



Director of Equal Opportunity in Public Employment

Annual report 2015

Letter of Transmittal

Hon C J Barnett MEd MLA
PREMIER

In accordance with s. 144 of the *Equal Opportunity Act 1984*, I hereby submit my annual report for the year ending 30 June 2015, for your information and presentation to Parliament.



Fiona Roche
Director of Equal Opportunity
in Public Employment
7 September 2015

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Director's message



Once again it is my pleasure to present to Parliament and the broader community my Annual report 2015 as Director of Equal Opportunity in Public Employment (DEOPE). This report is my last as Director.

This year has been one of 'getting back to basics' by concentrating on the statutory requirements of the role of DEOPE under the *Equal Opportunity Act 1984* (EO Act).

During the reporting period, 188 of the 264 public authorities that were required to have an Equal Employment Opportunity (EEO) Management Plan had plans expire. Given the emphasis under the legislation of the need for all public authorities to have an EEO management plan developed and implemented without

delay, our work has focussed on the critical need to provide support and advice to public authorities to develop their new plans. This work involved regular engagement, including face-to-face consultations with chief executive officers (CEOs) and key practitioners, to ensure plans were in place by the end of 30 June 2015. We also used the improved diversity evaluation tools (as reported in the Annual report 2014) to ensure authorities were provided with timely, valuable and effective feedback on plans.

I commend those public authorities for their work in taking the time and effort to develop and submit new EEO management plans. I am pleased that a much smaller number of plans will expire during the next reporting period. In 2015/16, the majority of authorities will be focusing on the implementation of new strategies and activities designed to improve the representation of diversity groups in employment.

A key part of 'getting back to basics' has been a review of the DEOPE advice and assistance tools available on the Public Sector Commission (the Commission) website. Considerable improvements were made to the content and placement of equal opportunity and diversity information and tools on the website. Two key achievements have been the development of client specific information for the local government sector, and a new 'Women in leadership' section to encourage public authorities to develop and implement strategies that remove barriers for the progression of women into senior roles.

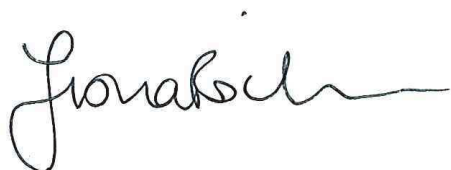
I am delighted to report that although progress continues to be slow, this year sees a further increase in the representation of women in the senior executive service (SES) from 30.1% to 31.7%.

Survey data collected by the Commission from public authorities, indicates employment outcomes for other diversity groups is varied. The representation of Aboriginal Australians in the public sector has dropped slightly to 2.8%, but continues to mirror the percentage of working age Aboriginal Australians in the community. There has been a similar drop in the representation of people with disabilities, from 2.3% to 2.2%, and in those from culturally diverse backgrounds from 12.5% to 12.4%. The representation of young people aged 24 years and under has stayed steady at 4.7%, with mature employees (45 years and older) decreasing slightly from 52.5% to 52.4%.

Therefore, more needs to be done to ensure employees in our public authorities better represent the diversity in the community they serve. I am pleased to highlight in this report several case studies recognising public authorities who have demonstrated that better business outcomes can be achieved with a diverse workforce. These examples lead the way in contemporary and innovative approaches to achieve this.

I would like to thank the Public Sector Commissioner, and particularly those Commission staff who worked with me directly as DEOPE, for their support and efforts. It has been an honour to occupy the DEOPE role.

I look forward to continuing to see a genuine commitment across public authorities to diversity in public employment.

A handwritten signature in black ink, appearing to read 'Fiona Roche', with a stylized, flowing script.

Fiona Roche

A/DIRECTOR OF EQUAL OPPORTUNITY IN PUBLIC EMPLOYMENT

The role of the DEOPE

The DEOPE is a statutory officer appointed by the Governor to perform the functions outlined in Part IX of the EO Act.

The DEOPE's role exists to ensure all employees in public authorities have equal opportunity in their workplace and are not subject to discrimination in employment. This role is guided by the following functions in s. 143 of the EO Act:

- Advising and assisting public authorities to develop EEO management plans.
- Evaluating the effectiveness of EEO management plans in achieving the objects of Part IX of the EO Act.
- Reporting to the Minister on the operation of EEO management plans.

The DEOPE's authority extends to public sector entities, local governments, public universities and other authorities (including government trading enterprises, the Police Force and electorate offices). The legislative framework for public authorities is outlined in Appendix A.

The DEOPE's role is integrated with that of the Commission. While legislative responsibilities and jurisdictions are separately defined for the DEOPE and the Commission, there is considerable alignment of functions and ongoing cooperation between the offices in:

- workforce data collection and reporting
- program evaluation
- professional advice and consulting
- promotion of merit and equity in public employment.

The 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.

The DEOPE strategic plan 2014/15 to 2016/17

The DEOPE strategic plan outlines the key strategic priorities of the DEOPE in promoting EEO for all public employees and working towards the elimination of discrimination in public employment, and sets out the activities undertaken to support the achievement of those priorities.

Strategic priorities	Activities
1. Build and support quality practices in EEO management	<ul style="list-style-type: none"> • Advise and assist public authorities in relation to EEO management plans, EO Act s. 143 (1) (a). • Evaluate the effectiveness of EEO management plans, EO Act s. 143 (1) (b). • Make reports and recommendations as to the operation of EEO management plans, EO Act s. 143 (1) (c) (i).
2. Provide high quality, accurate, and timely reporting	<ul style="list-style-type: none"> • Support the development and implementation of EEO data collection and reporting initiatives across sectors, EO Act s. 143 (4). • Report annually to the Minister on the work, activities and administration of the DEOPE functions, s. 144 (1) (a) and (b). • Prepare and table DEOPE annual report in Parliament, EO Act s. 144 (2). • Make reports and recommendations on such matters as the DEOPE thinks appropriate, EO Act s. 143 (1) (c) (ii). • Undertake and report on investigations where and when appropriate, EO Act s. 147.
3. Advocate diversity and equal employment opportunity in public employment	<ul style="list-style-type: none"> • Promote the importance and benefits of diversity in public employment. • Consultation with key stakeholders in the diversity arena, EO Act s. 143 (3). • Provide publicly available EEO support resources, EO Act s. 143 (4).

DEOPE work and activities

Improving diversity planning and evaluation

Section 145 of the EO Act requires public authorities to prepare and implement an EEO management plan. In July 2015, there were 264 public authorities in scope under this section of the EO Act and the DEOPE holds plans for 79% of these public authorities.

Along with other resources, a range of templates are made available on the Commission's website to assist public authorities in the preparation of their EEO management plans. One key resource is the short 'checklist' plan available online to reduce the reporting burden for smaller public authorities. Table 1 provides an overview of the number of checklist plans in place across public authorities.

Table 1: Types of EEO management plans in public authorities

Public authority groups	Numbers			
	Full plans	Checklists	Total	Plans due 2014/15
Public sector entities	73	30	103	39
Non-public sector authorities	36	125	161	149
Total	109	155	264	188

Source: Plans recorded by the DEOPE's office

Overall, 41% of all public authorities have full EEO management plans (includes those authorities who have integrated workforce and diversity plans) in place and 59% have checklists. In 2014/15, a total of 188 plans expired of which 21% were in public sector entities and 79% in non-public sector authorities.

Identification of diversity status

Collaborating for better data

The DEOPE continues to work collaboratively with public authorities to improve the collection of diversity data through the Human Resource Minimum Obligatory Requirements (HRMOIR) and annual EEO survey process. In July 2015, the DEOPE visited a number of key public sector agencies to discuss some of the issues faced when collecting diversity data from staff. The objective of the discussion was to better understand the complex nature of engaging with staff to encourage self-identification in diversity groups, and to identify what further support could be provided to improve survey response rates through the diversity data collection process.

It was found agencies with a high survey response rate achieved these through:

- strong buy-in from managers and senior leaders (for example promotion through staff broadcasts, manager commitment to achieving high rates, and regular reporting to corporate executive)
- staff resources being dedicated to activities promoting a high response rate
- regular reminders (e.g. emails, reminders through online human resources system, support from managers to remind staff to complete in person) or incentives to complete (e.g. no access to payslips until EEO data is entered).

