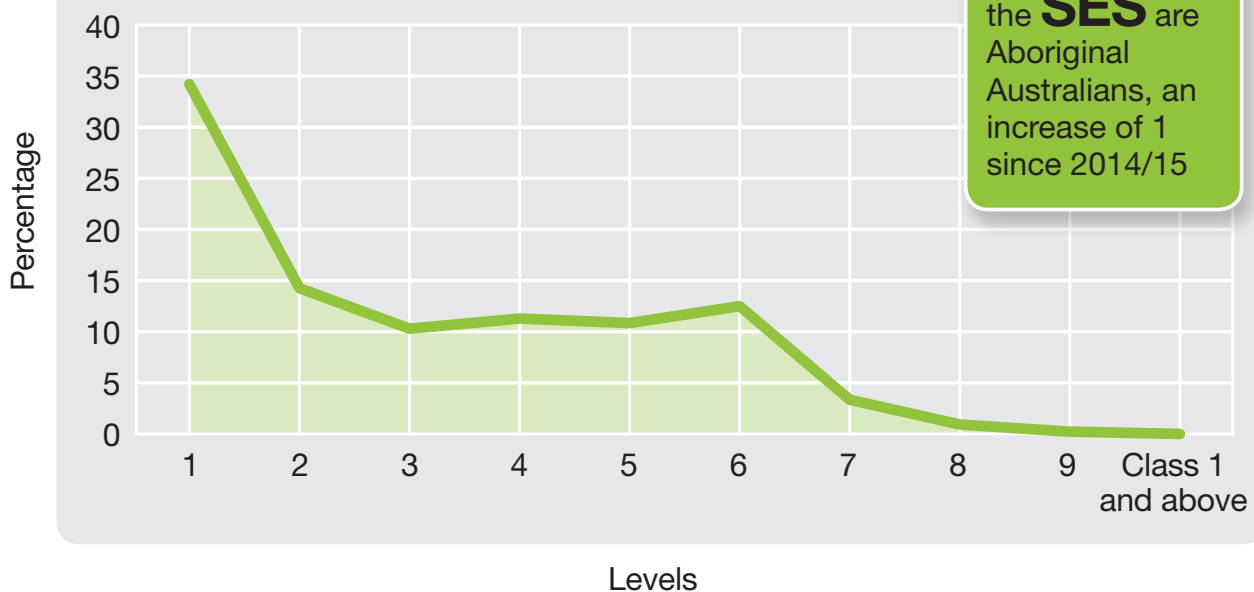
**9.6%**  
24 and under

**44.7%**  
25-44 years

**45.7%**  
45 and over

Median age 43 years

### % across all classification levels



6 members of the **SES** are Aboriginal Australians, an increase of 1 since 2014/15

Source: HRMOIR

<sup>5</sup> Pie graph percentage figures have been rounded to one decimal place.

# 9

# People with disability

Having a job you enjoy, developing your skills, expanding your circle of friendships and making valuable contributions to the community is an important element of life. The DEOPE is working with people with disability and peak bodies to promote a message that public employment is a place where all people are welcomed, equal employment opportunities are supported and unconscious biases are being understood, identified, managed and reduced.

***Public employment is a place where all people are welcomed, equal employment opportunities are supported and unconscious biases are being understood, identified, managed and reduced.***

During the reporting period the DEOPE delivered the first in a series of forums, *You're not alone: improving disability employment in the WA public sector*, showcasing successful partnerships for improving disability employment outcomes in public sector organisations. This series of forums provided an opportunity to introduce the future directions for building inclusion and diversity in the public sector and advice on the free, customised and practical services available to assist agencies to attract, recruit and retain employees with disability.

In June 2016 the Public Sector Commissioner, the DEOPE and the Disability Services Commissioner launched *See my abilities: An employment strategy for people with disability*, which provides a cohesive set of actions that will assist public authorities realise good practices in attracting, recruiting, retaining and developing people with disability.



**Table 7: Representation of people with disability <sup>6</sup>**

Category of employment		Representation (%)				
		2012	2013	2014	2015	2016
<b>Public sector</b>	Public sector (All staff)	4.8	2.6	2.3	2.2	2.0
<b>Local government authority (LGA)</b>	LGA (Indoor workers)	1.7	1.7	1.4	1.3	1.3
	LGA (Outdoor workers)	3.1	2.9	3.0	2.4	2.5
<b>Public universities</b>	Public universities (Academic staff)	1.7	1.8	1.4	1.5	1.8
	Public universities (General staff)	1.3	1.5	1.2	1.7	1.6
<b>Other authorities</b>	Other authorities (All staff)	1.5	1.6	1.4	1.3	1.4

Source: EEO surveys and HRMOIR

Table 8 below shows the distribution of people with disability across salary levels ('equity index') in public employment. An 'equity index' of 100 is ideal, with an 'equity index' of less than 100 indicating that people with disability, as a group, are concentrated at lower salary levels for a particular category of employment.

**Table 8: Disability distribution ('equity index')**

Category of employment		Distribution				
		2012	2013	2014	2015	2016
<b>Public sector</b>	Public sector (All staff)	100	87	99	101	100
<b>Local government authority (LGA)</b>	LGA (Indoor workers)	77	78	92	100	101
	LGA (Outdoor workers)	83	81	84	68	87
<b>Public universities</b>	Public universities (Academic staff)	97	101	104	86	88
	Public universities (General staff)	76	76	84	88	92
<b>Other authorities</b>	Other authorities (All staff)	91	88	97	88	73

Source: EEO surveys and HRMOIR

<sup>6</sup> In 2013 the Department of Health identified a significant over-reporting error for employees with disability. This means the public sector figures for 2010 to 2012 reflect an over-representation of employees with disability. Also, public university representation for 2013 differs from those presented in the 2013 annual report due to improvements in data collection and reporting.

## In focus

### **‘Walking the talk’ on disability awareness**

In 2015 the Department for Child Protection and Family Support included a commitment to disability employment in its *Workforce and Diversity Plan*, but were conscious that more needed to be done in practice to proactively encourage the inclusion of people with disability.

