



Strengthening relationships

2017

**Director of Equal Opportunity in
Public Employment**
Annual report

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Published by the Public Sector Commission,
September 2017.

ISSN 1328-7001

This publication is available on the Public Sector Commission website at www.publicsector.wa.gov.au.

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Letter of transmittal

Hon Mark McGowan 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 2017, for your information and presentation to the Parliament of Western Australia.



Rebecca Harris

Director of Equal Opportunity in Public Employment

14 September 2017

Contents

Director's message	iv
Role of the Director of Equal Opportunity in Public Employment	1
Equal employment opportunity management plans	3
Equal employment opportunity data collection	5
Reading the numbers	6
Diversity snapshot – Public sector	7
Diversity snapshot – Local governments	8
Diversity snapshot – Public universities	9
Diversity snapshot – Other authorities	10
Strengthening relationships	11
Aboriginal Australians	14
People with disability	19
Sexuality, sex and gender diversity	24
People from culturally and linguistically diverse backgrounds	28
Multigenerational workforce	32
Glossary	38
References	40
Appendix A - Public authorities reporting to the DEOPE	42



Rebecca Harris is A/Executive Director Strategic Engagement and Coordination at the Public Sector Commission and holds the statutory position of Director of Equal Opportunity in Public Employment

Director's message

As we seek creative solutions to complex challenges, the case for diversity and inclusion has never been stronger.

Not only are diverse workforces more representative of the communities we live in, diversity sparks the innovation to improve and further develop our future workforces. Inclusive cultures that value and celebrate diversity not only unlock innovative potential, but deliver better employee engagement and productivity.

I am pleased to present my annual report as Director of Equal Opportunity in Public Employment to the Parliament of Western Australia, public authorities and the Western Australian community.

In this reporting period I have focused on the objectives of my statutory office and how these translate into strategic actions and deliverable outcomes for public authorities.

Meeting commitments

Authorities remained engaged and committed to building diversity and inclusion through the implementation of integrated workforce and diversity

plans and Equal employment opportunity (EEO) management plans and programs.

Over the past year, along with the Public Sector Commissioner, I have had the opportunity to meet with many authorities to provide guidance and assistance on workforce management and planning.

While management commitment is strong, and mandatory governance and policy frameworks are in place, I have observed a gap between policy and practice. A more representative workforce requires a sustained effort from all employers over the long term. I acknowledge that improvement in practice may be incremental, but I am committed to joining authorities on the journey to bridging this gap.

Recruiting for diversity

I have continued to work closely and strategically with the Public Sector Commissioner on equal opportunity, workforce planning and the development of sector-wide programs.

This year the Public Sector Commissioner and I analysed the recruitment practices of a selected group of public sector agencies. While findings show the importance of diversity and inclusion is well understood, a clear link between strategic outcomes, workforce planning, and recruitment practices could be further strengthened.

A review of recently submitted EEO management plans also revealed that current diversity data is not always used to inform and drive talent acquisition.

A focus on achieving diversity goals or targets is important to deliver the positive outcomes a diverse workforce brings. Diversity of thought, experiences, perspectives, and backgrounds is crucial to the development of new ideas and practices.

To achieve and maintain diversity targets, public authorities would benefit from developing attraction, selection and development processes that appeal to a diverse range of candidates. We need to move away from traditional models of advertising and actively engage with prospective candidates.

People managers should consider a more active model, collaborating with practitioners in similar authorities, diversity employment specialists and industry experts to assist them to attract and recruit for diversity.

In short, this means finding new ways to attract high-quality candidates, streamline application processes and explore new and effective ways of assessing candidates. Public authorities must build relationships with communities and service providers in order to develop solutions.

Focusing on retention and engagement

A focus on retention and engagement strategies is also required so diversity can be fully integrated in public authorities. Strategies for professional development, leadership training, performance reviews and feedback, and a consideration of working hours and conditions should be in place for all employees. The Public Sector Commission's employee perception survey data indicates there is still work to be done in ensuring our diverse employees are productive, engaged and safe in our workplaces.

Authorities must also recognise the often unseen discrimination that is a result of unconscious bias and proactively work to eliminate it.

Disclosing diversity

Many public authorities have seen an increase in the number of employees self-disclosing their diversity status this year, meaning I have a more accurate picture of the diversity of our sectors. It indicates authorities have likely been more proactive in collecting diversity information, with our data showing 85 per cent of public authorities this year had strategies in place to encourage disclosure. The employee perception survey data also indicates 69 per cent of public sector employees think their workplace culture makes people feel comfortable to disclose.

Strengthening relationships

A strong theme underpins many of my observations and interactions across the year – that is, the importance of strong relationships in achieving collective goals and positive outcomes.

This year I have engaged in productive consultation with key industry stakeholders to inform our diversity and inclusion approach. I thank my colleagues who have agreed to be featured in this report. In doing so I have been able to strengthen existing relationships and develop new ones, while ensuring our strategic direction is contemporary and resonates well with prospective and current employees. I encourage public authorities to do the same.

Delivering on government targets

I have been pleased to meet with the Service Priority Review panel and Secretariat, as well as the Directors General working groups on the issue of increasing diversity. In the coming months I am keen to work with the recommendations from each group to progress the diversity agenda and to strengthen workforce planning capability across the sectors.

I will provide support to Government boards, committees and advisory groups as they work towards increasing their numbers of women members to achieve the Western Australian Government's target of 50 per cent representation across all boards by 2019.

Finally, I would like to thank the Public Sector Commissioner for his support and ongoing commitment to diversity and inclusion in public employment.



Rebecca Harris

Director of Equal Opportunity in Public Employment

14 September 2017

Role of the Director of Equal Opportunity in Public Employment

The Director of Equal Opportunity in Public Employment (DEOPE) is an independent statutory officer appointed by the Governor to perform the functions defined in Part IX of the *Equal Opportunity Act 1984* (EO Act). The Public Sector Commission (the Commission) is the accountable authority under the *Financial Management Act 2006* and provides the DEOPE with staff, accommodation, corporate services and administrative support.

While the current DEOPE holds an Executive Director position within the Commission, the role remains both legislatively and jurisdictionally independent.

The integration of the role into the Commission facilitates active cooperation in initiatives and objectives which are substantively aligned. For example, the DEOPE and the Public Sector Commissioner regularly collaborate in the collection of workforce data and reporting, development of sector-wide programs and initiatives, evaluation of workforce programs, provision of professional advice, and the promotion of merit and equity in public sector employment.

What the Act says

The objects of Part IX of the EO Act and role of the DEOPE as outlined in Section 140 of the EO Act are to:

- eliminate and ensure the absence of discrimination in public employment
- promote equal employment opportunity for all persons in public authorities.

What the functions are

The DEOPE has a number of statutory responsibilities under Section 143 of the EO Act that include:

- to advise and assist in relation to EEO management plans, including the development of guidelines to assist authorities in preparing EEO management plans
- to evaluate the effectiveness of EEO management plans in achieving the objects of Part IX of the EO Act
- to 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.

About the role of the Director of Equal Opportunity in Public Employment

The authority of the DEOPE extends to public sector agencies and non-public sector authorities (local governments, public universities and other authorities, including government trading enterprises, Police Force and electorate offices).

A list of public sector agencies and non-public sector authorities reporting to the DEOPE is provided in Appendix A.

Supporting public authorities

The DEOPE primarily works with public authorities¹ in EEO management and planning practices. Advocating the strong case for diversity and inclusion is another important activity of the DEOPE, encouraging authorities to apply best practice.

Workforce planning must be applied more strategically as the workforce responds to rising fiscal pressures. To assist public authorities, the DEOPE has released two new employment strategies focusing on people with disability and Aboriginal Australians as part of the Commission and DEOPE's *Time for action: Diversity and inclusion in public employment* (Time for action) series.

The DEOPE has confidence in public authorities to harness these principles and to benefit from all forms of diversity through inclusion.

¹ 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*.

A representative workforce



The DEOPE advises and assists in EEO management and workforce planning to build diverse workforces, representative of the community.

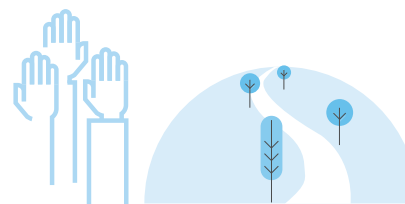
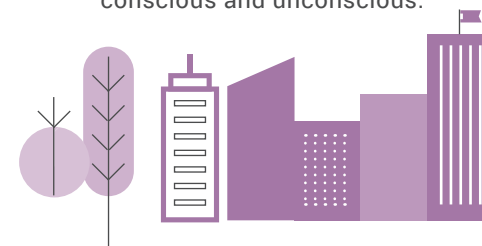
Identifying barriers

Barriers to representation are identified through monitoring and evaluating public authorities' diversity data and EEO management plans.

The role promotes equal employment opportunity for all persons and ensures safe and inclusive workplaces.

Safe and inclusive workplaces

The DEOPE encourages inclusive workplace cultures that are free from discrimination and the negative effects of bias, both conscious and unconscious.



Collaborating and engaging with peak diversity bodies provides the DEOPE with insights into the challenges and barriers to be addressed.



'Time for action' is available on the Public Sector Commission's [website](#).

Equal employment opportunity management plans

Under Part IX of the *Equal Opportunity Act 1984* (EO Act) public authorities are required to prepare, implement and provide the DEOPE an Equal employment opportunity (EEO) management plan. This management plan may be in the form of a stand-alone plan or an integrated workforce and diversity plan.

For a range of reasons employees belonging to diversity groups may experience inequitable access to public employment. The preparation and implementation of EEO management plans by public authorities under Section 145(1) of the EO Act is the mechanism to address inequitable access.

As required by the EO Act, plans must include:

- a process for developing EEO policies and programs by which the objects of Part IX of the EO Act are to be achieved
- 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 or 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.

Copies of EEO plans, and any amendments, are provided to the DEOPE in accordance with Section 145(6) of the EO Act.

Planning in times of change

Over the reporting year, the DEOPE has continued to consult with public authorities to provide advice and assistance on the development and implementation of EEO management plans.

As at 30 June 2017, 56 public sector agencies and 113 non-public sector authorities held current EEO management plans. This represents a 66.8 per cent currency rate of the 253 plans held by the DEOPE's office. This is a drop from 82.8 per cent in 2016.

This lower currency rate is due in part to significant reform across the public sector training and health sectors which led to the establishment of five new TAFE colleges and six health service providers during this reporting period.