A number of agencies identified capturing data for staff that do not work on a computer remained their biggest challenge, as most EEO data was collected through online forms.

The agency discussions were very positive and provided the DEOPE with valuable insight into some of the current practices and future system changes being considered to improve the collection of diversity data.

The DEOPE intends to further engage with public authorities and provide them with ongoing support to build on the positive steps taken to assist them develop and implement future workforce and diversity programs and priorities.

Equal employment opportunity management plans

Advice and assistance

This year, 188 of the 264 public authority EEO management plans expired. Given the large numbers, the focus of the past 12 months has been on providing a more efficient and effective service to assist authorities to develop and implement new plans.

To complement existing support to authorities, the DEOPE has worked closely with the Commission's Centre for Public Sector Excellence to develop a coordinated approach to assist authorities build quality diversity initiatives into their future plans. It is notable that this new approach has resulted in the majority of authorities (83%) developing and lodging a new plan with the DEOPE.

In the past 12 months, the DEOPE has provided advice and assistance to 129 public authorities across the sector, with high level EEO planning advice provided to six public sector agencies developing an integrated workforce and diversity plan. The DEOPE conducted 23 agency visits and responded to numerous requests over the telephone, to provide advice and assistance to authorities developing new plans.

Evaluation of plans

In 2014/2015, collaboration with public authorities has been extensive, supported by improved diversity evaluation tools that provide a more efficient feedback process on plans. A substantial increase in the number of expired EEO management plans (134) across local government authorities required an adaptive and flexible response to support the sector in developing and implementing new EEO management plans.

A key initiative was the development of an EEO management plan template and a sample diversity questionnaire for local government authorities, to streamline the planning process and reduce the burden on the smaller shires and councils.



Online resources

A key focus for DEOPE in 2014/15 has been to provide advice and assistance to public authorities via online resources. A greater emphasis has been given to the equal opportunity in public employment section on the Commission's website by placing it under 'Top content' on the homepage. Included has been an update and expansion of the services and resources available on the website.

The Commission's website now provides information on the following key areas as a means of ensuring public authorities have access to advice and support to assist them in building a diverse workforce:

- Equal opportunity in public employment
 - EEO reporting
 - women in senior leadership
- Toolkit
 - workforce planning model
- Workforce data
 - HRMOIR
 - quarterly reports
- EEO for local government.

Women in leadership

Extensive research has been conducted in both the public and private sector to identify the barriers that exist to the progression of women into senior management roles. This research has helped shape the widely held view, that to assist in increasing the proportion of women in leadership positions, the development and implementation of practical strategies and initiatives is now what is required.

In March 2014, the DEOPE partnered with the Department of Local Government and Communities and the Equal Opportunity Commission to present the a International Women's Day event for public and private sector leaders.

The theme was 'Standing together for change', and promoted a collective approach to progressing gender equality in Western Australia by encouraging the full participation of women in society, business, government and the community.

The Minister for Women's Interests led a discussion around how women can be encouraged to consider pathways for future leadership roles, and how the private and public sector can help women achieve greater representation in management positions and in those careers which traditionally have not attracted women.

Following the success of this event, and the recognition of International Women's Day 2015, the DEOPE released a number of new resources to assist public sector agencies to increase the representation of women in senior leadership.

The resources included:

- an overview of research undertaken in the WA public sector to identify factors that enable and challenge women's mobility in the public sector
- information about practical strategies and actions to improve the representation of women in senior leadership roles
- a comprehensive list of relevant website resources and research.

The resources are available on the Commission's website and provide a key reference point for chief executives seeking to increase the representation of senior women in their organisations.

Aboriginal employment strategy governance group

Following the release of the DEOPE's report in 2014 titled *An evaluation of Aboriginal employment practices - a report on key performance factors to support Aboriginal employment outcomes*, DEOPE continued to work with the Commission's Aboriginal Employment Strategy Governance Group to focus on long term sustainable opportunities and career pathways for Aboriginal people across the public sector. The DEOPE is pleased to be part of the work of the group in overseeing the development of a new employment strategy to replace the current one that expires at the end of 2015.

Preventing workplace bullying

The DEOPE continued to participate as a member of Worksafe's Senior Officers' Group on workplace bullying and associated issues. The group comprises a number of agencies with sector-wide responsibilities for preventing and managing workplace bullying. The DEOPE has highlighted to the group the sector wide legislation and policies which promote and underpin positive workplace relationships, including the Commission's programs and resources which assist public sector bodies in building their capacity to prevent and effectively manage workplace bullying.

Future activities

The DEOPE has planned a number of activities for 2014/15, including:

- continue to provide public authorities with advice and assistance to develop EEO Management Plans, and integrated EEO and workforce plans, that strive to increase the representation of diversity groups in public employment
- follow up with those public authorities who submitted new EEO Management Plans in 2015 to work collaboratively on progressing key strategies and continuing the focus on delivering outcomes for diversity groups
- build on the enhanced online resources and evaluation tools, and work collaboratively with public authorities to identify and share best practice to showcase innovation and improvements in diversity outcomes
- continue the focus on the collection of EEO data in public authorities to improve the robustness and accuracy of statistics on the representation of diversity groups in public employment
- progress actions, if any, that flow from Government's consideration of the review of organisational structures under the EO Act
- present information to smaller authorities where requested, and prepare information for public authorities to use in their own awareness raising on the value and business outcomes that can be achieved through greater diversity in employment.



Outcomes for diversity in public employment

EEO data collection

Each year, the DEOPE collects EEO data from public authorities to identify the representation and distribution across salary levels of diversity groups. As well as supporting public authorities to meet their obligations to report annually to the DEOPE under s. 146 of the EO Act, this data assists the DEOPE in evaluating the effectiveness of EEO management plans.

This year's report has used EEO data from the March quarter, rather than from the June quarter as used in previous years. This has allowed EEO data to be collected across the public sector, local governments, public universities and other authorities within a similar time period for improved consistency in analysing data. Table 2 provides a summary of the diversity representation across the WA public sector.

Table 2: Summary of WA public sector diversity representation, 2011 to 2015

Diversity group	Representation (%)				
	2011	2012	2013	2014	2015
Women in management - SES	26.4	27.6	29.2	30.1	31.7
Women in management - Tier 1	29.6	31.4	26.2	29.3	27.3
Women in management - Tier 2	35.6	33.7	35.4	34.9	36.2
Women in management - Tier 3	40.0	40.5	42.0	42.7	41.7
People from culturally diverse backgrounds	13.1	12.8	12.5	12.5	12.4
Aboriginal Australians	3.1	3.3	3.0	2.9	2.8
Employees with disability	4.2	4.8	2.6	2.3	2.2
Youth (24 years and under)	5.5	5.4	5.1	4.6	4.7
Mature workers (45 years and over)	51.9	51.9	51.9	52.5	52.4

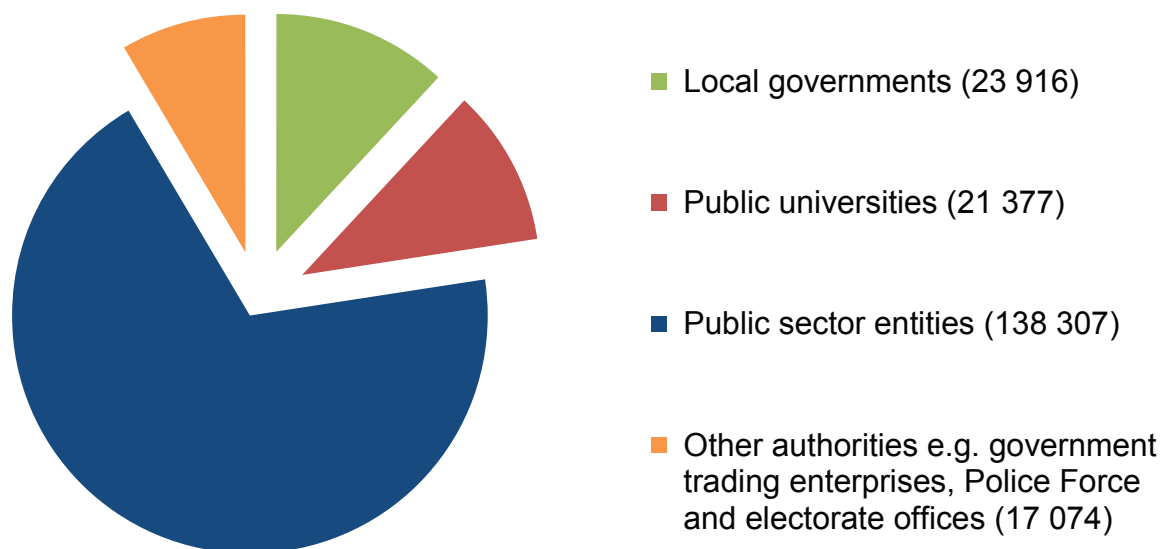
Source: HRMOIR data as at 31 March 2015 and 30 June for 2011 - 2014