Through a partnership with the National Disability Recruitment Coordinator (NDRC) a set of practical measures were put in place to build disability confidence in the workplace. This included:

- a review of human resource policies and procedures to ensure that they were fair to those applicants with disability
- the roll out of a disability ‘myth-busting’ quiz to gauge the level of awareness of disability across the organisation
- the development of an online disability employment toolkit for managers and employees
- the provision of a disability awareness information session for managers and recruitment staff
- participation as a host agency in the Western Australian public sector ‘School-based traineeship program’ for students with disability.

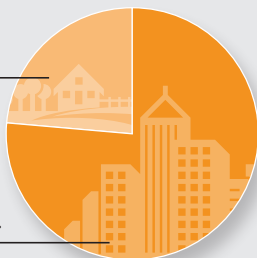
# PEOPLE WITH DISABILITY IN THE PUBLIC SECTOR

## AT A GLANCE

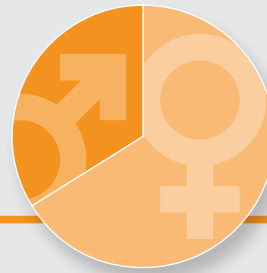
There are **1888**  
people with disability  
in the public sector

**23.5%** work in  
Regional WA

**76.5%**  
work in the  
Perth metro area



**39.8%**  
men



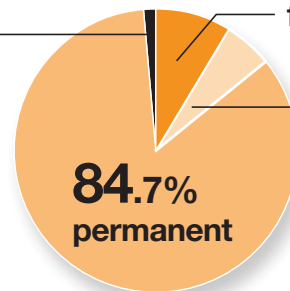
**60.2%**  
women



**2.9%**  
Aboriginal Australians

### Employment type

**1.1%**  
other



**8.9%**  
fixed term

**5.3%**  
casual

Largest single group  
55-59 years

### Age profile

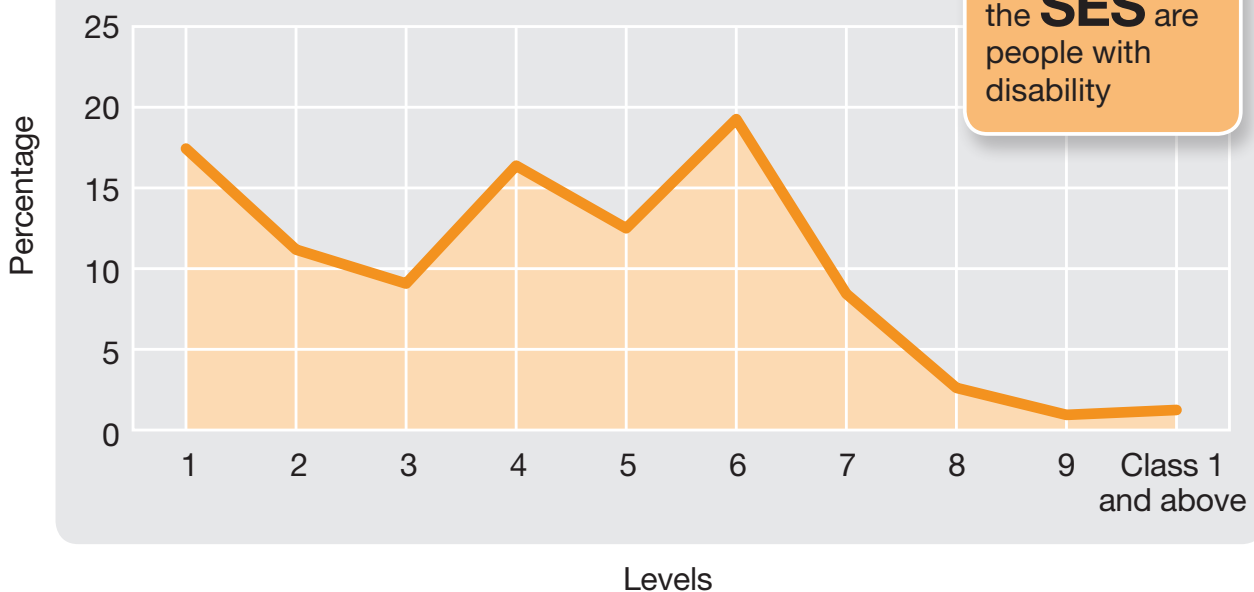
**1.8%**  
24 and under

**33.2%**  
25-44 years

**65.0%**  
45 and over

Median age 50 years

### % across all classification levels



5 members of  
the **SES** are  
people with  
disability

Source: HRMOIR

# 10

# Gender

## Women

As at March 2016 women made up the majority (72.3 per cent) of the Western Australian public sector workforce. Of these women nearly half (47 per cent) were employed on a part-time basis, compared to 15 per cent of men.

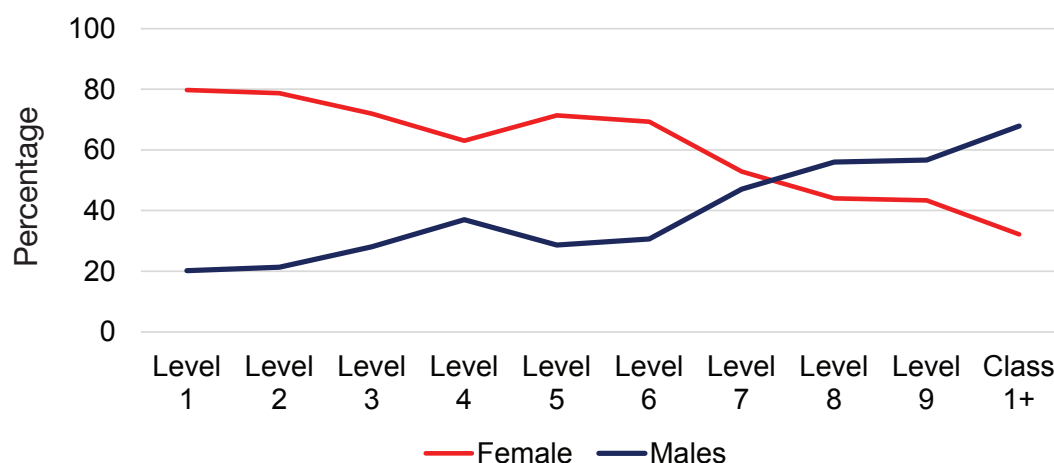
***As at March 2016 women made up the majority (72.3 per cent) of the Western Australian public sector workforce.***

Women, for the most part, assume the majority of caring responsibilities for children or other family members. As such, many choose more family friendly occupations or move to part-time employment which may attribute to the over-representation of women in part-time working arrangements across the public sector. Moving to part-time arrangements can interrupt the career pathways of women and, in turn, place them at risk of being overlooked for leadership roles.