As public sector authorities merge and adapt to the recent Machinery of government changes, many agencies will be required to integrate their EEO management plans. An early priority of the DEOPE in the next reporting period will be to assist the authorities affected.

A breakdown of the EEO management plans held by the DEOPE

	Full plan / Integrated	Checklist	Total
Public sector entities	62	32	94
Local governments	26	112	138
Public universities	4	0	4
Other authorities	9	8	17
Total	101	152	253

Strategies at work

Public authorities are implementing a variety of strategies to eliminate discrimination and promote equality among employees.

This year, part 3 of the Public sector entity survey (PSES) was amended to ask diversity and inclusion questions that align with the EEO survey. Aligning the PSES and EEO survey for the first time allowed the DEOPE to report and respond to trends across all public authorities.

In 2017, the number of employees self-disclosing their diversity status has increased across all public authorities, leading to a more accurate picture of our sectors' diversity. This is reflected by data which shows 75 per cent of all public authorities have strategies to encourage Aboriginal employees to disclose their diversity status.

A further 83 per cent of all public authorities have strategies to encourage employees with disability to disclose their diversity status.

Barriers at play

Across the state, 40 per cent of public authorities stated that a key barrier to achieving diversity targets was that they did not advertise any vacancies in the last 12 months. In addition, 31 per cent of public authorities advised that they received few or no job applications from people from diverse backgrounds.

Aside from broadening job vacancy distribution to include diversity employment services, organisations should regularly review recruitment processes to identify possible discriminatory practices. Transparency in the recruitment process is a key to attracting diversity candidates.

While the majority of public authorities have strategies to review selection criteria, job description forms and other recruitment documentation to eliminate bias, more needs to be done to attract employees with disability.

Successful recruitment initiatives include developing reasonable adjustment policy and procedures, promoted through the job advertisement.

One regional local government, committed to increasing the representation of employees with disability in their workforce, has taken the step to fast-track the recruitment of employees with a disability in

accordance with their Disability Access and Inclusion Plan. Candidates who have a declared disability and meet the minimum essential requirements for a position are guaranteed an interview.

Reduce discriminatory practices

The delegation of responsibilities to implement, monitor and review EEO plans is important to ensure goals or targets are met and the current plan is relevant. To promote the importance of diversity and inclusion, one public sector agency has established self-nominated diversity sub-committees to review, evaluate and report on progress to the senior executive.

To further reduce discriminatory practices for diversity employees, public authorities are implementing retention practices to identify, develop and retain staff from all diversity groups. These include flexible work practices to meet cultural needs, partnering with diversity employment services, and offering mentoring programs or other formal support networks.

Into the future, public authorities will need to focus their efforts towards strategies that provide leadership, development and advancement opportunities for employees from all diversity groups. Initiatives could include capturing and managing aspirations and development opportunities through the professional development cycle and incorporating opportunities to participate in 'stretch' activities.

The data provided to the DEOPE fulfils public authorities' annual reporting requirements under Section 146 of the EO Act.

Equal employment opportunity data collection

During each reporting period the DEOPE and the Commission collect diversity data through a range of instruments.

Measuring diversity

The Equal employment opportunity (EEO) survey is conducted annually for local governments, universities and government trading enterprises. This survey provides one of the primary data sets that directly inform the DEOPE's functions. In 2017, the survey was revised to better capture information for the DEOPE on activities to improve outcomes, achieve diversity targets and manage unconscious bias in the workplace. The 2017 survey also has a stronger focus on gender equality and reflects relevant sections of the Public sector entity survey (PSES) to enable comparisons across sectors.

Public sector entities (including the Police Force and electorate offices) also provide workforce data each quarter through the Human resource minimum obligatory information requirement (HRMOIR).

The data provided to the DEOPE through the EEO survey and HRMOIR fulfils public authorities' annual reporting requirements under Section 146 of the EO Act.

EEO and HRMOIR data at 31 March 2017



- 136** Local governments (24 421 employees)
- 4** Public universities (22 829 employees)
- 95** Public sector entities (139 144 employees)
- 19** Other authorities, e.g. government trading enterprises, the Police Force and electorate offices (15 850 employees)

** One local government did not provide data this year.*

Reading the numbers

Employees provide their diversity status (e.g. age, gender, cultural background, disability) through on-boarding processes, or voluntary questionnaires that may be available to them throughout the year. People may choose to not disclose their diversity status for many reasons, such as fear of discrimination.

When an employee chooses to provide their diversity status, it is known as a valid response, regardless of what the employee discloses. The total number of valid responses may be less than or equal to the total number of employees (headcount) in an authority. An authority's number of valid responses is usually less than their headcount due to employees choosing not to provide their diversity status, or not being provided with the opportunity to do so.

As employees enter and exit authorities, and choose to provide their diversity status year to year, the valid response rate of an organisation fluctuates. Ideally, authorities would collect valid responses from all employees at the same time to ensure maximum valid responses and accuracy.

This fluctuation presents some challenges in reading the representation rate² data. A decrease in representation may mean more disclosures from a particular diversity group, while at the same time, more from the workforce in general. While it provides a general view of workforce diversity, a decreasing representation rate is often assumed to mean fewer employees from a particular diversity group, which may not be accurate.

All percentage figures quoted in this report have been rounded to one decimal place.

As an example, 12 241 local government employees or 50.3 per cent of the workforce provided diversity information to their authority during 2016. In 2017, 16 929 or 69.3 per cent disclosed. This increase provides a more accurate picture of workforce diversity in the local government sector.

The increase in valid responses in 2017 results in a lower Aboriginal representation rate of 1.7 per cent from 2.1 per cent in 2016. This is despite an increase in disclosure from 18 Aboriginal employees (263 in 2016, compared with 281 in 2017) from local governments.

Representation of Aboriginal Australians in local governments

In 2016
12 241
employees provided
diversity information.
This included
responses from
263
Aboriginal Australians
which resulted in a
representation rate of
2.1%



In 2017
16 929
employees provided
diversity information.
This included
responses from
281
Aboriginal Australians
which resulted in a
representation rate of
1.7%



² Representation rate (expressed as a percentage) shows the number of valid responses for a diversity group as a proportion of total valid responses.

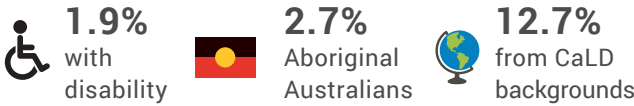
Diversity snapshot | 2017

Public sector

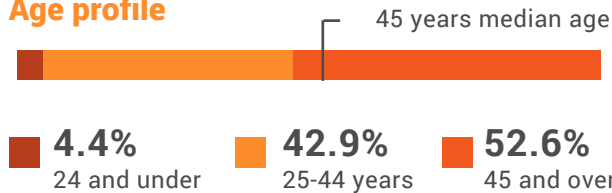
139 144 employees in the public sector

Groups	Representation (%)				
	2013	2014	2015	2016	2017
Aboriginal Australians	3.0	2.9	2.8	2.7	2.7
People with disability	2.6	2.3	2.2	2.0	1.9
Women in the Senior Executive Service (SES)	29.2	30.1	31.7	32.9	34.2
People from culturally and linguistically diverse (CaLD) backgrounds	12.5	12.5	12.4	12.6	12.7
People 24 and under	5.1	4.6	4.7	4.4	4.4
People 45 and over	51.9	52.5	52.4	52.6	52.6

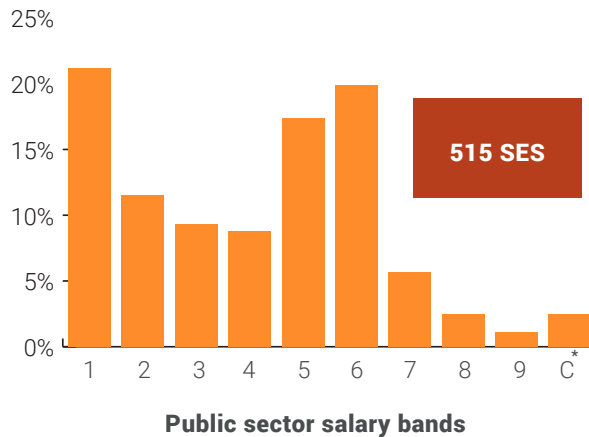
Diversity



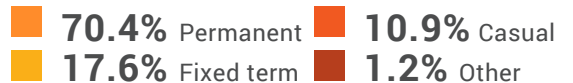
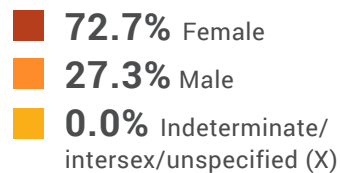
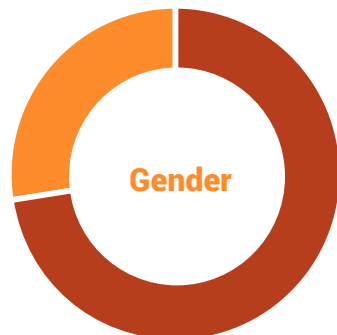
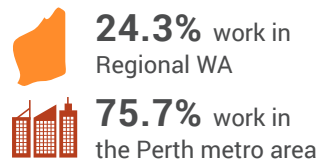
Age profile



Employees across salary bands



* Denotes Class 1 and above



Diversity snapshot | 2017

Local governments


24 421 employees in local governments


Groups

	Representation (%)				
	2013	2014	2015	2016	2017
Aboriginal Australians	2.9	2.2	1.9	2.1	1.7
People with disability	2.0	1.8	1.5	1.6	1.2
Women in management					
Tier 1 (Indoor)	8.6	12.3	12.3	8.8	10.3
Tier 2 (Indoor)	32.1	30.0	33.0	33.3	35.3
Tier 2 (Outdoor)	1.6	1.8	6.7	8.6	8.3
Tier 3 (Indoor)	37.2	38.0	42.8	45.5	41.9
Tier 3 (Outdoor)	11.0	6.7	7.8	12.4	12.1
People from culturally and linguistically diverse (CaLD) backgrounds	20.4	17.2	15.0	16.3	11.3
People 24 and under	12.5	13.8	14.4	13.9	13.3
People 45 and over	42.1	43.6	49.4	45.0	46.9

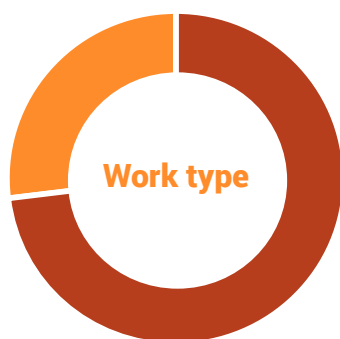
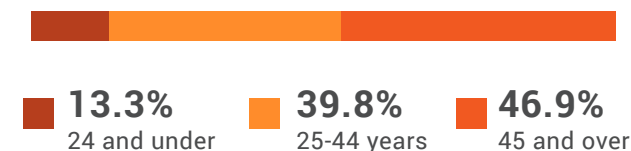
Diversity