At 30 March 2015, the DEOPE received EEO data through the HRMOIR process for 108 public sector entities (including the non-public sector authorities of the Police Force and the electorate offices). The remaining non-public sector authorities provided data as at March 2015 through EEO surveys as follows:

- 138 local governments
- four public universities
- 17 other authorities, including government trading enterprises.

Figure 1 provides total employee numbers within each sector reporting to the DEOPE. There was a total of 200 674 employees across all public authorities reporting in 2015. Appendix B provides a list of these public authorities.

Figure 1: Public authorities reporting to the DEOPE, 2015



Source: EEO surveys and HRMOIR

Employment outcomes

Aboriginal Australians¹

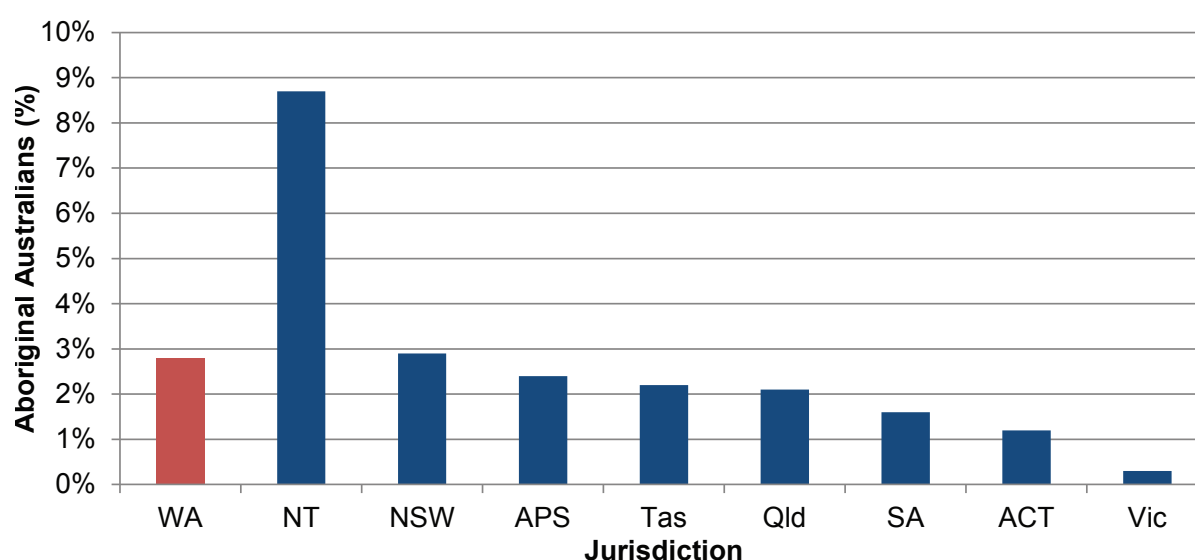
The Council of Australian Governments' (COAG's) [National partnership agreement on Indigenous economic participation](#) aims to halve the gap in employment outcomes between Aboriginal and non-Aboriginal Australian within a decade (by 2018). As part of COAG's agreement, a national target of 2.6% Aboriginal representation in the public sector workforce was set.

As a signatory to the agreement, WA has committed to a further target of 3.2% by 2015. This is an ambitious target given public sector entities face some challenges in Aboriginal employment, particularly in the context of competition for labour from the mining and resources sector.

In the [Closing the Gap: Prime Minister's Report 2015](#), it was reported that no progress towards COAG's goal had been made since 2008, with the proportion of Aboriginal Australians aged 15-64 years who are employed falling from 53.8% in 2008 to 47.5% in 2012/13.

However, the proportion of Aboriginal Australians in the WA public sector this year (2.8%) compares favourably to the estimated proportion in the WA working age population (2.8%)². The WA public sector also continued to have one of the highest representations across all Australian jurisdictions as seen in Figure 2.

Figure 2: Representation of Aboriginal employees across public sector jurisdictions, 2015 and 2015



Source: HRMOIR and other jurisdictions' publications (see Appendix D)

¹ The term 'Aboriginal Australians' describes persons of Aboriginal and/or Torres Strait Islander descent who identify as such and are accepted as such by the community in which they live.

² Australian Bureau of Statistics (ABS) 2013, *2002.0 – Census of population and housing: Aboriginal and Torres Strait Islander peoples (Indigenous) profile, 2011 third release*.

Table 3 provides a snapshot of Aboriginal Australians in the WA public sector in March 2015. There was a small increase in the proportion of Aboriginal Australian employees in higher level salary bands and the senior executive service.

At 9.0%, permanent Aboriginal staff had a higher rate of separation from their organisations than permanent public sector staff (7.7%), however the separation rate has decreased since 2014 (10.1%).

Table 3: Aboriginal workforce within the WA public sector, 2015

Aboriginal employees (number)		PSGOGA equivalent salary bands (%)	
Headcount	2 459	Level 1 and below	32.2
FTE	1 902.9	Level 2	15.7
Employment type (%)		Level 3	10.9
Permanent	71.5	Level 4	12.9
Fixed term	21.8	Level 5	10.6
Casual	5.4	Level 6	11.6
Others	1.3	Level 7	3.9
Geographical distribution (%)		Level 8	1.1
Perth metropolitan area	45.6	Level 9	0.6
Regional WA	54.4	Class 1 and above	0.5
Gender (%)		Separation rate (%)	
Women	74.9	Permanent staff from public sector entity	9.0
Men	25.1	Senior management (% on headcount basis)	
Age (% in years)		SES	0.20
Less than 25	10.5	Disability status (% on headcount basis)	
25 to 44	44.9	Ongoing disability and employment restriction	2.5
45 and over	44.6		

Source: HRMOIR

Table 4 shows the representation of Aboriginal Australians in public employment over time. This year has seen representation remain steady with slight moderations in local governments. Consultation with local governments has revealed employment is heavily affected in the regions by commencement or completion of major projects and the opening of new community facilities where casual and contract staff numbers fluctuate significantly.

It should be noted that Aboriginal employment statistics have some limitations due to non-identification of Aboriginal status. To illustrate, in HRMOIR data provided by public sector entities at 31 March 2015, Aboriginal status was not identified for 37% of employees (51 611)³.

Table 4: Aboriginal Australian representation, 2011 to 2015

		Representation (%)				
		2011	2012	2013	2014	2015
Public sector	All staff	3.1	3.3	3.0	2.9	2.8
Local governments	Indoor workers	n/a	1.8	1.7	1.4	1.2
	Outdoor workers	n/a	6.1	6.3	4.6	4.2
Public universities	Academic staff	1.3	1.2	1.0 [^]	0.9	1.0
	General staff	1.2	0.9	1.1 [^]	0.9	1.0
Other authorities	All staff	1.1	1.4	1.5	1.6	1.5

Note: For Tables 4 and 5, for 2011, the reporting date for local governments was changed from December 2011 to March 2012. This change resulted in no local government data for 2011.

[^]Public university representation for 2013 differs from 2013 report due to improvements in data collection and reporting.