Women made up most of the public sector workforce at the lower *Public Service and Government Officers General Agreement 2014* (PSGOGA) equivalent salary bands (Level 6 and below). Approximately 80 per cent of public sector employees at the Level 1 equivalent salary band (up to \$57 376 per annum) were women.<sup>7</sup> At Level 7 and above the percentage of women steadily declines.

<sup>7</sup> Department of Commerce (WA), *Public Service and Government Officers General Agreement 2014*, Schedule 2, General Division Salaries, p. 76.

**Figure 3: Gender distribution (%) at each classification level in the Western Australian public sector March 2016**



**Table 9: Representation of women in management**

Category of employment		Representation (%)				
		2012	2013	2014	2015	2016
<b>Public sector</b>	SES	27.6	29.2	30.1	31.7	32.9
	Tier 1	31.4	26.2	29.3	27.3	22.9
	Tier 2	33.7	35.4	34.8	36.2	38.2
	Tier 3	40.5	42.0	42.7	41.7	42.8
<b>Local government authority (LGA)</b>	Tier 1 (Indoor workers)	7.9	8.6	12.3	12.3	8.8
	Tier 2 (Indoor workers)	34.2	32.1	30.0	33.0	33.3
	Tier 2 (Outdoor workers)	6.9	1.6	1.8	6.7	8.6
	Tier 3 (Indoor workers)	38.0	37.2	38.0	42.8	45.5
	Tier 3 (Outdoor workers)	9.3	11.0	6.7	7.8	12.4
<b>Public universities</b>	Tier 1 (Academic and general staff)	25.0	25.0	25.0	25.0	25.0
	Tier 2 (Academic and general staff)	39.1	33.3	36.4	29.4	44.4
	Tier 3 (Academic and general staff)	36.4	40.8	47.2	44.5	44.1
<b>Other authorities</b>	Tier 1	5.3	10.0	5.0	5.9	11.8
	Tier 2	18.3	19.1	17.6	19.0	23.5
	Tier 3	20.7	19.5	27.0	24.4	21.4

Source: EEO surveys and HRMOIR

Table 10 below shows the female distribution across salary levels ('equity index') in public employment. An 'equity index' of 100 is ideal, with an 'equity index' of less than 100 indicating that females, as a group, are concentrated at lower salary levels for a particular category of employment.

**Table 10: Female distribution ('equity index')**

Category of employment		Distribution				
		2012	2013	2014	2015	2016
<b>Public sector</b>	Public sector (All staff)	69	71	72	72	74
<b>Local government authority (LGA)</b>	LGA (Indoor workers)	79	81	78	77	76
	LGA (Outdoor workers)	87	88	84	86	99
<b>Public universities</b>	Public universities (Academic staff)	71	72	70	72	75
	Public universities (General staff)	83	84	85	85	85
<b>Other authorities</b>	Other authorities (All staff)	66	65	71	66	74

Source: EEO surveys and HRMOIR

While the issues and data remain largely the same, the conversation and discussion has shifted markedly—we have moved beyond having to make the case for change to a much broader acceptance of gender equality in the workforce and how to find tangible solutions. *Balancing the Future: The Australian Public Service Gender Equality Strategy 2016–19*, a strategy to address gender imbalance across the Australian Public Service at all levels and in all agencies, aims to create an environment in which merit is applied properly and fairly through reportable targets, the removal of barriers, such as hidden biases and adopting work arrangements that balance choice with operational requirements.

Although the merits of implementing gender equality are widely recognised as being beneficial to organisations and employees, what is less known is how agencies successfully implement gender equality initiatives. The Public Sector Commission, in collaboration with the DEOPE, will participate in a research project coordinated by UNSW Australia (Canberra) to examine how agencies implement gender equality initiatives.

The results of the research project will assist agencies to embed gender equality in their workplaces and may also provide a model to ensure the successful implementation of initiatives to progress equality for other groups of employees. Dr Martin Lee Parkinson PSM, Secretary of the Department of Prime Minister and Cabinet (PMC), has given his support to the research project and PMC will also participate.

The DEOPE, in partnership with the Public Sector Commission, is currently developing a gender equality strategy as part of the *Time for action* commitment. It is envisaged that the strategy will be released in late 2016.

## In focus

### Chief Executive Officers (CEOs) put on 'Steel Heels' for gender equity

Established in 2012, CEOs for Gender Equity (CGE) is an Equal Opportunity Commission initiative which brings together influential CEOs from the corporate, not-for-profit and government sectors to progress gender equity in Western Australia. The aim of CGE is to inspire and influence Western Australian CEOs to put gender equity on their agenda, share their experiences with colleagues, and campaign for initiatives that 'turn-the-dial' in Western Australia. CGE focuses on the three key areas of education, workplace flexibility and women in leadership.

In 2016 CGE partnered with 'Steel Heels', an organisation established to assist women to transition through career and life stages, to offer a three-month membership of 'Steel Heels' to all female employees of CGE members. Like CGE, 'Steel Heels' is committed to addressing gender equality and supporting women's success, particularly in the workplace. Through their blogs, stories and toolkits, 'Steel Heels' hopes to provide women with access to a wealth of information and increase the self-confidence of professional working women in a range of areas including performance reviews, pay negotiations, job interviews, networking, personal branding, public speaking and career planning.

## Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI)

One section of the lesbian, gay, bisexual, transgender and intersex (LGBTI) community, which is often ignored, is transgender employees. A transgender employee is one whose gender identity or gender expression differs from the gender assumptions made about them when they were born.

***People managers have a key role in ensuring their organisation has an open and inclusive environment.***

Many transgender employees are still reluctant to 'come out' in the workplace as they fear it may damage their career prospects. Data from the 2012 *Out Now Global LGBT2020* study revealed that transgender people prefer, where they can, to choose employers that have well promoted and well supported Lesbian, gay, bisexual and transgender (LGBT) policies.<sup>8</sup> People managers have a key role in supporting transgender employees by ensuring their organisation has an open and inclusive environment where employees are comfortable to be themselves at work.