 **1.2%**
with
disability

 **1.7%**
Aboriginal
Australians

 **11.3%**
from CaLD
backgrounds

Age profile



73.1%
work indoors

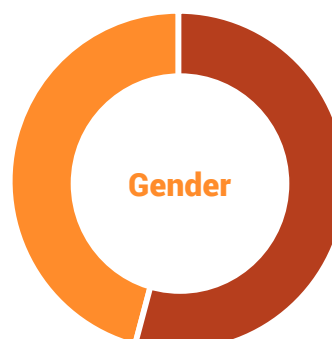
26.9%
work outdoors



136 Tier 1 managers

505 Tier 2 managers

1089 Tier 3 managers



54.4% Female

45.6% Male

0.0% Indeterminate/
intersex/unspecified (X)



63.6% Permanent

8.2% Fixed term

28.0% Casual

0.3% Other

Diversity snapshot | 2017

Public universities

22 829 employees in public universities

Groups	Representation (%)				
	2013	2014	2015	2016	2017
Aboriginal Australians	1.1	0.9	1.0	1.1	0.7
People with disability	1.5	1.3	1.6	1.7	1.1
Women in management					
Tier 1 (academic and general)	25.0	25.0	25.0	25.0	75.0
Tier 2 (academic and general)	33.3	36.4	29.4	44.4	45.7
Tier 3 (academic and general)	40.8	47.2	44.5	44.1	45.9
People from culturally and linguistically diverse (CaLD) backgrounds	24.1	22.4	23.7	25.3	14.5
People 24 and under	6.0	6.5	6.5	7.0	6.7
People 45 and over	37.5	37.3	33.7	35.7	36.7

Diversity

1.1%
with
disability

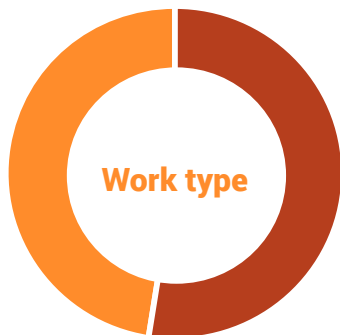
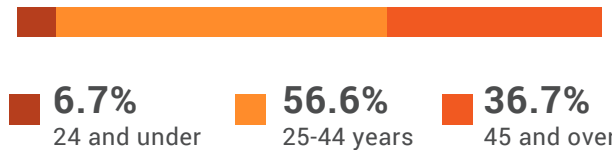


0.7%
Aboriginal
Australians

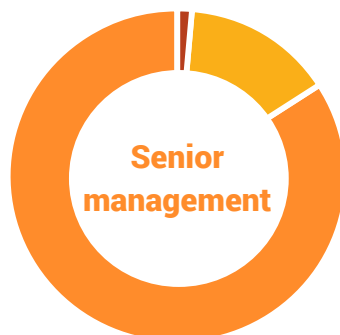


14.5%
from CaLD
backgrounds

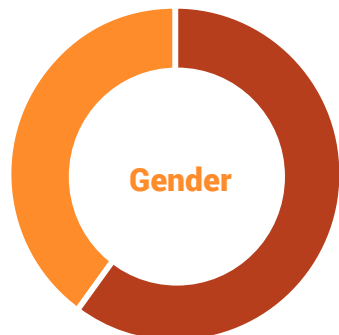
Age profile



47.5% are
academic staff
52.5% are
general staff



4 Tier 1 managers
35 Tier 2 managers
205 Tier 3 managers



60.0% Female
40.0% Male
0.0% Indeterminate/
intersex/unspecified (X)



29.4% Permanent
18.0% Fixed term
43.6% Casual
9.0% Other

Diversity snapshot | 2017

Other authorities


15 850 employees in other authorities

Groups	Representation (%)				
	2013	2014	2015	2016	2017
Aboriginal Australians	1.5	1.6	1.5	1.7	2.0
People with disability	1.6	1.4	1.3	1.4	1.4
Women in management					
Tier 1	10.0	5.0	5.9	11.8	11.8
Tier 2	19.1	17.6	19.0	23.5	22.8
Tier 3	19.5	27.0	24.4	21.4	31.9
People from culturally and linguistically diverse (CaLD) backgrounds	13.5	12.3	12.5	13.4	12.3
People 24 and under	6.3	6.2	6.3	5.0	4.5
People 45 and over	41.6	42.9	41.7	43.5	42.6

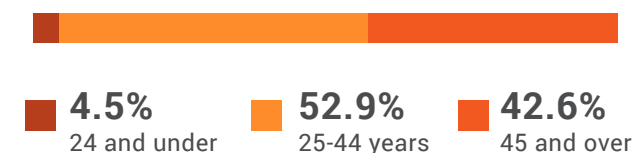
Diversity


1.4%
with
disability

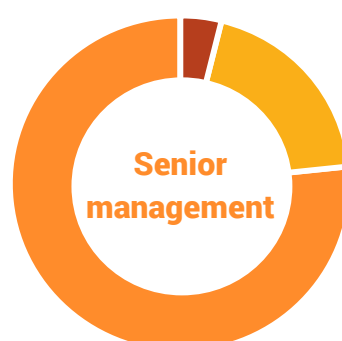

2.0%
Aboriginal
Australians


12.3%
from CaLD
backgrounds

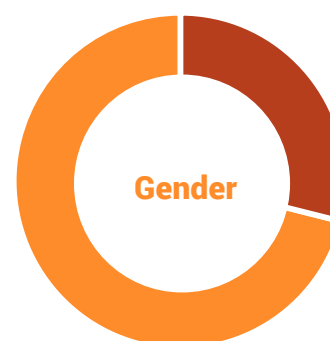
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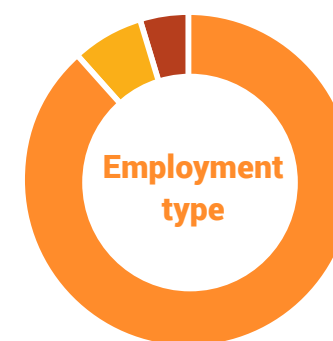
8917 Government trading enterprises
6740 Police Force
193 Parliamentary electorate offices



17 Tier 1 managers
79 Tier 2 managers
313 Tier 3 managers



29.1% Female
70.9% Male
0.0% Indeterminate/
intersex/unspecified (X)



88.4% Permanent
6.9% Fixed term
4.7% Casual
0.1% Other

Strengthening relationships

Diversity and inclusion is not just the 'right thing to do', it is a business imperative³ and relies heavily on developing and strengthening effective internal and external relationships. Stronger relationships encourage the diversity of thought and innovation required for better performance, decision making and employee engagement⁴.

Engaging employees

Employee engagement describes the level of emotional commitment an employee has towards the organisation in which they work. While factors that tend to influence engagement vary across authorities, a diverse and inclusive workplace is important—along with leadership, culture and career development—in driving employee engagement.

Engaged employees are more likely to be productive and innovative, more likely to 'go the extra mile', and

less likely to leave the organisation. Creating inclusive workplace cultures requires respectful and strong working relationships being built and maintained within organisations.

Relationships can be strengthened through training that promotes a shared understanding of the organisation's commitment to diversity and inclusion. Organisations that effectively capitalise on the strengths of all employees' differences and unique values are likely to benefit from better engagement.

Measuring inclusion

Each year the Commission collects data from a sample of public sector authorities through the Employee perception survey (EPS). Employees' perceptions are important in measuring employee satisfaction and engagement with their job, their organisation and the sector. The EPS aims to measure inclusion by asking participants to respond to four statements on equity and diversity in their workplace.

Results from the 2017 EPS show a relatively engaged public sector workforce, with the highest engagement index to date at 70. However, levels of engagement are not uniform across all employees with casual, younger, new and executive level employees more engaged and employees with disability least engaged.

Employee perception survey results on equity and diversity



³ L. Hockridge. Why inequality can't be treated equally. AustIMM Bulletin 2016;June:34.

⁴ Australian Human Rights Commission (AHRC) 2016, *Leading for Change: A blueprint for cultural diversity and inclusive leadership*.

The EPS also suggests that employees with disability and Aboriginal Australians have more negative experiences in the workplace. These include exclusion and isolation from others, and teasing.

Partnering and promoting

The DEOPE recognises the advantages that flow from productive, collaborative partnerships and the role they play in promoting diversity and inclusion across the sectors.

In 2017, the DEOPE has continued to partner with the Public Sector Commission, Office of Multicultural Interests, Reconciliation WA, the Equal Opportunity Commission and the Disability Services Commission in a number of employment projects and initiatives.

The DEOPE has also strengthened relationships with organisations including the University of Western Australia, Curtin University and the Perth Pride in Diversity network, harnessing their expertise to assist in the development of guidelines to support the inclusion of lesbian, gay, bisexual, transgender and intersex (LGBTI) employees.

The continuing collaboration between the Public Sector Commissioner, the DEOPE and National Disability Services (WA) has increased open dialogue between the sectors and disability service providers. Forming strong partnerships with the disability sector is crucial to successfully recruiting, developing and retaining employees with disability.

Broadening networks

Building effective relationships starts with authorities working together and reaching out to peak organisations to realise shared goals. Broadening networks is a key action from the Commission's *Attract, appoint and advance: An employment strategy for Aboriginal people* (Attract, appoint and advance).

To promote the wider public sector as an 'employer of choice' for Aboriginal Australians, public authorities must have improved visibility across Aboriginal communities. This can be accomplished by establishing relationships with Aboriginal networks and partnership groups.

To ensure the best outcomes for employees with disability the Commission's *See my abilities: An employment strategy for people with disability* (See my abilities) encourages organisations to adopt a strategic approach by collaborating with disability service providers to develop disability employment objectives and plans.

Sharing sector knowledge

Authorities that share knowledge progress dialogue for change. In 2017, the DEOPE has continued to facilitate and support the meeting of Chief Human Resource Officers from across public authorities at Communities of Practice forums.

During the previous reporting period, the first Community of Practice forum was held with Chief Human Resource Officers from the 10 largest public sector agencies, focusing on workforce planning. This network has maintained a successful working relationship, meeting regularly to discuss workforce planning and diversity strategies and issues, and sharing experiences and practical examples.