Source: EEO surveys and HRMOIR

³ Each year, public sector entities provide workforce data, including EEO data, through the HRMOIR process. If an employee moves to another entity, the data for that individual is not retained in HRMOIR and will only be captured if the new entity collects EEO data for that individual.

Table 5 shows the distribution of Aboriginal Australians across salary levels (equity index)⁴ in public employment. There has been little significant change this year with the exception of academic staff in public universities.

Table 5 : Aboriginal Australian distribution (equity index), 2011 to 2015

		Distribution				
		2011	2012	2013	2014	2015
Public sector	All staff	36	35	39	41	42
Local governments	Indoor workers	n/a	61	60	59	60
	Outdoor workers	n/a	91	90	87	86
Public universities	Academic staff	76	71	85	90	77
	General staff	56	51	61	57	60
Other authorities	All staff	46	51	49	53	49

Source: EEO surveys and HRMOIR

The Commission's [Aboriginal employment strategy 2011–2015](#) (AES) is a useful tool for entities looking to improve their approach to workforce planning, position development and recruitment of Aboriginal Australians. This year, the DEOPE is contributing to the Commission's review of the strategy which is due to be released at the end of 2015. One of the outcomes to arise from the AES is the *Aboriginal mentoring guidelines*. These guidelines have been developed for authorities to consider when developing a culturally inclusive mentoring program for Aboriginal Australian employees. Aboriginal traineeships continue to be a key part of the strategy, with a variety of placements in metropolitan and regional areas offered to young Aboriginal people as a pathway to sustainable employment.

⁴ The equity index measures 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.

An example of good practice in Aboriginal employment in public authorities is provided in the following case study.

Case study

WA Country Health Service – Providing a supportive environment through the Aboriginal mentorship program

The WA Country Health Service (WACHS) has introduced an Aboriginal mentorship program to support the development and retention of Aboriginal employees. The program's key objective is to provide a platform for all Aboriginal employees to participate in a supportive work environment that encourages cultural sharing and learning.

WACHS is committed to building its workforce capacity and recognises that supporting and engaging with Aboriginal employees is integral to the delivery of holistic care to a diverse Western Australian community. The program aligns to strategic actions in the WA Country Health Service Aboriginal Employment Strategy 2014-2018 that promote the development of a workforce culture and environment that support the employment and retention of Aboriginal people.

The AMP is an 'in house' structured formal mentorship program based on a 'train the trainer' model using WACHS staff, Aboriginal and non-Aboriginal, as the trainers and mentors. Aboriginal employees are linked to trained mentors who provide a positive role model and share their experience and knowledge to develop opportunities and networks. This approach has required both mentors and mentees to be open, have mutual trust and respect and be willing to learn and share ideas that will assist Aboriginal employees adjust to the health services industry.

The success of the program has resulted in motivated and engaged employees that have established strong professional networks and are recognised for their experience and what they have to offer. To date, there are 20 Aboriginal employees at different stages in the program.

The program is coordinated by the WACHS Aboriginal Health Improvement Unit with assistance from the trainers, human resource and learning and development teams in each region. The mentor relationship runs for one year.

People with disability

As a signatory to COAG's [National disability agreement](#), WA continues align its work with the aims of the agreement of improved services in delivering outcomes for people with disability and to ensure people with disability participate as valued members of the labour force and broader community.

The DEOPE is working in collaboration with the Disability Services Commission and the Commission to review the [Disability employment strategy 2013–2015](#) (DES) that aims to improve participation, inclusion and access for people with disability across the public sector. The review is in the context of the current sector environment and in preparation for transitioning to the next phase of the strategy at the end of 2015.

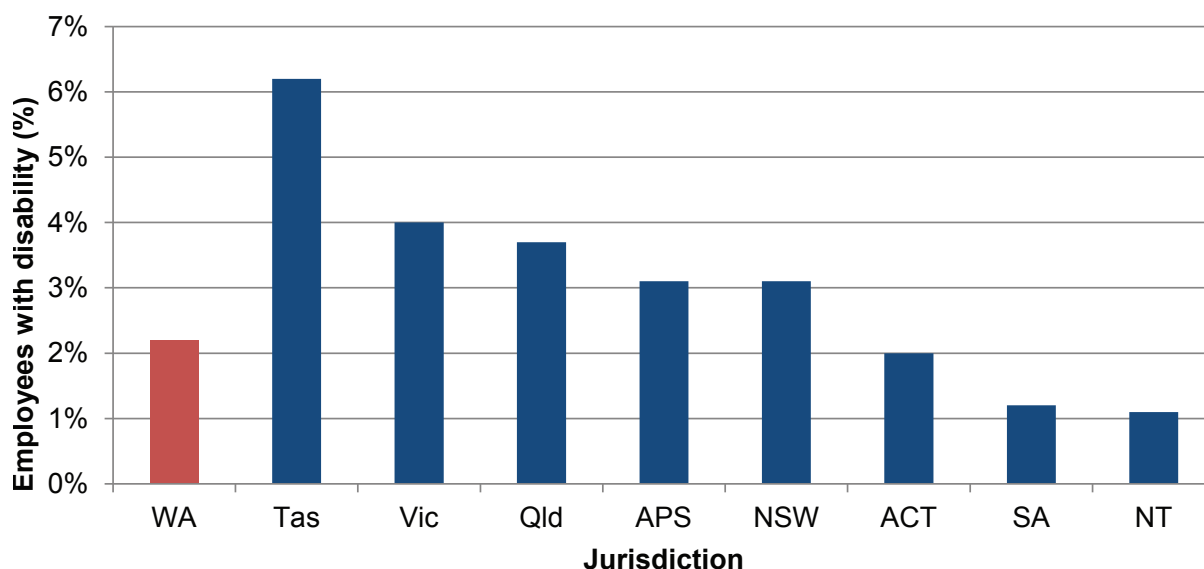
Analysis of available data has informed the priorities for this work and aligned these with provisions as required by EEO management plans detailed in section 145 (2) (a-h) of the EO Act.

The DEOPE is a member of a new advisory group, which has been established and will collaborate with the Disability Services Commission to provide the strategic direction and progression of priorities for the transition.

To support the DES, the Disability Services Commission provides a [Disability employment toolkit](#) that highlights existing programs such as traineeships, and provides information on inclusive and accessible recruitment and selection, and practices. The experience and expertise that underpins these initiatives is extrapolated to address broader community needs and extends to the wider public through the National Disability Insurance Scheme. It raises the profile of disability services through mechanisms such as the Disability Services Expo held in Perth in March this year.

Figure 3 shows the proportion of people with disability in the WA public sector this year (2.2%), which positions WA close to midway across the Australian jurisdictions. The WA result compares favourably to the estimated proportion in the WA working age population needing assistance with core activities (1.9%⁵).

Figure 3: Representation of employees with disability across public sector jurisdictions, 2014 and 2015



Source: HRMOIR and other jurisdictions' publications (see Appendix D)

Table 6 provides a snapshot of people with disability in the WA public sector in March 2015. This shows the majority of employees with disability were women and work in the Perth metropolitan area. At 7.4%, permanent employees with disability had a slightly lower rate of separation from their organisations than permanent public sector staff (7.7%), and the separation rate has decreased substantially since last year (10.6%).

⁵ ABS 2012, *2011 Census of population and housing*.

Table 6: Employees with disability in the WA public sector, 2015

Disability employees (number)		PSGOGA equivalent salary bands (%)	
Headcount	1 896	Level 1 and below	17.1
FTE	1 517.1	Level 2	11.4
Employment type (%)		Level 3	9.2
Permanent	83.0	Level 4	17.2
Fixed term	10.2	Level 5	12.6
Casual	5.5	Level 6	18.9
Others	1.3	Level 7	7.9
Geographical distribution (%)		Level 8	3.5
Perth metropolitan area	77.0	Level 9	0.7
Regional WA	22.9	Class 1 and above	1.5
Gender (%)		Separation rate (%)	
Women	59.9	Permanent staff from public sector entity	7.4
Men	40.1	Senior management (% on headcount basis)	
Age (% in years)		SES	0.26
Less than 25	2.5		
25 to 44	33.8		
45 and over	63.7		

Source: HRMOIR

The Department of the Attorney General's traineeship program supports an inclusive workplace and provides opportunities for people with disability to gain a formal qualification.