On 16 June 2016 the DEOPE and the Acting Commissioner for Equal Opportunity hosted *Acknowledging sexual and gender diversity: creating transgender inclusive workplaces*, a forum promoting best practice for preventing discrimination against transgender employees in the workplace.

<sup>8</sup> Forbes 2014, *How To Support Transgender Employees In The Workplace*.

A panel comprising respected and prominent public sector and community leaders discussed the legal context regarding transgender employees and ways to promote an inclusive culture which acknowledges diversity and prevents discrimination. This discussion has led to an expansion of how gender is viewed and its implication for data collection across the public sector. The description of gender is often pigeonholed as being either male or female. However, there are also other categories of gender identity that allow people to identify across a broader spectrum.

The DEOPE, in partnership with the Public Sector Commission, is currently developing a LGBTI strategy as part of the *Time for action* commitment. It is envisaged that the strategy will be released in late 2016.

## In focus

### Championing change in LGBTI awareness

The ALLY Network was set up to create an inclusive culture at The University of Western Australia (UWA) and to acknowledge diversity by promoting greater visibility and awareness of lesbian, gay, bisexual, transgender and intersex staff and students.

Since its inception in 2002 the ALLY Network has recruited many staff and student 'Allies' across campus, making a significant contribution to an inclusive culture at UWA. The ALLY Network aims to:

- provide a visible group of identified 'Allies' to the LGBTI community
- create a safe, nurturing, inclusive and affirming campus environment
- build a support and advocacy network through education
- develop further awareness and visibility of LGBTI staff and students and related issues
- meet quarterly for social gatherings and other awareness-raising events.

The ALLY Network provided the impetus for UWA to successfully 'deepen' its LGBTI-inclusion program in recent years. The breadth of activity in this area by UWA has been recognised, with UWA securing a 'TOP 5 Employer for LGBTI-inclusion' position in the *Australian Workplace Equality Inclusion (AWEI) Index* in 2016.

The DEOPE is currently working with UWA to explore rolling out the ALLY Network across the Western Australian public sector in early 2017.



# People from culturally and linguistically diverse backgrounds

# 11

As our interactions with other countries grow, particularly with those located in the Asia Pacific region, it makes good business sense to welcome employees from Culturally and linguistically diverse (CaLD) backgrounds.

The proportion of people from CaLD backgrounds has remained relatively stable over time. However, during the reporting period there has been a slight upward trend.

**Table 11: Representation of people from CaLD backgrounds <sup>9</sup>**

Category of employment		Representation (%)				
		2012	2013	2014	2015	2016
<b>Public sector</b>	Public sector (All staff)	12.7	12.4	12.5	12.4	12.6
<b>Local government authority (LGA)</b>	LGA (Indoor workers)	19.6	21.4	18.0	15.7	17.9
	LGA (Outdoor workers)	16.0	17.6	15.0	12.5	12.0
<b>Public universities</b>	Public universities (Academic staff)	25.7	27.6	24.8	26.4	30.1
	Public universities (General staff)	19.7	21.5	20.3	21.4	22.2
<b>Other authorities</b>	Other authorities (All staff)	19.6	13.5	12.3	12.5	13.4

Source: EEO surveys and HRMOIR

***It makes good business sense to welcome employees from CaLD backgrounds.***

<sup>9</sup> Public university representation for 2013 differs from those in the 2013 annual report due to improvements in data collection and reporting

Table 12 below shows the distribution of people from CaLD backgrounds across salary levels ('equity index') in public employment. An 'equity index' of 100 is ideal, with an 'equity index' of less than 100 indicating that people from CaLD backgrounds, as a group, are concentrated at lower salary levels for a particular category of employment.

**Table 12: CaLD distribution ('equity index')**

Category of employment		Distribution				
		2012	2013	2014	2015	2016
<b>Public sector</b>	Public sector (All staff)	96	96	95	96	98
<b>Local government authority (LGA)</b>	LGA (Indoor workers)	116	112	119	136	95
	LGA (Outdoor workers)	108	109	116	116	81
<b>Public universities</b>	Public universities (Academic staff)	88	87	89	87	90
	Public universities (General staff)	93	95	96	88	91
<b>Other authorities</b>	Other authorities (All staff)	142	153	141	119	136

Source: EEO surveys and HRMOIR

In March 2016 the DEOPE, the Public Sector Commissioner and the Office of Multicultural Interests hosted their first consultation session with over 40 leaders from Western Australia's CaLD community. The session coincided with 'Harmony Week', a celebration of Western Australia's multiculturalism. The partnership with the Office of Multicultural Interests enabled organisers to take advantage of existing networks to reach as many stakeholders as possible across Western Australia.

The DEOPE used the opportunity to provide an overview of the current diversity profile of the Western Australian public sector and the strategic direction for the DEOPE under *Time for action*, as well as discuss the work currently taking place around unconscious biases. The DEOPE, in partnership with the Public Sector Commission, is currently developing a CaLD strategy as part of the *Time for action* commitment. It is envisaged that the strategy will be released in late 2016.

The DEOPE is a member of the Western Australian culturally and linguistically diverse across-government network (WACAN). The purpose of WACAN is to identify and share information on key issues affecting CaLD communities in Western Australia and to facilitate the development and promotion of strategic responses through either a whole-of-government or individual agency approach.

## In focus

### New program to increase CaLD representation

Cultural and linguistic diversity brings great benefits to boards and committees, but there is a large pool of untapped talent within our multicultural community that could be involved in, and benefit, the operations of boards and committees. In 2015 the Office of Multicultural Interests developed a Leadership and Governance Program (the Program) to address this gap.

The Program seeks to encourage greater diversity representation on public, private or not-for-profit sector boards and committees by:

- building the capacity of CaLD community members
- equipping members of CaLD communities with knowledge and skills and providing ongoing mentors to enable them to apply for a position on, and participate in the operations of, relevant boards and committees
- facilitating the engagement of CaLD communities in government decision-making processes.

In 2015, 45 people participated in the Program and a further 26 participated in 2016. Of these, two participants have secured positions on boards and a further three have applied for positions. The number of mentors has grown from six to 10—who come from both migrant and non-migrant backgrounds across public, private and not-for-profit sectors. It is significant to note that 96.8 per cent of participants agree that the Program has strengthened their knowledge about the operations of, and desire to pursue a position on, boards and committees.