Following this success, an unconscious bias Community of Practice was established with 15 Chief Human Resource Officers from across all sectors. To support this network, the DEOPE and Public Sector Commissioner held a facilitated workshop that provided the structure and tools to assist in its establishment. Enduring Communities of Practice require strong relationships that lead to the development of resources and ideas that affect practice.



'Attract, appoint and advance' and 'See my abilities' is available on the Public Sector Commission's [website](#).

Managing bias

Awareness is the first step in establishing an individual's understanding of their unconscious biases. Acknowledging and managing the effects unconscious biases have in the workplace ensures that diversity and inclusion becomes a consideration in all workplace practices.

The 2017 PSES reveals that public sector agencies are increasing awareness and making progress towards developing and implementing strategies to manage and reduce unconscious bias in recruitment. Local governments and other authorities require further development as the survey also reveals that strategies to increase awareness of the role unconscious bias plays in the workplace are least implemented.

Over the last year, the DEOPE in partnership with the Commission concluded a 12 month trial of the de-identification of applications in a number of recruitment processes. The trial ranged from graduate to CEO selection, and assessed if there was a benefit to removing names, gender and age before and during shortlisting. To build on the trial results, further work will be undertaken to research best practice for managing unconscious bias in talent acquisition.

Key partner

Reconciliation WA

James Back, Managing Director

'Reconciliation WA has been working with the Public Sector Commissioner and the DEOPE to advance the reconciliation movement across Western Australia through the State Government. The launch of the Aboriginal employment strategy by the Public Sector Commissioner and DEOPE in 2016 has enhanced employment opportunities and retention capability with the public sector into the future. A positive step forward.

It must be noted that while in 2017 we have some significant celebratory anniversaries being the 50th anniversary of the 1967 Referendum and the 25th anniversary of the Mabo decision we still have a long way to go.

Reflection and change throughout the whole Western Australian community must be directed around the recommendations and learnings from the following three anniversaries:

- 30 years since the tabling of the *Indigenous Deaths in Custody* report
- 20 years since the tabling of the *Bringing them Home* report
- 10 years since the Northern Territory National *Emergency Response Act 2007*.

Reconciliation WA is proud and committed to our work with the public sector – its departments and agencies. We believe that structural, systemic and cultural change are critical in the push for equity, equality and parity for our First People and pride and respect in their culture and contribution celebrated by all Western Australians harmoniously. We look forward to continuing our collaborative work with the Public Sector Commissioner and DEOPE to achieve these outcomes.'

Diversity profile

Aboriginal Australians

Beyond increasing the representation of Aboriginal Australians in workforces, our discussions and broader research has highlighted career advancement as a growing issue as existing Aboriginal employment practices mature. That is, career advancement and progression that goes beyond Aboriginal-focused roles and into mainstream public service positions⁵.

EEO survey data shows a higher concentration of Aboriginal Australians employed at lower classifications, with few being employed in senior roles. Local government authorities and other authorities have indicated that they are yet to fully implement strategies designed to provide leadership, development and advancement opportunities. Some public sector agencies indicated they offer opportunities through Section 50(d) 'genuine occupational qualifications' exemptions, traineeships and cadetships for Aboriginal employees.

Almost 47 per cent of all public authorities do not have strategies in place for leadership, development and advancement opportunities for Aboriginal employees. Shifting strategic priorities to advancing and developing Aboriginal employees is an important next step for public authorities.

Towards this outcome, a range of actions to assist authorities to attract, retain and develop their Aboriginal talent are included in the 'Attract, appoint and advance' employment strategy developed by the DEOPE in partnership with the Commissioner.

'Attract, appoint and advance' forms another chapter in the Commission and DEOPE's 'Time for action' employment strategy series and was developed in consultation with a range of stakeholders. The strategy was launched to Chief Human Resource Officers and Chief Executive Officers at a network conversation series in October 2016.

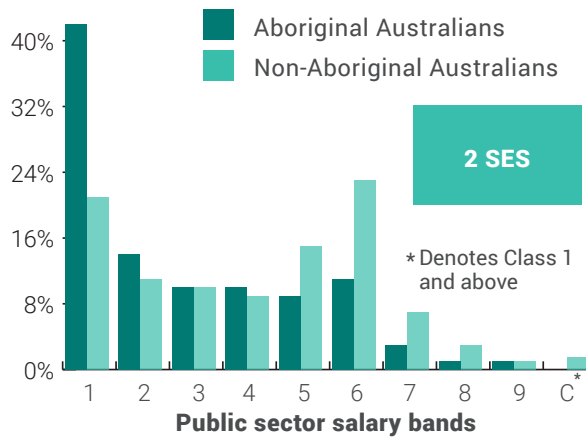
Just over half of all public authorities, 32 per cent, use 'Attract, appoint and advance' to inform and develop their Aboriginal employment approach.

⁵ PWC and Institute of Public Administration Australia Victoria (IPAA) 2013, *Beyond Attraction and Retention: Indigenous career advancement and opportunities*

Aboriginal Australians

2618 Aboriginal Australians are employed in the public sector

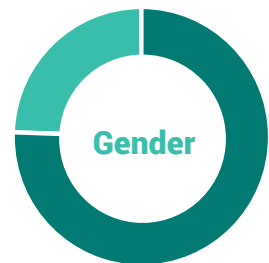
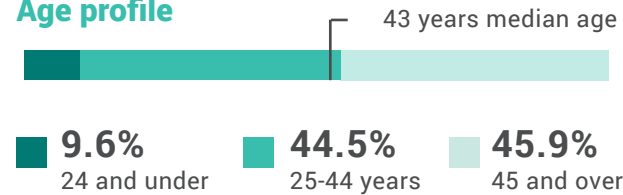
Employees across salary bands



Diversity



Age profile



75.6% Female

24.4% Male

0.0% Indeterminate/intersex/unspecified (X)



56.2% work in regional WA

43.7% work in the Perth metro area



69.7% Permanent

20.7% Fixed term

7.4% Casual

2.2% Other

Compared with 2016, 108 more employees in the public sector have identified as Aboriginal Australians.

The data reflects a high concentration of Aboriginal Australians at positions within the lower salary bands and comparatively low representation in salary bands 6 and upwards.

A closer look at the roles occupied by Aboriginal employers indicate that nearly a quarter of Aboriginal Australians are education assistants and Aboriginal and Islander Education Officers. A large proportion of Aboriginal employees are in clerical, health and welfare support roles, with a strong focus on supporting the Indigenous community.

Employees from public authorities that capture broader gender diversity, including Aboriginal Australians have used the opportunity, to identify their gender as X (indeterminate, intersex, unspecified).

Strengthening relationships

In November 2016, the DEOPE and Commissioner hosted a luncheon for public sector CEOs with the CEO and board members of Reconciliation WA and the Regional Services Reform Unit. The discussion focused on the role of reconciliation towards improving workforce participation and representation.

Developing and strengthening relationships with Aboriginal communities and organisations in order to better understand barriers to employment was also a key theme. This event followed a meeting of the DEOPE and Public Sector Commissioner with the CEO and Executive Director of Reconciliation Australia on the Commission's own reconciliation journey.

Representation of Aboriginal Australians

Groups		Representation (%)				
		2013	2014	2015	2016	2017
Public sector	All staff	3.0	2.9	2.8	2.7	2.7
Local governments	Indoor workers	1.7	1.4	1.2	1.5	1.0
	Outdoor workers	6.3	4.6	4.2	3.9	3.8
Public universities	Academic staff	1.0	0.9	1.0	1.1	0.6
	General staff	1.1	0.9	1.0	1.1	0.8
Other authorities	All staff	1.5	1.6	1.5	1.7	2.0

Distribution (equity index) of Aboriginal Australians

Groups		Distribution				
		2013	2014	2015	2016	2017
Public sector	All staff	39	41	42	42	41
Local governments	Indoor workers	60	59	60	60	65
	Outdoor workers	90	87	86	110	86
Public universities	Academic staff	85	90	77	77	89
	General staff	61	57	60	64	70
Other authorities	All staff	49	53	49	46	42

The DEOPE remains committed to strengthening the employment of Aboriginal Australians living in regional and remote communities and has supported the Regional Services Reform Unit's messages on local Aboriginal employment.

Forty six per cent of all authorities are aware of the *Resilient Families, Strong Communities: A roadmap for regional and remote Aboriginal communities* reform project and more specifically the Aboriginal regional employment package which focuses on employing local Aboriginal people in the public sector.

In focus

Aboriginal employment register

During the reporting period the Department of Communities (formally the Department for Child Protection and Family Support) has continued to promote its Aboriginal Employment Register, an initiative of the department's Aboriginal Recruitment and Retention Strategy.

The Aboriginal Employment Register is a candidate attraction and communication strategy which aims to keep subscribers informed about upcoming job opportunities or other news in a more interactive and engaging way.

The subscription method is a simple two-step process beginning with the completion of an online survey which asks basic questions about an applicant's knowledge, skills and experience, and the types of roles that would be of interest to them. Applicants then have the option of attaching their CV and may provide consent for

their details to be referred to hiring managers when suitable vacancies arise.

The second step is a confirmation of their registration to the department's digital newsletter platform to receive communications about upcoming jobs and state-wide recruitment campaigns. The digital format allows the department to incorporate engaging media elements, such as video, and social media links. Metrics allow the department to measure engagement, and identify messaging and content that is resonating with the target audience.

Encouragingly, the department's registered applicants continues to grow, with more than 250 people subscribed.

In 2017, the DEOPE and Commission introduced a university cadetship program (UCP) specifically for Aboriginal Australians. The UCP provides an opportunity to high-calibre Aboriginal students in their final year of an undergraduate degree who are considering a career in public service, to supplement their studies with a 60 day work placement.

This year, three Aboriginal cadets were placed in public sector agencies determined to be a good match with their field of tertiary study. On completing the UCP, cadets are more informed and competitive for future opportunities in public employment.

In focus

University cadetships

In March 2017, the Ombudsman Western Australia hosted Douglas Nelson, a cadet in his final year of a Bachelor of Arts, majoring in Law and Society and Indigenous Studies at the University of Western Australia. Douglas has also been selected to attend the Global Indigenous Engagement Program to be held in Fiji.

Doug Nelson (Cadet)

‘My time at the Ombudsman so far has been both an amazing opportunity and a rewarding privilege. The Ombudsman has allowed a platform for me to be exposed to a range of services that the Ombudsman is responsible for, within its jurisdiction. It has given me a keen and perceptive insight into the administration process in regard to receiving, investigating, and resolving complaints about universities, state agencies, and local government. I have been assigned a number of projects to work on in respect to how the Ombudsman can make its services more available and aware to Aboriginal Australians. One of the projects involves the process of how phone operators taking calls can improve the communication to be culturally appropriate to the needs of Aboriginal Australians.