Case study

Department of the Attorney General – creating a dynamic environment around employing trainees with disability

The challenges associated with having a disability meant that Deanna Scorda found it very difficult to obtain or sustain a job. In 2013, the opportunity to complete a Certificate III in Government at the Department of the Attorney General was the offer of a lifetime and the start of many great outcomes for Deanna and the department.

Deanna was quick to embrace opportunities to acquire new skills and experience in the professional environment, while working towards a formal qualification. Her high performance, enthusiasm and work ethic led to her securing a permanent Level 1 position. Subsequently, and based on her performance, Deanna was offered an opportunity to act in a Level 3 position. In addition to achieving several personal and career goals, Deanna won the 2015 Trainee of the Year award for the Central Institute of Technology, and is a finalist for the 2015 WA State Training Awards.

Deanna has set a new benchmark in the Department's traineeship program and continues to raise awareness around employing people with disability. Her perspectives as a young professional woman, and as someone with disability, are shared at internal Disability Access and Inclusion Plan meetings, policy discussions and at public sector forums for senior executives who are contemplating taking on a trainee.

Deanna said it was about being a valued member in the workplace, having a purpose in life, socialising with others, learning new things and simply being a contributing member of society.

'It is not about money. I could have stayed at home on a pension, receiving benefits and earn only \$100 less than what I was paid as a trainee. I can only wish that in the future more organisations, companies, and managers take on trainees and people with disabilities. We might do tasks a little differently at times but in the end we can achieve the same outcome as anyone else,' Deanna said.

Table 7 shows the representation of people with disability in public employment over time. There was a slight trend downwards this year across most sectors with the exception of academic and general staff in public universities whose representation increased slightly.

It should be noted that statistics on disability employment have some limitations due to non-identification of disability status. For example, in HRMOIR data provided by public sector entities at 31 March 2015, disability status was not available for 38% of employees (52 468)⁶.

⁶ Each year, public sector entities provide workforce data, including EEO data, through the HRMOIR process. If an employee moves to another entity, the data for that individual is not retained in HRMOIR and will only be captured if the new entity collects EEO data for that individual.

Table 7: Representation of people with disability, 2011 to 2015

		Representation (%)				
		2011	2012	2013	2014	2015
Public sector	All staff	4.2*	4.8*	2.6	2.3	2.2
Local governments	Indoor workers	n/a	1.7	1.7	1.4	1.3
	Outdoor workers	n/a	3.1	2.9	3.0	2.4
Public universities	Academic staff	1.9	1.7	1.8^	1.4	1.5
	General staff	1.7	1.3	1.5^	1.2	1.7
Other authorities	All staff	1.5	1.5	1.6	1.4	1.3

Source: EEO surveys and HRMOIR

Notes for Tables 6 and 7:

For 2011, the reporting date for local governments was changed from December 2011 to March 2012. This change resulted in no local government data for 2011.

* 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.

^ Public university representation for 2013 differs from 2013 report due to improvements in data collection and reporting.



Deanna Scorda, Department of the Attorney General

Table 8 shows the distribution of people with disability across salary levels (equity index) in public employment. Distribution for the public sector, public universities and other authorities followed similar trends to previous years. The commencement or completion of major projects and the opening of new community facilities in regional local governments has resulted in larger fluctuations than previous years.

Table 8: People with disability distribution (equity index), 2011 to 2015

		Distribution				
		2011	2012	2013	2014	2015
Public sector	All staff	95*	100*	87	99	101
Local governments	Indoor workers	n/a	77	78	92	100
	Outdoor workers	n/a	83	81	84	68
Public universities	Academic staff	104	97	101	104	86
	General staff	77	76	76	84	88
Other authorities	All staff	86	91	88	97	88

Source: EEO surveys and HRMOIR

The City of Stirling's formal agreement with the National Disability Recruitment Coordinator supports inclusiveness and provides people with disability an opportunity to foster a career, as described in the following case study.

Case study

City of Stirling – forging partnerships to support disability employment

The City of Stirling is committed to ensuring that it has an equitable and diverse workplace and that people with disability have the same opportunities as other people to obtain and maintain employment.

In March 2015, the City entered into a formal agreement with the National Disability Recruitment Coordinator. This partnership has enabled the City to develop and implement an action plan with a range of initiatives to increase the number of employees with disability across the organisation, build disability confidence through a mix of training, awareness raising activities and consideration of good practice strategies, and to develop relationships with Disability Employment Services as a source of talent.

The City's Disability Access and Inclusion Plan encourages the access and inclusion of all people to the facilities and services that are offered. One of the many successful initiatives to support employment opportunities for people with disability in the local community was the inaugural Local Business Breakfast in celebration of Disability Awareness Week attended by local community employers. The interactive and informative presentations promoted the benefits and highlighted the misconceptions of recruiting and employing people with disability. As a result of the positive feedback and interest from this event, the City is currently working directly with local businesses to tailor information to meet their specific needs. The City has also developed 'A guide for businesses' brochure to encourage and support initiatives that help create an accessible business.

The City also launched its Accessible Stirling Awards in recognition of businesses within the City of Stirling who facilitate improved access and inclusion for their employees, customers or the community. The Accessible Stirling Awards seek to raise awareness and eliminate discrimination.

The City has undertaken significant consultations to establish partnerships with local stakeholders and will continue to foster these relationships in its aim to increase employment opportunities for people with disability.

Women in the sector

Women made up the majority (72.2%) of the WA public sector workforce as at March 2015. Of these women, a substantial proportion worked part-time, with 47.5% of all women in the public sector working part-time, compared to 13.9% of all men.

It is pleasing that this year the proportion of women in the WA SES has increased to 31.7%. However, this continues to be lower than most other Australian jurisdictions (as shown in Figure 4) and shows only a modest improvement over time (30.1% in 2014). Specific strategies need to be implemented to improve the rate of change and better tap into women as an underutilised employment pool.

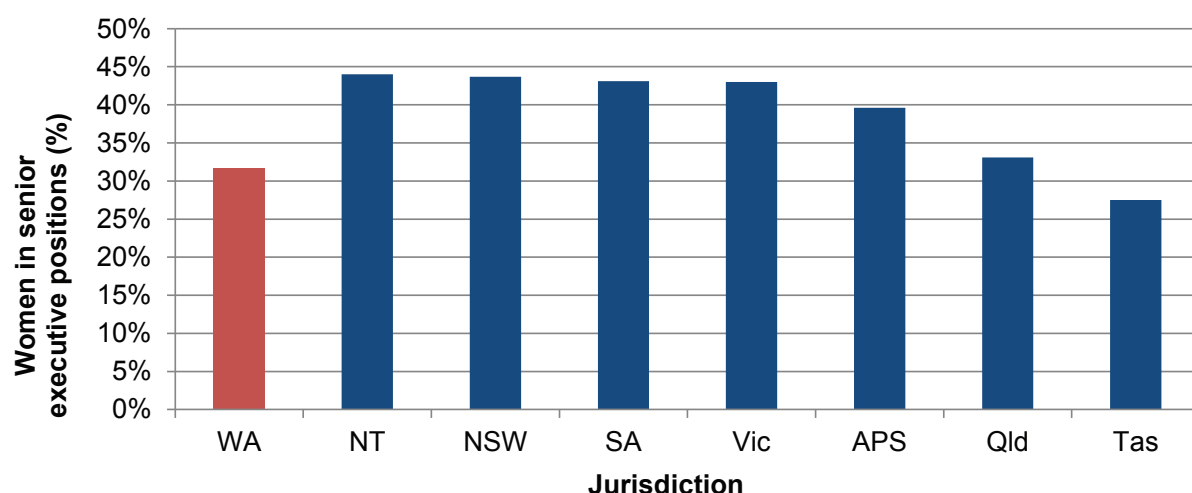
Earlier this year, DEOPE released a range of new resources to help public authorities address the under representation of women in leadership roles. Agencies were encouraged to adopt a more purposeful approach to career development for women aspiring to leadership roles. This means ensuring that women gain a broad range of experiences. This includes in roles that are challenging, and that have appropriate support, such as mentors to guide the development of their careers. Therefore, putting women in a strong position to compete for senior management roles. CEOs were asked to examine organisational systems and practices, including attitudes towards flexible work practices and organisational culture and leadership. These factors are what impacts the most on the progression of women into senior management roles.