# PEOPLE FROM CaLD BACKGROUNDS IN THE PUBLIC SECTOR

## AT A GLANCE

There are **10 825**

people from **culturally and linguistically diverse backgrounds** in the public sector

**32.2%**  
men

**67.8%**  
women



**1.7%** people with **disability**

**12.4%** work in  
**Regional WA**

**87.6%**  
work in the  
**Perth metro area**



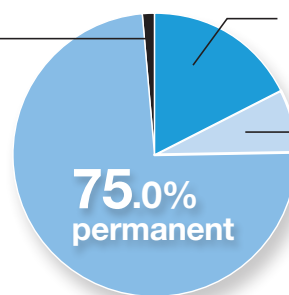
**Employment type**<sup>10</sup>

**0.9%**  
other

**16.8%**  
fixed term

**7.4%**  
casual

**75.0%**  
permanent



### Age profile

**1.7%**  
**24 and under**

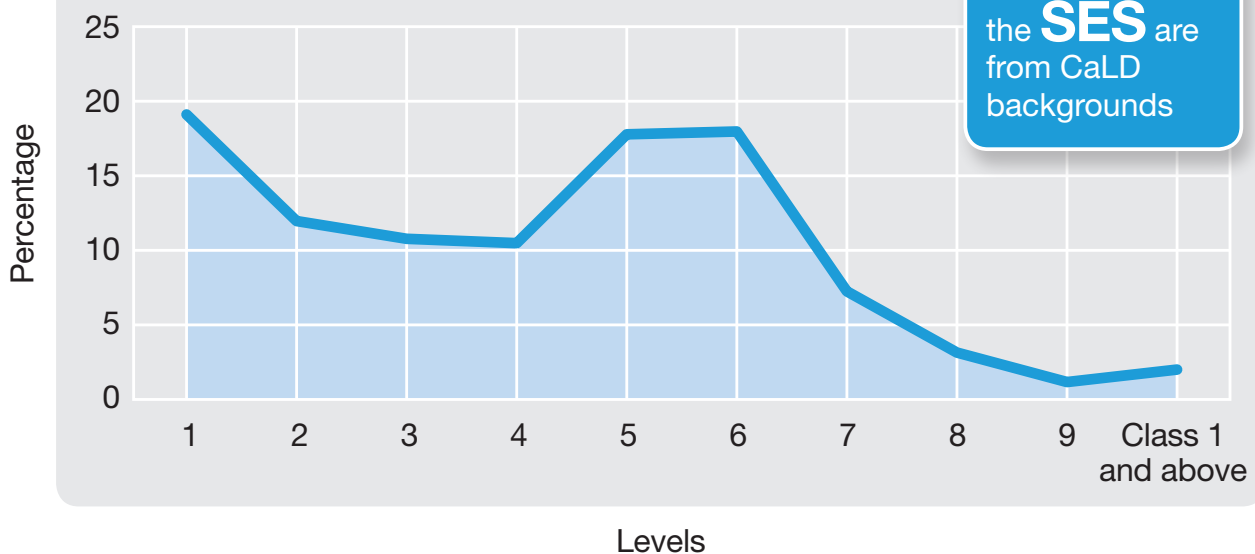
**43.8%**  
**25-44 years**

**54.5%**  
**45 and over**

Median age 47 years

Largest single group  
50-54 years

### % across all classification levels



**32 members of  
the SES  
are from CaLD  
backgrounds**

Source: HRMOIR

<sup>10</sup> Pie graph percentage figures have been rounded to one decimal place.

# Intergenerational 12

## People 24 and under

Long-term investment in the employment of people 24 and under and the transfer of corporate knowledge and skills to younger workers is integral to the future of the Western Australian public sector workforce.

***Transfer of corporate knowledge and skills to younger workers is integral to the future of the Western Australian public sector workforce.***

In 2015/16 the DEOPE continued to support the Public Sector Commission's traineeship programs which target those who are 24 and under and seeking to 'kick start' their career in the public sector. This provides public authorities with the opportunity to support the public sector's commitment to employing younger people, build their base of skilled and qualified people who are trained in accordance with the authority's operational requirements and access an affordable workforce development solution.

The DEOPE, in partnership with the Public Sector Commission, is currently developing an intergenerational strategy as part of the *Time for action* commitment. It is envisaged that the strategy will be released in late 2016.

**Table 13: Representation of people 24 and under**

Category of employment		Representation (%)				
		2012	2013	2014	2015	2016
<b>Public sector</b>	Public sector (All staff)	5.4	5.1	4.6	4.7	4.4
<b>Local government authority (LGA)</b>	LGA (Indoor workers)	11.4	14.2	15.5	16.6	16.2
	LGA (Outdoor workers)	6.4	7.0	8.5	7.6	6.6
<b>Public universities</b>	Public universities (Academic staff)	2.4	3.3	2.9	2.9	2.4
	Public universities (General staff)	8.0	8.3	9.6	9.8	11.0
<b>Other authorities</b>	Other authorities (All staff)	5.6	6.3	6.2	6.3	5.0

Source: EEO surveys and HRMOIR

## In focus

### Seizing employment opportunities through agriculture in Western Australia

‘Water for food’ is a \$40 million Royalties for Regions funded program, delivered through the Department of Water, which aims to significantly increase irrigated agriculture across the State and prove a clear pathway for pastoralists and investors to obtain more secure tenures for irrigated agricultural development. As a catalyst for increased agricultural and pastoral activity, ‘Water for food’ also provides greater capacity for local employment, particularly among younger people.

The Mowanjum trainee program, a component of the ‘Water for food’ initiative, involves full-time work placement with the potential for candidates to undertake formal qualifications, including a *Certificate II* and/or *Certificate III in Rural Operations*.

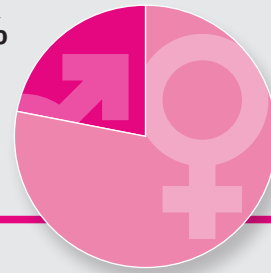
The trainees receive guidance and support from the Mowanjum Aboriginal Corporation, Winun Ngari Aboriginal Corporation, Kimberley Training Institute and Kimberley Group Training. The trainee program was developed after extensive consultation with a variety of stakeholders. In the future, it is intended to extend the program to include school-based traineeships to help transition younger people from school into the workplace.