The staff at the Ombudsman have been unprecedented in offering support towards my cadetship. I am extremely grateful for their unwavering assistance, by helping me both gain invaluable experience while at the Ombudsman and providing assurance in my project. I hope the Ombudsman will learn as much from me as I will learn from them.’

Alison Gibson (Principal Aboriginal Liaison Officer)

‘Cadet Douglas Nelson is currently working on a project that examines the Office’s accessibility to Aboriginal people. He has reviewed the Ombudsman WA’s publicly available material, internal policies and procedures and has worked with staff across a number of teams. His cultural knowledge combined with his passion for this subject and excellent research skills will provide the Ombudsman with a resource that will contribute to increasing cultural awareness and staff capacity, as well as accessibility to and awareness of the Ombudsman WA for Aboriginal Western Australians.’

Diversity profile

People with disability

In 2015 almost one in five Australians (18.3 per cent)⁶ were reported to be living with a disability. Improving employment outcomes for people with disability relies on ensuring full accessibility of services and communications, and the availability of tailored supports.

Despite a high prevalence of people with disability in our population, workforce representation of people with disability in public authorities remains low. Although attitudes towards disability and people with disability are shifting socially, this has not been matched with increased employment opportunities for people with disability⁷.

The DEOPE and the Commission are increasing awareness around managing unconscious bias, particularly during the recruitment process. While unconscious bias is not confined to a particular diversity group, negative assumptions about the capability and advancement of people with disability can adversely affect decision making.

Encouragingly, EEO and PSES data reveals that 86.3 per cent of public authorities had developed, or were in the process of developing an overview of inclusive work strategies in their disability access and inclusion plans.

While disability can be temporary, employees with disability are those who identify as having an ongoing disability and who may require a range of supports to assist them, such as the provision of specialised equipment. With the right supports and reasonable adjustments, employees with a disability are well placed to excel in their workplace. Data drawn from the EEO survey and PSES indicate that 80.6 per cent of public authorities had in place or were developing strategies to educate managers on support and work modification options available for employees with disability.

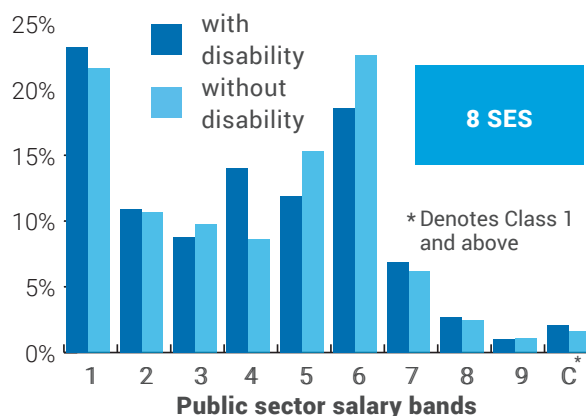
⁶ Australian Bureau of Statistics (ABS) 2015, *Survey of Disability, Ageing and Carers (SDAC), Australia: Summary of Findings*, October 2016 cat. no. 4430.0.

⁷ E. Hemphill and C. Tulik, C. Shaping attitudes to disability employment with national disability insurance scheme. *Australian Journal of Social Issues* 2016;51(3):299.

People with disability

1890 people with disability are employed in the public sector

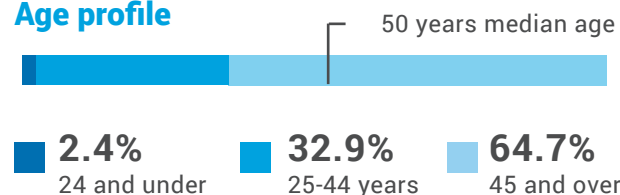
Employees across salary bands



Diversity



Age profile



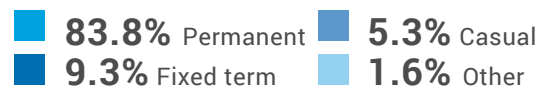
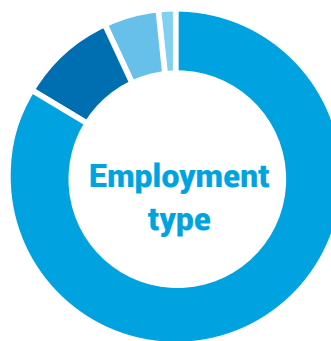
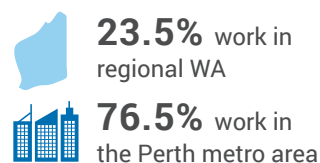
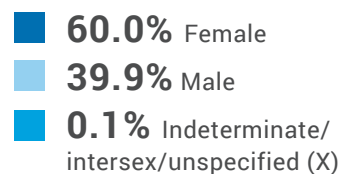
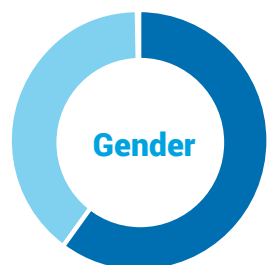
Compared with 2016, two more employees in the public sector have identified as having a disability.

An equity index of 105 reflects an equitable spread of employees with disability across the salary bands.

A large portion of employees with disability are employed as education aides at salary bands 1 and 2. A significant proportion of people with disability are in administrative and teaching related roles.

The median age of employees with disability in the public sector is slightly higher than that of other diversity groups. The DEOPE and Commission seeks to address this through the introduction of university cadetships and traineeships for youth and school-based students with disability.

Employees from public authorities that capture broader gender diversity, including employees with disability have used the opportunity, to identify their gender as X (indeterminate, intersex, unspecified).



Strengthening relationships

To continue the conversations generated through the release of the Commission's 'See my abilities' employment strategy, the DEOPE has hosted a number of events to strengthen relationships between the disability sector and public authorities.

In October 2016, the DEOPE and Public Sector Commissioner addressed the National Disability Services (WA) annual members meeting. A core theme of the address to the members was acknowledging that many of their priorities were captured in 'See my abilities' well before the release of their pre-budget submission for 2016/17.

Representation of people with disability

Groups		Representation (%)				
		2013	2014	2015	2016	2017
Public sector	All staff	2.6	2.3	2.2	2.0	1.9
Local governments	Indoor workers	1.7	1.4	1.3	1.3	0.9
	Outdoor workers	2.9	3.0	2.4	2.5	2.2
Public universities	Academic staff	1.8	1.4	1.5	1.8	0.9
	General staff	1.5	1.2	1.7	1.6	1.2
Other authorities	All staff	1.6	1.4	1.3	1.4	1.4

Distribution (equity index) of people with disability

Groups		Distribution				
		2013	2014	2015	2016	2017
Public sector	All staff	87	99	101	100	105
Local governments	Indoor workers	78	92	100	101	94
	Outdoor workers	81	84	68	87	83
Public universities	Academic staff	101	104	86	88	92
	General staff	76	84	88	92	106
Other authorities	All staff	88	97	88	73	78

In November 2016, the Commission and the DEOPE hosted a luncheon to celebrate International Day of People with Disability (observed on 3 December each year) to discuss issues and challenges in disability employment in the public sector. Chief Human Resource Officers heard from Haydn Lowe, former public sector Chief Executive Officer and Western Australian Disability Enterprises Procurement Manager, who shared his experiences and the benefits of employing people with disability. The DEOPE supports indirect employment and uses contractors who employ people from diverse groups wherever possible.

Key partner

National Disability Services WA

Julie Waylen, State Manager

'National Disability Services is the peak industry association representing the disability sector. In WA, there are more than 105 of our member organisations providing support and services to nearly 26 000 West Australians with disability, their families and carers across our vast State. Our members reach and positive impact also has a much wider flow on effect helping to build better communities. The vast majority of our WA members are not for profit disability, community service organisations and they are a very important part of our society.

We acknowledge and value the importance of a strong partnership approach with the

State Government to improve the economic participation of people with disability in WA. This important partnership is an opportunity to show leadership, take action and make real jobs happen. The 2016 *See my abilities: An employment strategy for people with disability* helps to position the WA public sector, as the State's largest employer, to make a significant contribution to the employment and career development of people with disability.

In partnership with our members and the DEOPE we are working to provide a strong foundation to maximise every opportunity to continue to develop and commit to innovative employment first approaches to increase the number of people with disability in work.'

In March 2017, the DEOPE and the Public Sector Commissioner hosted a Disability Network Morning Tea for a variety of community stakeholders from the disability sector. The discussion, chaired by the DEOPE and former Equal Opportunity Commissioner Allanah Lucas, provided an open forum for issues affecting disability employment locally.

In 2017, the DEOPE and the Commission introduced new university cadetships and traineeships for people with disability. The programs offer opportunities to trainees and final year undergraduate students to experience working life in the public sector, and contribute their skills and perspectives to their host authority's services. This year, three cadets, nine school-based trainees and five full-time trainees participated in the programs.

In focus

Innovation breaking down barriers

South Metropolitan TAFE (SMTAFE) is using innovative approaches to the attraction and retention of people with disability through the implementation of their Inclusive and Diversity Employment Action Strategy (IDEAS) policy. The policy provides a framework for removing barriers and increasing access to employment opportunities for people with disability.

SMTAFE have allocated 2.0 full time equivalent (FTE) for positions that have been identified and preserved as entry level positions for employees with disability. New recruits for these positions are initially contracted for a period of six months.

To further streamline the recruitment process, SMTAFE have teamed up with BizLink Quality Employment, a disability employment service, to tap into their client register as part of the initial assessment of merit, effectively sourcing candidates from a 'ready-screened' pool. Over the past two years, SMTAFE and BizLink have worked towards establishing a strong relationship based on a good understanding of both organisation's desired outcomes for disability employees.

When vacancies for these positions arise at SMTAFE, BizLink are able to recommend suitable applicants to be progressed through to an

informal interview. This arrangement has resulted in a number of successful placements over the past two years.

Mark Taylor, Director HR who heads up the committee responsible for the delivery of the IDEAS policy states that 'working with Bizlink to source suitable candidates provides confidence that applicants referred to us have already been screened, understand what working at South Metropolitan TAFE involves and importantly that support will be provided to successful appointees on an ongoing basis'.

Once employed, SMTAFE supports their employees with disability by ensuring ongoing mentoring, making reasonable adjustments including flexible hours, career progression advice and training. Currently SMTAFE has four Level 1 employees at 0.5 FTE working in Finance, HR and teaching admin roles across the Rockingham, Beaconsfield and Bentley campuses.