The resources available on the Commission's website include:

- an overview of research undertaken in the WA public sector to identify factors that enable and challenge women's mobility
- information about practical strategies and actions to improve the representation of women in senior leadership roles
- a comprehensive list of relevant website resources and research.

Figure 4 shows the proportion of women in the SES this year at 31.7%, and how this compares to other Australian jurisdictions.

Figure 4: Representation of women in senior executive positions across public sector jurisdictions, 2014 and 2015



Source: HRMOIR and other jurisdictions' publications (see Appendix D)

Women who plan to, or already have, children frequently move to part-time employment, choose more family friendly occupations or pass up promotions due to time or locational constraints. Career advancement for these women is more likely to be hindered, and they may be less likely to take advantage of opportunities such as training and professional development.⁷

This is likely to contribute to the over-representation of women in part time arrangements across the public sector as seen in Figure 5.

Women still, for the most part, shoulder the majority of caring responsibilities for children or other family members. Moving to part-time arrangements to accommodate these needs, interrupts their careers and places them at the risk of being side-lined for leadership positions.⁸

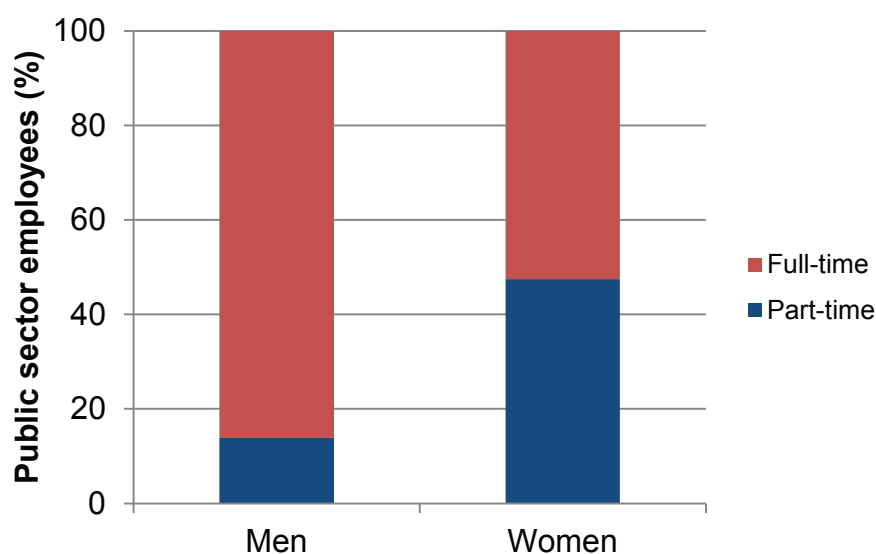
There are fewer childcare places per capita in WA compared to other state, this factor also contributes to the challenge for women to take on senior roles.⁹

⁷ Journal of Marriage and Family: The Motherhood penalty at midlife: long term effects of children on women's careers, January 2014, viewed 17 March 2015.

⁸ Australian Human Rights Commission: Supporting working parents: pregnancy and return to work national review – report 2014

⁹ Filling the pool: A landmark report to achieve gender equality in Western Australia

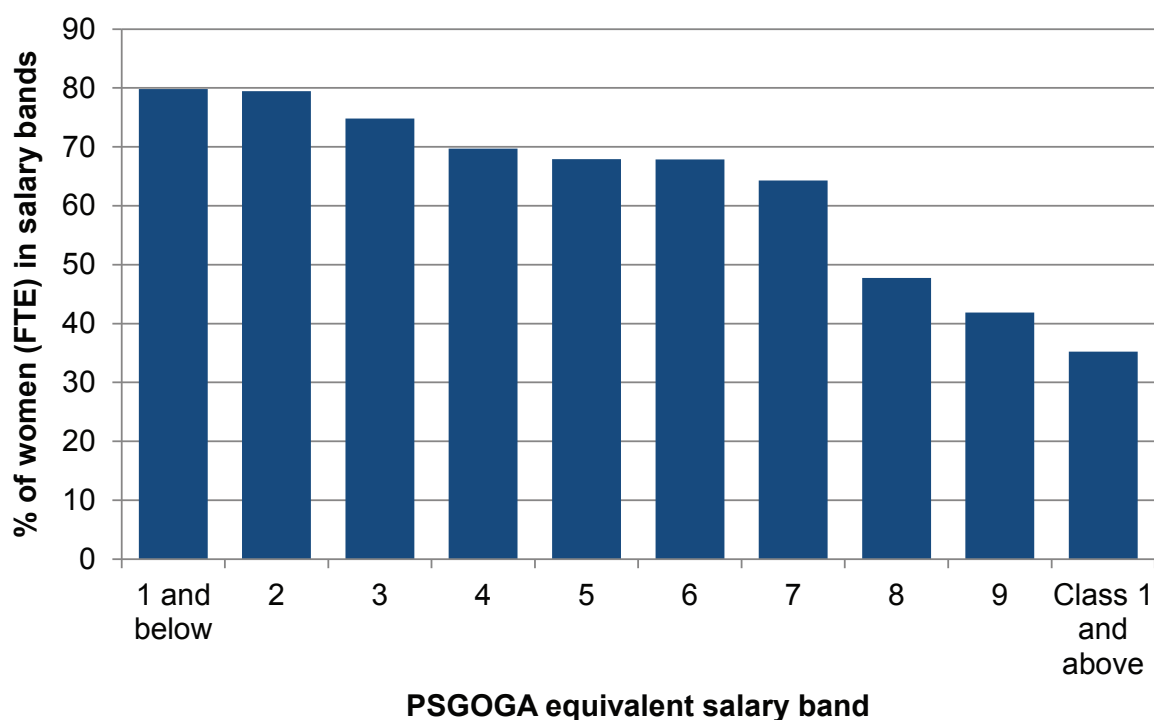
Figure 5: Public sector employees working part-time by gender, 2015



Source: HRMOIR

Figure 6 shows that women made up most of the public sector workforce at the lower Public Service and Government Officers General Agreement 2011 (PSGOGA) equivalent salary bands (Level 6 and below) in March 2015. Approximately 80% of public sector employees at the Level 1 equivalent salary band (up to \$54 612 per annum) were women.

Figure 6: Representation of women across PSGOGA equivalent salary bands in the public sector, 2015



Source: HRMOIR

Similar to 2014 results, at level 7 and above the percentage of women steadily declines, which reveals that men are being appointed more frequently to director and manager positions that typically are classified at level 8 and above. HRMOIR data suggests women reaching this mid-level classification are often in the 30 – 35 year age group, which is the age when the advent of family responsibilities is likely.

Table 9 shows the representation of women in management across public authorities over time. This year saw minimal variation, with the fluctuating trend for local governments observed in other diversity groups continuing, and fewer women in Tier 2 and 3 management in universities.

Table 9: Representation of women in management, 2011 to 2015

		Representation (%)				
		2011	2012	2013	2014	2015
Public sector	SES	26.4	27.6	29.2	30.1	31.7
	Tier 1	29.6	31.4	26.2	29.3	27.3
	Tier 2	35.6	33.7	35.4	34.9	36.2
	Tier 3	40.0	40.5	42.0	42.7	41.7
Local governments	Tier 1 (indoor workers)	n/a	7.9	8.6	12.3	12.3
	Tier 2 (indoor workers)	n/a	34.2	32.1	30.0	33.0
	Tier 2 (outdoor workers)	n/a	6.9	1.6	1.8	6.7
	Tier 3 (indoor workers)	n/a	38.0	37.2	38.0	42.8
	Tier 3 (outdoor workers)	n/a	9.3	11.0	6.7	7.8
Public universities	Tier 1 (academic and general staff)	25.0	25.0	25.0	25.0	25.0
	Tier 2 (academic and general staff)	40.0	39.1	33.3	36.4	29.4
	Tier 3 (academic and general staff)	41.4	36.4	40.8	47.2	44.5
Other authorities	Tier 1	10.5	5.3	10.0	5.0	5.9
	Tier 2	16.1	18.3	19.1	17.6	19.0
	Tier 3	21.1	20.7	19.5	27.0	24.4

Note: For Tables 9 and 10, for 2011, the reporting date for local governments was changed from December 2011 to March 2012 . This change resulted in no local government data for 2011.