# PEOPLE 24 AND UNDER IN THE PUBLIC SECTOR

## AT A GLANCE

There are **6027**  
People 24 and under  
in the public sector <sup>11</sup>

**21.9%**  
men



**78.1%**  
women



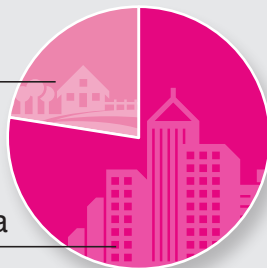
**0.9%** people with disability



**6.3%** are  
Aboriginal Australians

**22.3%** work in  
Regional WA

**77.6%**  
work in the  
Perth metro area



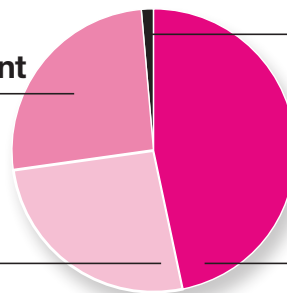
### Employment type <sup>11</sup>

**26.0%**  
permanent

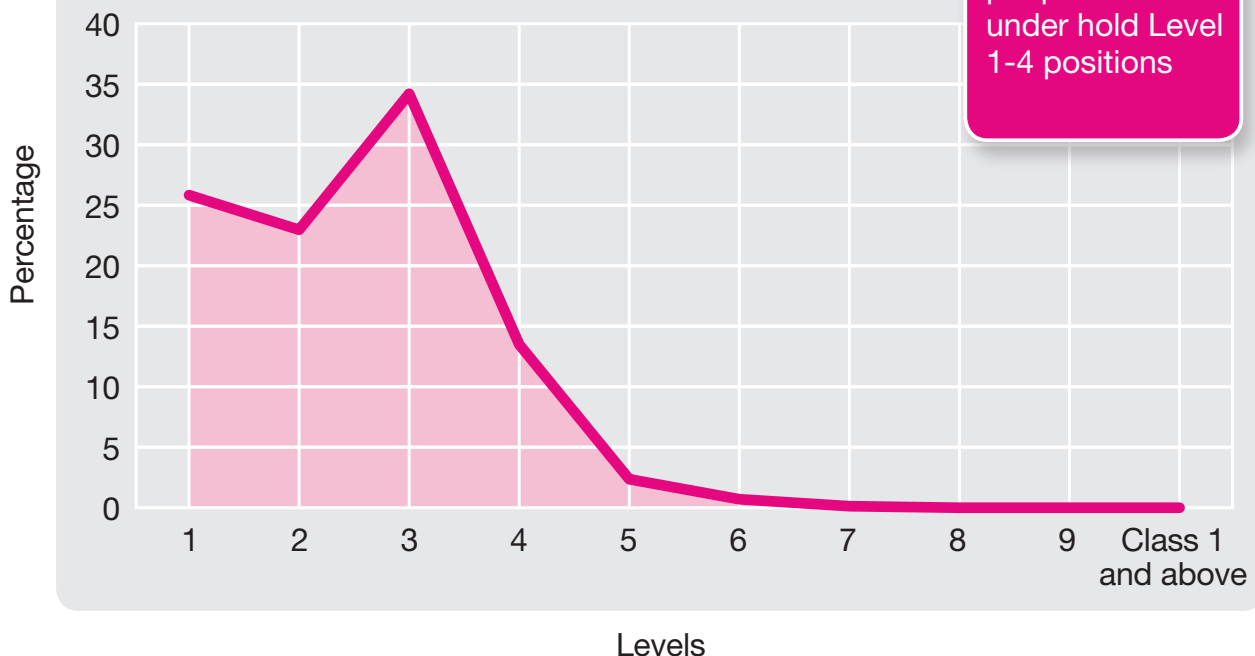
**26.2%**  
casual

**0.4%**  
other

**47.3%**  
fixed term



### % across all classification levels



The majority of people 24 and under hold Level 1-4 positions

Source: HRMOIR

<sup>11</sup> Percentage figures in pie graphs have been rounded to one decimal place.

## People 45 and over

As at March 2016 people 45 and over made up 52.6 per cent of the Western Australian public sector workforce. This figure may be attributed to an increase in the average retirement age and the adoption of more flexible practices by organisations for retaining older employees.

The DEOPE recognises the importance of people 45 and over, particularly in regards to knowledge transfer and encourages public authorities to include people 45 and over as part of their workforce planning framework.

The DEOPE, in partnership with the Public Sector Commission, is currently developing an intergenerational strategy as part of the *Time for action* commitment. It is envisaged that the strategy will be released in late 2016.

***As at March 2016 people 45 and over made up 52.6 per cent of the Western Australian public sector workforce.***

**Table 14: Representation of people 45 and over**

Category of employment		Representation (%)				
		2012	2013	2014	2015	2016
<b>Public sector</b>	Public sector (All staff)	51.9	51.9	52.4	52.4	52.6
<b>Local government authority (LGA)</b>	LGA (Indoor workers)	37.2	37.5	40.5	45.3	40.4
	LGA (Outdoor workers)	53.3	56.2	53.4	62.6	59.3
<b>Public universities</b>	Public universities (Academic staff)	39.3	40.4	37.4	36.9	40.2
	Public universities (General staff)	37.0	35.0	37.3	30.8	31.8
<b>Other authorities</b>	Other authorities (All staff)	45.3	41.6	42.9	41.7	43.5

Source: EEO surveys and HRMOIR

### In focus

#### Intergenerational learning in the public sector

Mr Brian Parrick, 72, is a career public servant with experience spanning more than 40 years. Reinvigorated after a year of retirement Brian was eager to get back into work, but was concerned that he may have difficulty securing a position. Brian was offered a mid-level position at the Public Sector Commission in Finance and Business Services and now plays a vital role in advising the Commissioner on organisational performance. 'Brian provides unique guidance to younger employees and makes an invaluable contribution to the Commission', Commissioner Mal Wauchope said. The Public Sector Commission employs a number of people 45 and over with a wealth of public sector experience and actively encourages these employees to mentor upcoming graduates in the areas of policy, investigations and capability.