SMTAFE Managing Director Terry Durant fully supports the initiative and stated that 'the program assists SMTAFE in building our inclusive and diverse culture, reflecting the community we serve, through our workforce'.

Diversity profile

Sexuality, sex and gender diversity

Women remain the majority of our workforce and the DEOPE is committed to promoting gender equality in leadership and in the workplace more generally. Gender diversity beyond the male and female genders is an important consideration in workplace inclusion⁸.

Gender diversity

Gender diversity in leadership is an ongoing priority of the DEOPE and public authorities. The Premier, Hon. Mark McGowan MLA has made a strong commitment to increasing the representation of women in leadership positions across the sector. The State Government is also urging government boards and committees to consider setting a target of 50 per cent female representation, to improve gender balance in leadership. The DEOPE and Public Sector Commissioner continue to offer their support to CEOs for Gender Equity, a peak Western Australian body.

In March 2017, the DEOPE and the Commissioner co-hosted the International Women's Day CEO Luncheon with a keynote address by Curtin University Vice Chancellor, Deborah Terry AO. With this year's theme *Be Bold for Change*, the focus was on creating a more gender inclusive workplace and pioneering action.

In 2017, the DEOPE focused on being more inclusive of gender diversity beyond the male/female gender binary. The indeterminate/intersex/unspecified gender option – also referred to as 'X' – was included in HRMOIR data collection and EEO surveys as a step taken to recognise greater gender diversity.

This change aligns with the *Australian Government Guidelines on the Recognition of Sex and Gender* and with the Equal Opportunity Commission's approach. The additional gender category allows individuals to identify as a gender other than male or female in workforce data collection.

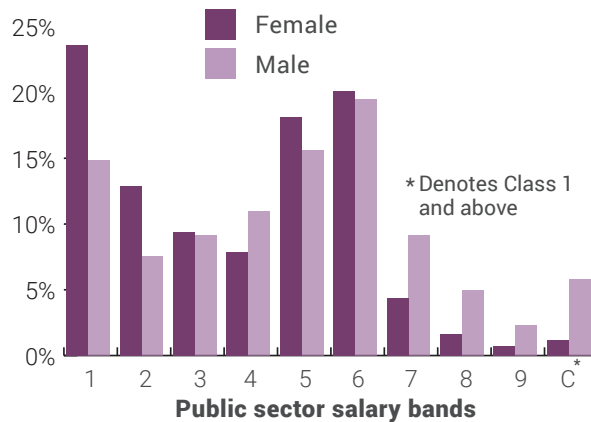
Currently, public universities lead the way, with all recognising more diverse gender identities. Other public authorities have further work to do with only 31.1 per cent of public sector entities, 38.2 per cent of local governments and 41.2 per cent of other authorities providing the option for employees to identify as a gender other than male or female. Over the coming year, the DEOPE and the Commission will strengthen their efforts to promote authorities' recording of 'X' in workforce data and promote more inclusive practices to encourage employee disclosure.

⁸ Australian Government 2013, *Guidelines on the Recognition of Sex and Gender* – July 2013.

Sexuality, sex and gender diversity

2 employees identified as indeterminate/intersex/unspecified in the public sector

Employees across salary bands



Male employees across WA



Female employees across WA



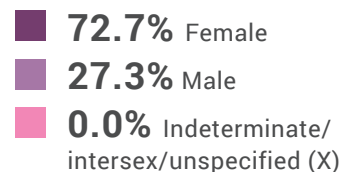
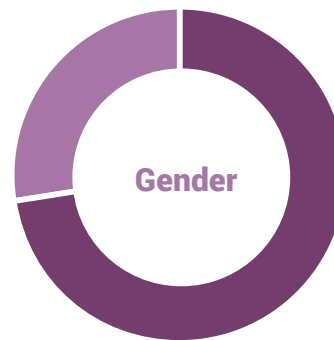
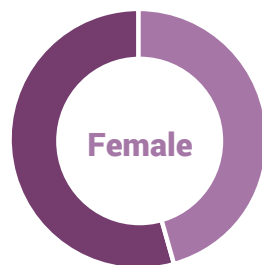
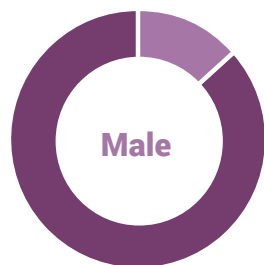
Women currently represent a majority of the public sector workforce. Almost half of women are employed on a part-time basis compared with 13.6 per cent of men.

Gender representation of men and women across salary bands continue to directly contrast each other. Women are heavily represented at lower salary bands, while the representation of men is greater towards the higher salary bands.

Overall, public authorities stated in EEO and PSES data collection they aim to achieve gender balance. However, some noted that the size of their organisation and the predominantly male-orientated occupations presented difficulties to achieving this.

This year a total of 10 employees across public authorities identified as indeterminate/intersex/unspecified.

Employment type



Strengthening relationships

Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) recognition and inclusion

Only 11 per cent of public sector entities reported having policies or strategies in place to build LGBTI inclusion and awareness. During the reporting period, the DEOPE partnered with the Equal Opportunity Commissioner and Public Sector Commissioner on an inclusion resource for public authorities. In developing the resource, the DEOPE has engaged in meaningful consultation with a range of stakeholders including members of the Perth Pride in Diversity network, TransFolk of WA, The University of Western Australia and WA Police. This resource will be released to all public authorities during 2017/18.

The DEOPE also remains committed to building inclusion for transgender employees. In addition to the inclusion resource, the DEOPE is developing guidelines to assist public authorities to support transgender employees 'who are' or 'who are wanting to' transition to affirm their true gender in their workplaces. It is anticipated these resources will help promote more inclusive workplaces and ensure transgender employees and clients are treated with respect.

Representation of women in management

Groups		Representation (%)				
		2013	2014	2015	2016	2017
Public sector	SES	29.2	30.1	31.7	32.9	34.2
	Tier 1	26.2	29.3	27.3	22.9	22.2
	Tier 2	35.4	34.9	36.2	38.2	39.4
	Tier 3	42.0	42.7	41.7	42.8	44.5
Local governments	Tier 1 (indoor workers)	8.6	12.3	12.3	8.8	10.3
	Tier 2 (indoor workers)	32.1	30.0	33.0	33.3	35.3
	Tier 2 (outdoor workers)	1.6	1.8	6.7	8.6	8.3
	Tier 3 (indoor workers)	37.2	38.0	42.8	45.5	41.9
	Tier 3 (outdoor workers)	11.0	6.7	7.8	12.4	12.1
Public universities	Tier 1 (academic and general)	25.0	25.0	25.0	25.0	75.0
	Tier 2 (academic and general)	33.3	36.4	29.4	44.4	45.7
	Tier 3 (academic and general)	40.8	47.2	44.5	44.1	45.9
Other authorities	Tier 1	10.0	5.0	5.9	11.8	11.8
	Tier 2	19.1	17.6	19.0	23.5	22.8
	Tier 3	19.5	27.0	24.4	21.4	31.9

Distribution (equity index) of women

Groups		Distribution				
		2013	2014	2015	2016	2017
Public sector	All staff	71	72	72	74	74
Local governments	Indoor workers	81	78	77	76	76
	Outdoor workers	88	84	86	99	88
Public universities	Academic staff	72	70	72	75	76
	General staff	84	85	85	85	85
Other authorities	All staff	65	71	66	74	76

The DEOPE has also supported and provided advice to transitioning employees and their agencies to use the process of an individual's transition as an opportunity to reaffirm workplace inclusion and build inclusion and awareness. Future work for the DEOPE will include supporting public authorities to build LGBTI inclusion and awareness and assist with setting up Ally networks. Ally networks champion equity and inclusion, build a support and advocacy network for LGBTI employees, and raise awareness of issues they face.

Advocacy and awareness raising are important tools in combating negative behaviour and discrimination. In May 2017, the DEOPE and Public Sector Commission Ally network hosted a Rainbow morning tea in celebration of IDAHOBIT (International Day Against Homophobia, Biphobia, Intersexism and Transphobia). The DEOPE welcomed Robyn Edwards from WA Police to share her personal story of workplace inclusion.

To close IDAHOBIT celebrations, the DEOPE and the Commission proudly sponsored the annual Isabelle Lake Memorial Lecture hosted by the University of Western Australian and the Equal Opportunity Commission. The lecture was held at the University Club and featured guest speaker AJ Kearns, who shared his story of transition with more than 160 guests from the public and private sectors.

In focus

The University of Western Australia leading the way

In 2017, the University of Western Australia became the first university to be awarded platinum status in the Australian Workplace Equity Index's Australian LGBTI Inclusion and Diversity Awards⁹.

Platinum status recognises organisations who ranked in the top 10 employers for a minimum of four years within the last five year period, or organisations who have been awarded Employer of the Year twice in the last five years. This year the university was also listed in the top 15 employers for LGBTI inclusion.

The University of Western Australia has been a long-standing and committed advocate for LGBTI inclusion for its staff, students and the wider community.

Professor Kent Anderson, Deputy Vice Chancellor, Community and Engagement

'The university has demonstrated a significant commitment towards LGBTIQA+ inclusivity for more than a decade and will continue to do so.

People should be free to go to work, complete their studies and be part of the community in a supportive, positive, fair and inclusive environment.'

⁹ University of Western Australia, 2017, *UWA Achieves platinum status for LGBTI inclusion and diversity*; Australian Workplace Equity Index (AWEI), 2017.

Diversity profile

People from culturally and linguistically diverse backgrounds

As at 2016, almost two fifths (39.7 per cent) of Western Australians were born overseas¹⁰. As we become more globalised and connected, WA is well placed to strengthen and grow our relationships with countries in the Asia Pacific region and beyond. Cultural diversity in public employment at all levels is of increasing importance as we seek to best serve our richly multicultural communities¹¹.

The DEOPE recognises the strong case for harnessing the benefits of our cultural diversity to prevent lost productivity and the underutilisation of our workforce. In collaboration with the Office of Multicultural Interests, the DEOPE has progressed consultation and development of an employment strategy for people from culturally and linguistically diverse (CaLD) backgrounds.

An emerging issue for the community is the employment barriers skilled migrants experience. Despite bringing professional qualifications and skills, research has shown recognition of this talent by prospective employers remains lacking, particularly for migrant women¹².

The DEOPE was made aware of the challenges faced by skilled migrants first hand this year when the Commission participated in a pilot English language

pathways program run by North Metropolitan TAFE. Two students who do not speak English as a first language, one from India and one from Iran, completed two weeks' work experience with the Commission. Completing the placement increased the public employment potential of both students as they seek to secure permanent work in Western Australia.