Source: EEO surveys and HRMOIR

Table 10 shows little change in the distribution of women across salary levels (equity index) in public employment for 2015.¹⁰

Table 10: Distribution (equity index) of women, 2011 to 2015

		Distribution				
		2011	2012	2013	2014	2015
Public sector	All staff	69	69	71	72	72
Local governments	Indoor workers	n/a	79	81	78	77
	Outdoor workers	n/a	87	88	84	86
Public universities	Academic staff	70	71	72	70	72
	General staff	82	83	84	85	85
Other authorities	All staff	65	66	65	71	66

Source: EEO surveys and HRMOIR



Expanding career options for women scholarship program representatives with Minister Hon. Liza Harvey in March 2015

¹⁰ Distribution is not available for women in management because salary levels closely correlate with age and experience.

The following case study highlights the Department of Training and Workforce Development's scholarship program that will provide women with career options in a number of non-traditional occupations.

Case study

Department of Training and Workforce Development - scholarship program provides career opportunities for women

The Department of Training and Workforce Development's new scholarship program is promoting a range of non-traditional career options for women in a variety of industries over the next four years.

In partnership with the Department of Local Government and Communities and the Construction Training Fund, the scholarship program targets those occupations in which women make up less than 25% of the total workforce

Up to 400 scholarships to the value of \$3000 per person will be available to women commencing training at Certificate III level or above in approximately 180 different qualifications. The scholarships are available in traditional trade areas such as construction, resources and automotive, but also include a range of other industry areas such as printing and graphic arts, electro-technology, property services, aero-skills, animal care and management, aviation, agriculture, and conservation and land management.

The program is designed to assist women obtain the skills and confidence they need to pursue a career in industries they may not have considered previously. Women who work in these occupations also have the opportunity to become role models for other women considering a career in these areas.

Scholarship funds can be used towards costs associated with training, including learning resources, mentoring, and fees. The scholarship can also be used to address specific barriers such as transport costs and childcare.

People from culturally diverse backgrounds

Migration has reshaped the cultural and linguistic diversity of Western Australia's resident population. The 2011 Census revealed WA recorded a high proportion of people from culturally diverse backgrounds (16%, or 375 900 people)¹¹, most commonly from India, Malaysia, Italy, China and the Philippines.

Table 11 shows the representation of people from culturally diverse backgrounds in public employment over time. The slight downward trend for representation in local governments continued this year.

Table 11: Representation of people from culturally diverse backgrounds, 2011 to 2015

		Representation (%)				
		2011	2012	2013	2014	2015
Public sector	All staff	13.1	12.8	12.5	12.5	12.4
Local governments	Indoor workers	n/a	19.6	21.4	18.0	15.7
	Outdoor workers	n/a	16.0	17.6	15.0	12.5
Public universities	Academic staff	25.4	25.7	27.6^	24.8	26.4
	General staff	19.9	19.7	21.5^	20.3	21.4
Other authorities	All staff	17.8	19.6	13.5	12.3	12.5

Note: For Tables 11 and 12, for 2011, the reporting date for local governments was changed from December 2011 to March 2012. This change resulted in no local government data for 2011.

^ Public university representation for 2013 differs from 2013 report due to improvements in data collection and reporting.

Source: EEO surveys and HRMOIR

¹¹ ABS 2015, *Migration, Australia 2013-2014*

Table 12 shows the distribution of people from culturally diverse backgrounds across salary levels (equity index) in public employment. Indoor employees in local governments had a high equity index this year, indicating employees from culturally diverse backgrounds are more concentrated at higher salary levels. The restructuring resulting from the merging of port authorities in other authorities has resulted in a small decrease to the equity index.

Table 12: Distribution (equity index) of people from culturally diverse backgrounds, 2011 to 2015

		Representation (%)				
		2011	2012	2013	2014	2015
Public sector	All staff	93	96	96	95	96
Local governments	Indoor workers	n/a	116	112	119	136
	Outdoor workers	n/a	108	109	116	116
Public universities	Academic staff	88	88	87	89	87
	General staff	92	93	95	96	88
Other authorities	All staff	159	142	153	141	119

Source: EEO surveys and HRMOIR

Youth and mature workers

Youth

The ABS has estimated youth (aged 15 to 24 years) comprise 20.1% of the WA working population (15 to 64 years).¹² Long-term investment in youth employment and transferring of corporate knowledge and skills to the younger workforce is integral to the future of the WA workforce.

The DEOPE recognises the importance of investing in youth in public employment. This is reflected in the DEOPE's support of the Commission's traineeship programs, which are targeted at those who are 24 years of age or under and are seeking to start their career in the public sector.

¹² ABS 2013, *Population Estimates by Age and Sex, Regions of Western Australia 2013*

Beyond traineeship programs, public authorities are encouraged to register trainees for the 'Traineeship transition to employment program' for future employment within the public sector.

Table 13 shows the representation of youth in public employment over time.¹³ This year has seen a slight increase in representation of youth in the public sector, local government indoor workers, general public university staff and staff in other authorities.

Table 13: Representation of youth, 2011 to 2015

		Representation (%)				
		2011	2012	2013	2014	2015
Public sector	All staff	5.5	5.4	5.1	4.6	4.7
Local governments	Indoor workers	n/a	11.4	14.2	15.5	16.6
	Outdoor workers	n/a	6.4	7.0	8.5	7.6
Public universities	Academic staff	4.1	2.4	3.3	2.9	2.9
	General staff	9.6	8.0	8.3	9.6	9.8
Other authorities	All staff	6.1	5.6	6.3	6.2	6.3

Note: For 2011, the reporting date for local governments was changed from December 2011 to March 2012. This change resulted in no local government data for 2011.

Source: EEO surveys and HRMOIR

¹³ For youth, distribution (equity index) is not available because salary levels closely correlate with age and experience.

The following case study outlines a public sector program in place to support youth employment.

Case study

Department of Agriculture and Food WA - graduate program provides young people with career opportunities

The Department of Agriculture and Food WA (DAFWA) graduate program is providing a number of career opportunities for young university graduates from a range of study disciplines, including science, business, commerce and agriculture.

The program is designed to attract and retain highly talented young people who want a permanent full-time career in an interesting, exciting and diverse industry in which youth make up less than 2% of the total workforce.

DAFWA recognises the graduate program as a key workforce strategy in ensuring the promotion of the department as an employer of choice for young people looking for a career in the agricultural industry.

The program provides the successful graduates with:

- a two-year full-time work placement in an area relating to their study discipline
- a permanent role on successful completion of the program
- a highly competitive salary with exciting professional development opportunities
- the ability to contribute to a diverse range of world-leading agricultural initiatives
- the ability to contribute to the environmental, economic and social future of WA

In 2014, eight graduates commenced with DAFWA and with the support of clear work plans that set definable goals and deliverables, have quickly become impressive role models for other young people that are about to graduate from university.

Last year, the graduate cohort undertook a tour of the South West and visited DAFWA offices in the regional centres of Northam, Narrogin, Katanning, Manjimup and Bunbury. These visits allowed each of the graduates to experience life in a regional office and prepared them for their second year placement in one of the country centres.

The majority of graduates this year have commenced their final year placement in the allocated regional centre.



DAFWA graduates visiting Narrogin regional office

Mature workers

Mature workers are identified by the ABS as those aged 45 to 64 years.¹⁴ It is estimated in WA that 35.5% of the working age population are mature workers.¹⁵

The DEOPE recognises the importance of mature workers in the workforce and encourages authorities to include mature workers as part of their workforce planning framework.