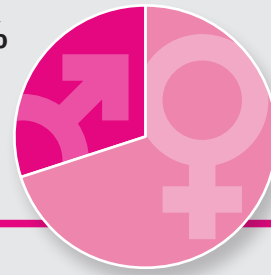


# PEOPLE 45 AND OVER IN THE PUBLIC SECTOR

## AT A GLANCE

There are **72 276**  
People 45 and over  
in the public sector

**29.9%**  
men

**70.1%**  
women



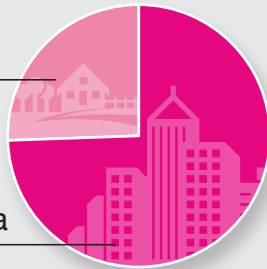

**2.4%** people with disability



**2.3%** are  
Aboriginal Australians

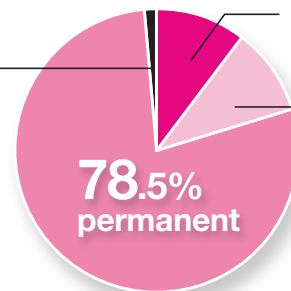
**25.4%** work in  
Regional WA

**74.6%**  
work in the  
Perth metro area



**Employment type** <sup>12</sup>

**1.0%**  
other



**10.5%**  
fixed term

**9.9%**  
casual

**% across all classification levels**



The majority of  
**SES** members  
(approx. 88%)  
are 45 and over

Source: HRMOIR

<sup>12</sup> Pie graph percentage figures have been rounded to one decimal place.

# 13

## Appendix A: DEOPE Strategic plan 2014-2017

Strategic priorities	Activities
Build and support quality practices in EEO management	<ul style="list-style-type: none"> <li>• Advise and assist public authorities in relation to EEO management plans, EO Act section 143(1)(a).</li> <li>• Evaluate the effectiveness of EEO management plans, EO Act section 143(1)(b).</li> <li>• Make reports and recommendations to the Minister as to the operation of EEO management plans, EO Act section 143(1)(c)(i).</li> </ul>
Provide high quality, accurate and timely reporting	<ul style="list-style-type: none"> <li>• Support the development and implementation of EEO data collection and reporting initiatives across the public sector, EO Act section 143(4).</li> <li>• Report annually to the Minister on the work, activities and administration of the DEOPE functions, section 144(1)(a) and (b). The Minister shall table the report as soon as practicable, EO Act section 144(2).</li> <li>• Make reports and recommendations to the Minister on such matters as the DEOPE thinks appropriate, EO Act section 143(1)(c)(ii).</li> <li>• Undertake investigations in relation to the preparation or implementation of EO management plans by an authority, where and when appropriate, EO Act section 147.</li> </ul>
Advocate diversity and equal employment opportunity in public employment	<ul style="list-style-type: none"> <li>• Promote the importance and benefits of diversity in public employment.</li> <li>• Consult with key stakeholders who are concerned with any or all of objects of the EO Act, EO Act section 143(3).</li> <li>• Provide publicly available EEO support resources, EO Act section 143(4).</li> </ul>

# Appendix B:

## Public authorities reporting to the DEOPE

# 14

### Public sector entities

#### Public sector entities as at 30 June 2016

Animal Resources Authority	Country High School Hostels Authority	Department of Fisheries
Architects Board of Western Australia	Department for Child Protection and Family Support	Department of Health
Botanic Gardens and Parks Authority	Department of Aboriginal Affairs	Department of Housing
Burswood Park Board	Department of Agriculture and Food	Department of Lands
C Y O'Connor Institute	Department of Commerce	Department of Local Government and Communities
Central Institute of Technology	Department of Corrective Services	Department of Mines and Petroleum
Challenger Institute of Technology	Department of Culture and the Arts	Department of Parks and Wildlife
Chemistry Centre (WA)	Department of Education	Department of Planning
Commissioner for Equal Opportunity	Department of Education Services	Department of Racing, Gaming and Liquor
Commissioner of Main Roads	Department of Environment Regulation	Department of Regional Development
Construction Training Fund	Department of Finance	Department of Sport and Recreation
Corruption and Crime Commission	Department of Fire and Emergency Services	Department of State Development

## Public sector entities as at 30 June 2016

Department of the Attorney General (DotAG)	Goldfields-Esperance Development Commission	Lotterywest (Lotteries Commission)
Department of the Premier and Cabinet	Government Employees Superannuation Board (GESB)	Mental Health Commission
Department of the Registrar Western Australian Industrial Relations Commission	Great Southern Development Commission	Metropolitan Cemeteries Board
Department of the State Heritage Office	Great Southern Institute of Technology	Metropolitan Redevelopment Authority
Department of Training and Workforce Development	Health and Disability Services Complaints Office	Mid West Development Commission
Department of Transport	Healthway (Western Australian Health Promotion Foundation)	Minerals and Energy Research Institute of Western Australia
Department of Treasury	Insurance Commission of Western Australia	Office of the Auditor General
Department of Water	Keep Australia Beautiful Council (WA)	Office of the Commissioner for Children and Young People
Disability Services Commission	Kimberley Development Commission	Office of the Director of Public Prosecutions
Durack Institute of Technology	Kimberley Training Institute	Office of the Environmental Protection Authority
Economic Regulation Authority	Landgate (Western Australian Land Information Authority)	Office of the Information Commissioner
Forest Products Commission	Law Reform Commission of Western Australia	Office of the Inspector of Custodial Services
Gascoyne Development Commission	Legal Aid Commission of Western Australia	Ombudsman (Parliamentary Commissioner for Administrative Investigations)
Goldfields Institute of Technology	Legal Practice Board	Peel Development Commission

## Public sector entities as at 30 June 2016

Pilbara Development Commission	School Curriculum and Standards Authority	Western Australian Meat Industry Authority
Pilbara Institute	Small Business Development Corporation	Western Australian Tourism Commission
Polytechnic West	South West Development Commission	Western Australia Police
Potato Marketing Corporation of Western Australia	South West Institute of Technology	Wheatbelt Development Commission
Public Sector Commission	The National Trust of Australia (WA)	WorkCover Western Australia Authority
Public Transport Authority of Western Australia	VenuesWest (Western Australian Sports Centre Trust)	Zoological Parks Authority
Road Safety Commission	Veterinary Surgeons' Board	
Rottnest Island Authority	West Coast Institute of Training	
Salaries and Allowances Tribunal	Western Australian Electoral Commission	

The *Vocational Education and Training (Colleges Closure and Establishment) Order 2016* came into operation on 11 April 2016 to close 11 State Training Providers and establish five new Technical and Further Education (TAFE) colleges. As the data collection period for this annual report was April 2015 to March 2016, the list of public sector entities above does not reflect the current TAFE structure.