¹⁰ Australian Bureau of Statistics (ABS) 2017, *Cultural Diversity in Australia: 2016 Census Article*, June 2017 cat. no. 2071.0.

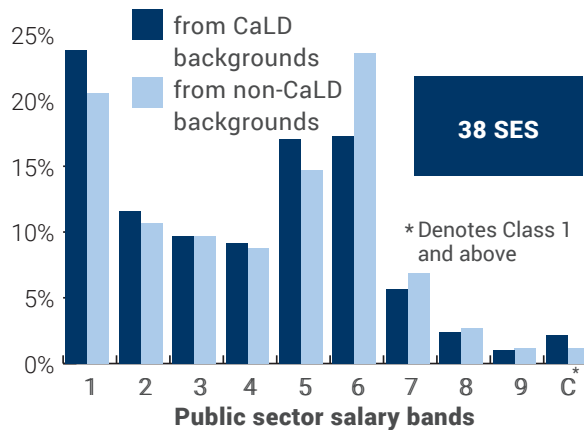
¹¹ Australian Human Rights Commission (AHRC) 2016, *Leading for Change: A blueprint for cultural diversity and inclusive leadership*.

¹² M. O'Dwyer and V. Colic-Peisker. Facilitating the professional transition of migrants in Australia: does gender matter. *Australian Journal of Social Issues* 2016;51(1):47.

People from CaLD backgrounds

11 392 employees identify as CaLD in the public sector

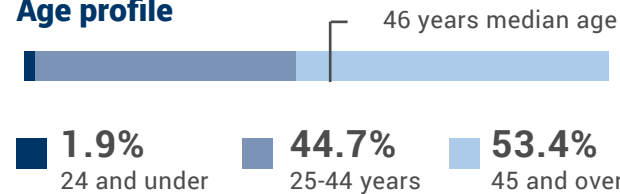
Employees across salary bands



Diversity



Age profile

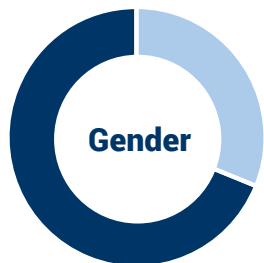


Compared with 2016, 567 more public sector employees identified as having a CaLD background.

The data reflects an equitable spread of employees from CaLD backgrounds across salary bands. People from this diversity group are well represented at higher salary bands with 38 members of the Senior Executive Service identifying as coming from a CaLD background.

A large portion of CaLD employees are in nursing, teaching and clerical roles.

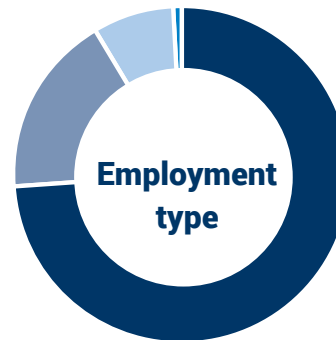
At salary band 1, many CaLD employees work as school and hospital cleaners and education aides.



68.7% Female
31.3% Male
0.0% Indeterminate/intersex/unspecified (X)



12.9% work in regional WA
87.1% work in the Perth metro area



74.0% Permanent
17.5% Fixed term
7.7% Casual
0.9% Other

Strengthening relationships

The DEOPE recognises the benefit of engaging with CaLD stakeholders to strengthen partnerships and share good work. In February, the DEOPE undertook a series of consultations to develop a range of ideas for the strategy, specifically on the collective goals of 'recognise, strategise and optimise'.

The DEOPE also presented to the Mirrabooka Multicultural Centre Advisory Network in April and the Western Australian culturally and linguistically diverse across-government network in May.

The program, A Global Workforce run by the Office of Multicultural Interests, seeks to assist migrants to gain employment and increase their workforce participation. The DEOPE and Public Sector Commissioner remain active representatives of the program's steering committee.

Representation of people from culturally and linguistically diverse backgrounds

Groups		Representation (%)				
		2013	2014	2015	2016	2017
Public sector	All staff	12.4	12.5	12.4	12.6	12.7
Local governments	Indoor workers	21.4	18.0	15.7	17.9	11.7
	Outdoor workers	17.6	15.0	12.5	12.0	9.9
Public universities	Academic staff	27.6	24.8	26.4	30.1	15.0
	General staff	21.5	20.3	21.4	22.2	14.1
Other authorities	All staff	13.5	12.3	12.5	13.4	12.5

Distribution (equity index) of people from culturally and linguistically diverse backgrounds

Groups		Distribution				
		2013	2014	2015	2016	2017
Public sector	All staff	96	95	96	98	100
Local governments	Indoor workers	112	119	136	95	99
	Outdoor workers	109	116	116	81	105
Public universities	Academic staff	87	89	87	90	94
	General staff	95	96	88	91	91
Other authorities	All staff	153	141	119	136	128

Since 2016, the DEOPE, Public Sector Commissioner and the Office of Multicultural Interests have collaborated to develop the shared outcome of a more diverse, representative and inclusive workforce.

In 2017, the partnership has continued further with community and stakeholder engagement to raise awareness of our shared commitment to cultural diversity.

Key partner

Office of Multicultural Interests

Helen Maddocks, Manager, Strategy and Planning

‘The Office of Multicultural Interests has benefited from a strong partnership with the DEOPE and the Public Sector Commission to further its Leadership and Governance Program and employment opportunities for people from CaLD backgrounds.

Harmony Week in 2016 marked the beginning of the partnership and provided an opportunity for the Public Sector Commissioner, Mal Wauchope AO, to

highlight the role communities can play in terms of the public sector’s governance and accountability frameworks. This led to participation by selected representatives in developing a public sector CaLD employment strategy.

We look forward to ongoing collaboration that will harness the potential of our multicultural community through representation in public employment, and on agency boards and committees.’

Diversity profile

Multigenerational workforce

In workplaces today, there is the potential for up to five generations to be working together at any one time. Our ageing workforces are reflective of the fact that Australia continues to have one of the longest life expectancies, with workers remaining active in the workplace for longer¹³.

The DEOPE recognises the value of knowledge and expertise acquired by mature workers over a career and supports initiatives to give mature workers equal opportunities and provide inclusive workplaces so they may continue to contribute to the sectors. Public authorities need the capability to capture this knowledge and expertise, and transfer it to others in preparation for when mature workers chose to retire.

In recent years, many authorities have undergone reform and significant widespread changes. This brings with it a period of

transition, and presents opportunities for innovation. To harness innovation, public authorities must welcome incoming ideas and the expertise youth bring when entering the workforce, and connect it with the wealth of knowledge and experience possessed by mature employees.

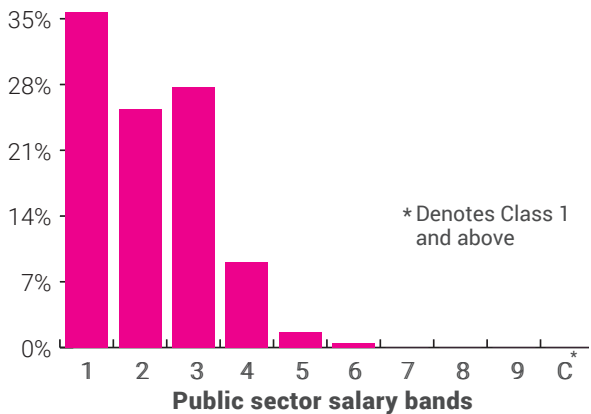
Workforce age diversity is different to other diversity groups and tends to more naturally reflect broader social trends. Ensuring a productive balance of people from all age groups should be a focus of modern public authorities. The ability to harness skills, experience and enthusiasm from people of any age has been proven to create supportive workplaces where individuals can contribute.

¹³ Commonwealth of Australia 2015, 2015 *Intergenerational Report: Australian in 2055*.

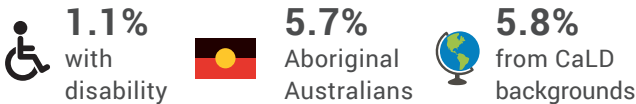
People 24 and under

6187 employees are 24 and under in the public sector

Employees across salary bands

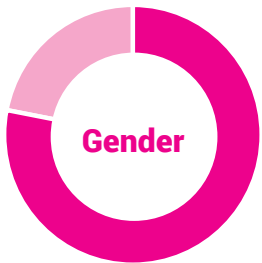


Diversity



Youth are spread across salary bands 1 to 6 with a majority of youth at salary bands 1 to 3. This is reflective of their experience in the workplace. A large portion of youth at these bands are education aides, registered nurses, primary school teachers and secondary school teachers.

Young Aboriginal Australians are strongly represented in the public sector, while youth with disability are less represented.



78.2% Female
21.8% Male
0.0% Indeterminate/intersex/unspecified (X)



23.2% work in regional WA
76.8% work in the Perth metro area



25.7% Permanent
45.8% Fixed term
26.6% Casual
1.9% Other

Strengthening relationships

In the reporting period the DEOPE commenced work on a multigenerational strategy aimed at realising the strategic benefits of generational diversity. The strategy aims to define what age equality means for public authorities and provide a set of practical actions.

As generations Y and Z enter the workforce, they bring innovative corporate solutions, fresh perspectives and digital expertise¹⁴. University graduates are leaving tertiary education later with higher level qualifications, and this needs to be taken into account in talent attraction, identification and retention. Designing and delivering attractive graduate programs are a proven way to secure strong talent.

Representation of people 24 and under

Groups		Representation (%)				
		2013	2014	2015	2016	2017
Public sector	All staff	5.1	4.6	4.7	4.4	4.4
Local governments	Indoor workers	14.2	15.5	16.6	16.2	14.6
	Outdoor workers	7.0	8.5	7.6	6.6	9.6
Public universities	Academic staff	3.3	2.9	2.9	2.4	2.1
	General staff	8.3	9.6	9.8	11.0	10.8
Other authorities	All staff	6.3	6.2	6.3	5.0	4.5

¹⁴ C. Merrick. X, Y, Z – generations in the workforce. Training Journal 2016.:21.

In focus

Graduate program nationally recognised

Each year the Australian Association of Graduate Employers conducts a survey of more than 2500 graduates across Australia on attitudes and opinions towards their current employer over a range of categories¹⁵. These include training and development, quality of work, career progression and company culture.

In 2017, the interagency program coordinated by the Department of Mines and Petroleum (DMP) was named as the second top ranking graduate employer in Australia based on the survey results. This represents a jump from 14th in 2016 for DMP, which has retained top rank for State Government departments for the third year in a row.