Table 14 shows the representation of mature persons in public employment over time.¹⁶ Representation rates were similar to previous years with the exception of increases in local governments and a decrease for general staff in public universities.

¹⁴ ABS 2005, Mature age persons statistical profile: Community Life, Apr 2005.

¹⁵ ABS 2013, Population Estimates by Age and Sex, Regions of Western Australia 2013

¹⁶ For data collected by the Commission, 'mature workers' includes all employees aged 45 years and over, not just those between 45 and 64 years. For mature workers, distribution (equity index) is not available because salary levels closely correlate with age and experience.

Table 14: Representation of mature workers, 2011 to 2015

		Representation (%)				
		2011	2012	2013	2014	2015
Public sector	All staff	51.9	51.9	51.9	52.5	52.4
Local governments	Indoor workers	n/a	37.2	37.5	40.5	45.3
	Outdoor workers	n/a	53.3	56.2	53.4	62.6
Public universities	Academic staff	46.1	39.3	40.4	37.4	36.9
	General staff	33.1	37.0	35.0	37.3	30.8
Other authorities	All staff	46.8	45.3	41.6	42.9	41.7

Note: For 2011, the reporting date for local governments was changed from December 2011 to March 2012. This change resulted in no local government data for 2011.

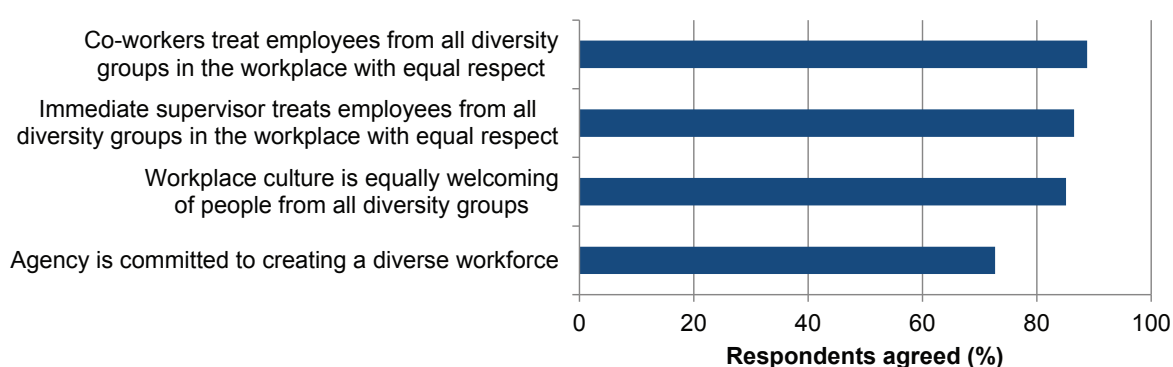
Source: EEO surveys and HRMOIR

Inclusive culture

An inclusive culture welcomes people from all diversity groups into the workplace, with respect for differences and equity encouraged.

The Commission surveys the workplace views of public sector staff each year through the employee perception survey (EPS). The EPS evaluates staff perceptions of organisational issues, such as equity and diversity.

In analysing this year's EPS data, the DEOPE observed public sector entities continue to build an inclusive workplace culture. Figure 7 shows at least four out of five public sector respondents agreed their co-workers and supervisor treat employees from all diversity groups with respect, and their workplace culture is equally welcoming of all diversity groups.

Figure 7: Public sector employee views on equity and diversity in their workplace, 2015

Appendixes

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Appendix A – Legislative framework for public authorities

The EO Act provides for a shared accountability by the DEOPE and public authorities in achieving diversity outcomes.

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 s. 145 of the EO Act. Meeting the requirements of the Act may be achieved through a standalone EEO management plan or a workforce and diversity plan.

EEO management plans are a key tool in guiding the absence of discrimination in employment and promoting equal opportunity for all persons. In accordance with the

EO Act, the plans must include the following provisions:

- a process for the development of EEO policies and programs
- strategies to communicate the EEO policies and programs
- strategies to evaluate the EEO policies and programs
- methods for the collection and recording of EEO data
- processes for the review of personnel practices to identify any 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 their plans, to the DEOPE.

In addition, s. 146 of the EO Act outlines the requirement for public authorities to report annually to the DEOPE. This is generally met by the provision of workforce data to the DEOPE each year.

Appendix B – Public authorities reporting to the DEOPE

Public sector entities

Public sector entities as at 30 June 2015		
Animal Resources Authority	Corruption and Crime Commission	Department of Fire and Emergency Services
Architects Board of Western Australia	Country High School Hostels Authority	Department of Fisheries
Art Gallery of WA	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

Public sector entities as at 30 June 2015

Department of State Development	Goldfields Institute of Technology	Legal Practice Board
Department of the Attorney General	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 Training and Workforce Development	Great Southern Institute of Technology	Metropolitan Redevelopment Authority
Department of Transport	Health and Disability Services Complaints Office	Mid West Development Commission
Department of Treasury	Healthway (Western Australian Health Promotion Foundation)	Minerals and Energy Research Institute of Western Australia
Department of Water	Insurance Commission of Western Australia	Office of the Auditor General
Disability Services Commission	Keep Australia Beautiful Council (W.A.)	Office of the Commissioner for Children and Young People
Drug and Alcohol Office	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)

Public sector entities as at 30 June 2015

Peel Development Commission	School Curriculum and Standards Authority	West Coast Institute of Training
Perth Market Authority	Small Business Development Corporation	Western Australian Electoral Commission
Perth Theatre Trust	South West Development Commission	Western Australian Meat Industry Authority
Pilbara Development Commission	South West Institute of Technology	Western Australian Tourism Commission
Pilbara Institute	State Heritage Office	Western Australia Police
Polytechnic West	Swan River Trust	Wheatbelt Development Commission
Potato Marketing Corporation of Western Australia	The Library Board of WA	WorkCover Western Australia Authority
Public Sector Commission	The National Trust of Australia (W.A.)	Zoological Parks Authority
Public Transport Authority of Western Australia	VenuesWest (Western Australian Sports Centre Trust)	
Rottneest Island Authority	Veterinary Surgeons' Board	
Salaries and Allowances Tribunal	WA Museum	

Non-public sector authorities

Local governments

A list of all local governments is on the Department of Local Government and Communities website at 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 2015

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 2015		
Bunbury Water Board	Pilbara Ports Authority	Water Corporation
Busselton Water Board	Racing and Wagering Western Australia	Western Australian Greyhound Racing Association
Electorate offices	Southern Ports Authority	Western Australian Land Authority
Gold Corporation	The Electricity Networks Corporation (Western Power)	Western Australian Police Force
Kimberley Port Authority	The Independent Market Operator	Western Australian Treasury Corporation
Mid West Ports Authority	The Regional Power Corporation (Horizon Power)	

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:

- Office of the Public Advocate and Public Trustee's Office provide data through Department of the Attorney General
- State Supply Commission is reported through the Department of Finance
- Teacher Registration Board of Western Australia is reported through the Department of Education Services
- Liquor Commission and Racing Penalties Appeal Tribunal are reported through the Department of Racing, Gaming and Liquor.

Appendix C – Glossary

Aboriginal Australians

Term respectfully used in this report to refer to persons of Aboriginal and/or Torres Strait Islander descent who identify as such and are accepted as such by the community in which they live.

ABS

Australian Bureau of Statistics

Academic staff

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

DEOPE

Director of Equal Opportunity in Public Employment

Distribution (equity index)

Measured using the 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 entity's 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; and 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 entity at a point in time, regardless of employment type.

Indoor workers

Staff in local governments 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 development as a whole. 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: Reports to tier 1. 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: Reports to tier 2. 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.

Mature workers

Refers to people aged 45 to 64 years.

Outdoor workers

Staff in local governments who generally work outdoors.

People from culturally diverse backgrounds

Are born in countries other than the below, which have been categorised by the ABS as mainly English speaking countries:

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

People with disability

Have an ongoing disability and employment restriction that requires:

- 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.

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 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 in public sector entities.

Youth

Youth refers to people under 25 years of age.

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