## Non-public sector authorities

### Local government authorities

A list of all local government authorities is available on the Department of Local Government and Communities website at [www.dlg.wa.gov.au](http://www.dlg.wa.gov.au). Please note that the Shire of Christmas Island and the Shire of Cocos (Keeling) Islands are not required to report to the DEOPE under the EO Act.

### Public universities

## Public universities as at 30 June 2016

Curtin University of Technology	Murdoch University
Edith Cowan University	The University of Western Australia

## Other authorities (including government trading enterprises, the Police Force and electorate offices)

### Other authorities as at 30 June 2016

Bunbury Water Board	Pilbara Ports Authority	The Regional Power Corporation (Horizon Power)
Busselton Water Board	Police Force	Water Corporation
Electorate offices	Racing and Wagering Western Australia	Western Australian Greyhound Racing Association
Fremantle Port Authority	Southern Ports Authority	Western Australian Land Authority (LandCorp)
Gold Corporation	The Electricity Networks Corporation (Western Power)	Western Australian Treasury Corporation
Kimberley Port Authority	The Electricity Retail Corporation (Synergy)	
Mid West Ports Authority	The Independent Market Operator	

### Independent authorities reported by larger authorities

For the purposes of EEO reporting some public authorities are covered by the EEO management plans and processes of larger authorities, for example:

- State Supply Commission is reported through the Department of Finance
- Liquor Commission and Racing Penalties Appeal Tribunal are reported through the Department of Racing, Gaming and Liquor
- Art Gallery of WA, Perth Theatre Trust, The Library Board of WA and WA Museum are reported through the Department of Culture and the Arts.

# Appendix C: Glossary

# 15

## **Aboriginal Australians**

People of Aboriginal and/or Torres Strait Islander descent who identify as such and are accepted as such by the community in which they live.

## **Academic staff**

A person who is employed by a public university as an academic member of staff.

## **Authority and public authority**

The term 'authority' is defined by section 138 of the EO Act and the term 'public authority' is defined by section 139(3) of the EO Act.

## **DEOPE**

Director of Equal Opportunity in Public Employment.

## **Distribution ('equity index')**

The 'equity index' determines the distribution of a diversity group across salary levels. The ideal index is 100, with an index of less than 100 indicating that a diversity group is concentrated at lower salary levels.

## **EEO**

Equal employment opportunity.

## **EO Act**

*Equal Opportunity Act 1984.*

## **Full-time equivalent (FTE)**

One FTE is one person paid for a full-time position. FTE totals include all current employees except board members (unless they are on a public sector authority payroll), trainees engaged through any traineeship program, award or agreement and casuals who were not paid in the final pay period for the financial year. FTE calculations do not include any time that is not ordinary time paid, such as overtime and flex-time.

## **General staff**

A person who is employed by a public university as a non-academic member of staff.

## **Headcount**

Number of employees directly employed by a public sector authority at a point in time, regardless of employment type.

## **Indoor workers**

Staff in local government authorities who are generally office-based.

## **Management tiers**

Linked to decision-making responsibility, rather than salaries.

### **Tier 1**

Directs and is responsible for the public authority, as well as its overall development. Has ultimate control of, and responsibility for, the upper layers of management. Typical titles include Director General, Chief Executive Officer, General Manager, Executive Director and Commissioner.

### **Tier 2**

Tier 2 reports to Tier 1 and assists Tier 1 by implementing organisational plans. Is directly responsible for leading and directing the work of other managers of functional departments. May be responsible for managing professional and specialist employees. Does not include professional and graduate staff, such as engineers, medical practitioners and accountants, unless they have a primary management function.

### **Tier 3**

Tier 3 reports to Tier 2 and formulates policies and plans for areas of control. Manages a budget and employees. Does not include professional and graduate staff, such as engineers, medical practitioners and accountants, unless they have a primary management function.

## **Outdoor workers**

Staff in local government authorities who generally work outdoors.

## **People from culturally and linguistically diverse backgrounds**

People born in countries other than those below, which have been categorised by the Australian Bureau of Statistics (ABS) as mainly English speaking countries as follows:

- Australia
- Canada
- England
- Ireland
- New Zealand
- Northern Ireland
- Scotland
- South Africa
- United States of America
- Wales.



## People with disability

People with ongoing disability who have an employment restriction that requires any of the following:

- modified hours of work or time schedules
- adaptations to the workplace or work area
- specialised equipment
- extra time for mobility or for some tasks
- ongoing assistance or supervision to carry out their duties.

## Public authority and authority

The term 'public authority' is defined by section 139(3) of the EO Act and the term 'authority' is defined by section 138 of the EO Act.

## Public sector

The term 'public sector' is defined by section 3 of the *Public Sector Management Act 1994*.

## Representation

Number of employees who self-identify as belonging to a diversity group, expressed as a proportion of the number of responses to voluntary diversity questionnaires, which have been administered by public authorities.

## SES

Senior Executive Service generally comprises positions classified at *Public Service and Government Officers General Agreement 2014* (PSGOGA) equivalent Level 9 or above, with specific management and/or policy responsibilities.

## Women in management

Women in management refers to the representation of women in the top three management tiers, and includes the SES.



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## Appendix D: References

Department of Commerce (WA), *Public Service and Government Officers General Agreement 2014*, Schedule 2, General Division Salaries, p. 76, viewed 29 June 2016

[https://www.commerce.wa.gov.au/sites/default/files/atoms/files/cda\\_no\\_7\\_of\\_2014\\_psgoga\\_2014.pdf](https://www.commerce.wa.gov.au/sites/default/files/atoms/files/cda_no_7_of_2014_psgoga_2014.pdf)

Forbes 2014, *How To Support Transgender Employees In The Workplace*, viewed 27 June 2016

<http://www.forbes.com/sites/karenhigginbottom/2014/06/24/how-to-support-transgender-employees-in-the-workplace/#47e62a8f58b1>





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