The point of difference has been providing graduates a unique opportunity of a committed permanent position through an interagency collaboration between DMP, the Department of State Development and the Department of Regional Development. Running over 18 months, graduates commence their career in public service through tailored and individualised rotations designed to impart valuable skills and experience.

This well-established interagency graduate program underpins DMP's wider commitment to attracting and retaining youth (defined as under 25) and young professionals (defined as 35 and under) and is run alongside hosting trainees from the Commission's school-based traineeship referral service.

Graduate programs are initiatives that demonstrate efficient multigenerational working relationships. The collaboration of young graduates fresh out of university and senior career public servants ensures that service delivery benefits from both emerging industry trends and innovation, as well as invaluable public sector experience.

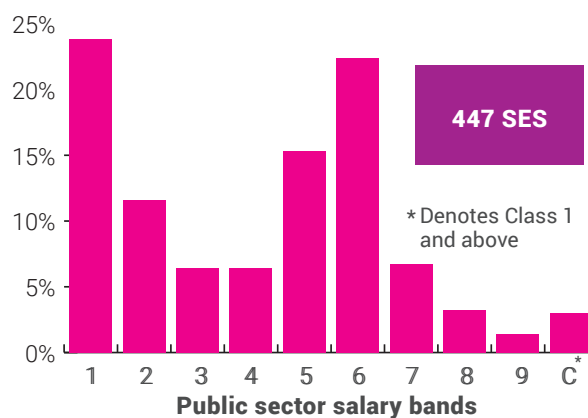
Quote from former graduate: Samantha Carter, DMP – 'This interagency graduate program allowed me to develop my professional skills and build strong networks across the public sector. The diversity of work experiences and extensive training programs provided me with unique knowledge and career opportunities which have allowed me to successfully progress my career in a meaningful way.'

¹⁵ Australian Association of Graduate Employer, 2017, Graduate Survey 2017.

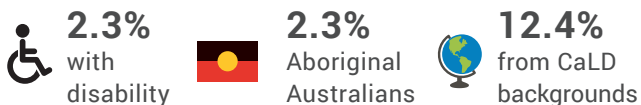
People 45 and over

73 199 employees are 45 and over in the public sector

Employees across salary bands



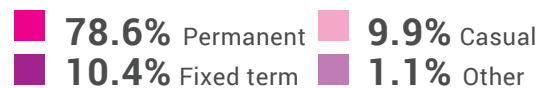
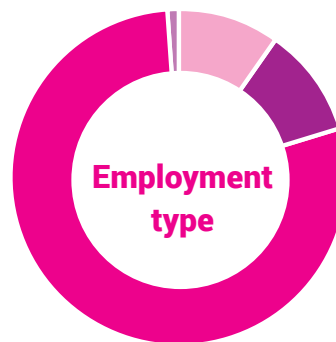
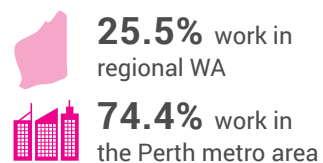
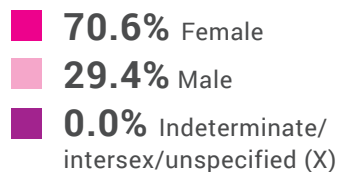
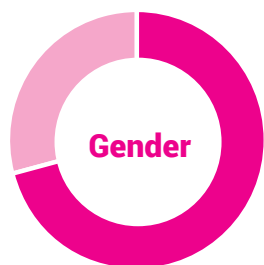
Diversity



Data shows that while employees aged 45 and over are spread across all salary bands, there are concentrations at salary bands 1 and 6.

A large majority of salary band 1 employees are employed as education aides, school cleaners and school traffic wardens.

At salary band 6, many employees are primary school teachers, secondary school teachers and teachers of students with special needs.



Older Australians aged 55 and over currently make up 25 per cent of the population and is one of the fastest growing demographics in Australia¹⁶.

Research shows that older workers have a lower unemployment rate than younger Australians. However, when faced with unemployment, older workers are at a significant disadvantage when seeking work¹⁷.

Additionally, a national survey conducted by the Australian Human Rights Commission in 2015 revealed that 27 per cent of people over the age of 50 had recently experienced discrimination in the workplace, with a third reporting that the discrimination occurred when applying for a job¹⁸.

People managers may not recognise that generational inequity is still prevalent in the form of conscious and unconscious bias. The DEOPE is working to address age-related assumptions, connotations and stereotypes that present hidden barriers to employment¹⁹.

Representation of people 45 and over

Groups		Representation (%)				
		2013	2014	2015	2016	2017
Public sector	All staff	51.9	52.4	52.4	52.6	52.6
Local governments	Indoor workers	37.5	40.5	45.3	40.4	42.9
	Outdoor workers	56.2	53.4	62.6	59.3	57.8
Public universities	Academic staff	40.4	37.4	36.9	40.2	42.7
	General staff	35.0	37.3	30.8	31.8	31.4
Other authorities	All staff	41.6	42.9	41.7	43.5	42.6

¹⁶ Australian Bureau of Statistics (ABS) 2010, Australian Social Trends: *Older people and the labour market* – September 2010.

¹⁷ Australian Human Rights Commission (AHRC) 2016, *Willing to Work: National Inquiry into Employment Discrimination Against Older Australians and Australians with Disability*.

¹⁸ Australian Human Rights Commission (AHRC) 2015, *National Prevalence survey of age discrimination in the workplace*, cited in note 17 above.

¹⁹ Australian Human Rights Commission (AHRC) 2013, *Fact or Fiction? Stereotypes of Older Australians: Research Report*, cited in note 17 above.

Glossary

Aboriginal Australians

People of Aboriginal and/or Torres Strait Islander descent who identify 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 terms 'authority' and 'public authority' are defined at Section 138 and 139(9) of the EO Act respectively.

Distribution ('equity index')

The 'equity index' determines the distribution of a diversity group across salary bands.

The ideal index is 100, with an index of less than 100 indicating that a diversity group is concentrated at lower salary bands. An equity index greater than 100 indicates the group is concentrated at the higher salary bands.

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 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, and 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

- 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 special 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 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 governments who generally work outdoors.

People from culturally and linguistically diverse backgrounds (CaLD)

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 Kingdom
- 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 sector

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

Representation

Representation (expressed as a percentage) is based on the number of individuals who identify themselves as belonging to a diversity group as a proportion of the workforce who responded to a diversity survey (EEO survey or HRMOIR).

SES

Senior Executive Service generally comprises positions classified at *Public Service and Government Officers General Agreement 2014* (PSGOGA) 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.

Shortened forms

CaLD

Culturally and linguistically diverse

DEOPE

Director of Equal Opportunity in Public Employment

EEO

Equal Employment Opportunity

EO Act

Equal Opportunity Act 1984 (WA)

EPS

Employee perception survey

HRMOIR

Human resource minimum obligatory information requirement

LGBTI

Lesbian, gay, bisexual, transgender, intersex

PSES

Public sector entity survey

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Appendix A - Public authorities reporting to the DEOPE

Public sector entities as at 31 March 2017

Animal Resources Authority

Architects Boards of Western Australia

Botanic Gardens and Parks Authority

Burswood Park Board

Central Regional TAFE

Chemistry Centre (WA)

Construction Training Fund

Corruption and Crime Commission

Country High School Hostels Authority

Department for Child Protection and Family Support

Department of Aboriginal Affairs

Department of Agriculture and Food

Department of Commerce

Department of Corrective Services

Department of Culture and the Arts

Department of Education

Department of Education Services

Department of Environment Regulation

Department of Finance

Department of Fire and Emergency Services

Department of Fisheries

Department of Health

Department of Lands

Department of Local Government and Communities

Department of Mines and Petroleum

Department of Parks and Wildlife

Department of Planning

Department of Racing, Gaming and Liquor

Department of Regional Development

Department of Sport and Recreation

Department of State Development

Department of the Attorney General

Department of the Premier and Cabinet

Department of the Registrar, Western Australian
Industrial Relations Commission

Department of the State Heritage Office

Department of Training and Workforce Development

Department of Transport

Department of Treasury

Department of Water

Disability Services Commission

Economic Regulation Authority

Equal Opportunity Commission

Forest Products Commission

Gascoyne Development Commission

Goldfields-Esperance Development Commission

Government Employees Superannuation Board

Great Southern Development Commission

Health and Disability Services Complaints Office

Healthway (Western Australian Health Promotion
Foundation)

Housing Authority

Insurance Commission of Western Australia

Keep Australia Beautiful Council (WA)

Kimberley Development Commission

Landgate (Western Australian Land Information Authority)

Law Reform Commission of Western Australia

Legal Aid Commission of Western Australia

Legal Practice Board

Lotterywest (Lotteries Commission)

Mental Health Commission

Main Roads Commission

Metropolitan Cemeteries Board

Metropolitan Redevelopment Authority

Mid West Development Commission

Minerals and Energy Research Institute of Western Australia

North Metropolitan TAFE

North Regional TAFE

Office of the Auditor General

Office of the Commissioner for Children and Young People

Office of the Director of Public Prosecutions

Office of the Environment Protection Authority

Office of the Information Commissioner

Office of the Inspector of Custodial Services

Ombudsman (Parliamentary Commissioner for Administrative Investigations)

Peel Development Commission

Pilbara Development Commission

Public Sector Commission

Public Transport Authority of Western Australia

Road Safety Commission

Rottnest Island Authority

Salaries and Allowances Tribunal

School Curriculum and Standards Authority

Small Business Development Corporation

South Metropolitan TAFE

South Regional TAFE

South West Development Commission

The National Trust of Australia (WA)

VenuesWest (Western Australian Sports Centre Trust)

Veterinary Surgeons' Board

Western Australia Police

Western Australian Electoral Commission

Western Australian Industrial Relations Commission

Western Australian Meat Industry Authority

Western Australian Tourism Commission

Wheatbelt Development Commission

WorkCover Western Australia Authority

Zoological Parks Authority

Local governments as at 31 March 2017

A list of all local government is available on the Western Australian Local Government Associations [website](#) via their online directory. Please note that the Shire of the Christmas Island and the Shire of Cocos (Keeling) Islands are not required to report to the DEOPE under the EO Act.

Public universities as at 31 March 2017

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

Other authorities as at 31 March 2017

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

Western Australian Greyhound Racing Association
 Western Australian Treasury Corporation

Independent authorities reported by other 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
- Health service providers report through the Department of Health.

Director of Equal Opportunity in Public Employment

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