State of the sector statistical bulletin 2013

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Accessibility

Copies of this document are available in alternative formats upon request.

Contents

Introduction

The *State of the sector statistical bulletin 2013* provides detailed data on matters relating to the state of administration and human resources management in public sector bodies for 2012/13 as reported in the *State of the sector* report. The bulletin includes:

- employing authority data collected from public sector bodies as part of the 2013 annual agency survey (AAS)

- workforce demographic data as at 30 June 2013 collected from entities as part of the human resource minimum obligatory information requirement (HRMOIR) program

- employee perception data collected from a sample of public sector employees as part of the 2013 employee perception survey (EPS).

Section 1 shows the composition of the WA public sector workforce over the past five years. This provides an opportunity for entities to assess how changes may be impacting on capability requirements, human resource policies and the overall administration and management of the sector.

Section 2 provides detailed information about the state of administration and management in public sector entities. It covers the strategies that are being used to plan and prepare for the future workforce and those that ensure compliance with the requirements of the *Public Sector Management Act 1994* (PSM Act) and ethical codes.

Section 3 includes employee views about workplace management, ethics and general conditions in the sector.

The Statistical bulletin serves as an information resource only. Workforce profile data and survey responses should be considered in the context of entity size; risk profile; recent structural, machinery of government and leadership changes; and other business imperatives. The use of different strategies depends on the structure of an entity, administrative arrangements, known capability gaps, and the location of the workforce.

The Public Sector Commission uses information presented in the Statistical bulletin in developing and implementing its oversight, assistance and capability programs. Entities are

encouraged to compare their responses and workforce profile against other entities that may have a similar business purpose or comparable risk profile, and against the sector as a whole.

Monitoring and evaluation framework

The Commission monitors and evaluates compliance with relevant sections of the PSM Act and the *Public Interest Disclosure Act 2003* (PID Act).

Under ss. 21 and 22D of the PSM Act, the Public Sector Commissioner is required to monitor and report on the state of administration and management of the public sector, as well as on compliance with public sector standards and ethical codes.

The Commission's monitoring and reporting jurisdiction under the PSM Act applies to all WA public sector bodies, which includes:

- departments (established under s. 35 of the PSM Act)
- SES organisations
- non-SES organisations
- ministerial offices.

This jurisdiction does not include employees in government entities that do not fall into the above categories such as:

- public universities

- local government authorities
- other entities listed in Schedule 1 of the PSM Act (e.g. government trading enterprises, port authorities, courts and tribunals, departments of the Parliament, electorate offices, and the Police Force).

Further information on the structure of the WA public sector is provided in Appendix A.

Under s. 22 of the PID Act, the Commissioner is required to report on compliance with the PID Act and the *Public interest disclosure code of conduct and integrity*. This builds confidence in processes under the PID Act, and promotes integrity, openness and accountability in public authorities.

The Commission uses a range of methodologies to monitor the state of administration and management of the public sector. This includes surveys, other workforce data collections, reviews and compliance assessments. The Commissioner may also report from time to time on specific compliance issues and may use other information sources for this purpose.

The primary components of the monitoring and evaluation framework are listed in the table overleaf.

Further information is available in the *State of the sector* report and in the Commission's *Annual report 2012/13*.

Monitoring and evaluation framework components

Framework component	Period in use
Compliance assessments and general enquiries	18 years
HRMOIR workforce data	20 years
AAS	6 years (reviewed annually)
Annual public interest disclosure survey	8 years (reviewed annually)
EPS	18 years (reviewed four times)

For assistance with interpreting data within the Statistical bulletin, or within the *State of the sector* report, please contact Performance and Oversight on (08) 6552 8800 or survey@psc.wa.gov.au

1. Public sector workforce profile

This section profiles the WA public sector workforce as at 30 June 2013, including information about age, gender, diversity, salary, location, occupation and employment status.

The data is collected as part of the human resource minimum obligatory information requirement (HRMOIR) process which was developed in 1993 to ensure access to information for the strategic management of the public sector workforce. On a quarterly basis, the Commission collects and reports HRMOIR workforce data from public sector bodies through the Workforce Analysis and Collection Application (WACA).

The HRMOIR process aims to provide high quality data for entity and sector-wide workforce analysis, planning and reporting and helps to ensure that a consistent methodology is applied across public sector bodies.

Tables in this section include:

1.1 Summary of the WA public sector
1.2 Gender representation, age
1.3 Salary – mean, median, bands
1.4 Appointment type, separations and commencements
1.5 Regional distribution – workforce
1.6 Occupational profile
1.7 Occupational profile – gender, age, salary band, region
1.8 Length of service (tenure)
1.9 Equity and diversity

Table 1.1   Summary of the WA public sector

Data as at 30 June. Source HRMOIR.

		2009	2010	2011	2012	2013
Headcount		132 376	134 026	137 177	140 725	138 863
FTE		100 874	102 318	104 544	107 579	110 544
Gender	Female	70.9%	71.2%	71.6%	71.9%	71.7%
	Male	29.1%	28.8%	28.4%	28.1%	28.3%
Age (years)	Under 20	0.9%	0.8%	0.8%	0.7%	0.7%
	20 to 24	5.0%	4.7%	4.7%	4.6%	4.5%
	25 to 29	8.9%	8.9%	8.9%	9.0%	9.2%
	30 to 34	9.4%	9.5%	9.6%	9.7%	10.1%
	35 to 39	11.6%	11.4%	11.1%	10.9%	10.7%
	40 to 44	12.9%	13.0%	13.1%	13.1%	13.0%
	45 to 49	15.2%	14.6%	14.1%	13.6%	13.0%
	50 to 54	15.0%	15.0%	14.8%	14.5%	14.1%
	55 to 59	11.9%	12.2%	12.4%	12.6%	12.7%
	60 to 64	6.8%	7.2%	7.6%	7.8%	8.2%
	65 and above	2.2%	2.7%	3.0%	3.4%	3.8%
SES	Female	25.1%	26.7%	26.4%	27.6%	29.2%
	Male	74.9%	73.3%	73.6%	72.4%	70.8%
ANZSCO major group	Managers	7.1%	6.8%	7.1%	7.6%	7.8%
	Professionals	47.5%	47.2%	47.0%	48.0%	47.9%
	Technicians and trades workers	4.5%	4.2%	4.4%	4.3%	4.4%
	Community and personal service workers	16.1%	16.9%	16.9%	16.5%	17.1%
	Clerical and administrative workers	20.1%	20.3%	19.8%	18.7%	18.4%
	Sales workers	0.6%	0.5%	0.5%	0.5%	0.5%
	Machinery operators and drivers	0.8%	0.8%	0.8%	0.7%	0.7%
	Labourers	3.2%	3.4%	3.4%	3.8%	3.3%
PSGOGA equivalent salary bands	Level 1 and below	21.3%	21.9%	18.6%	21.0%	19.3%
	Level 2	12.9%	12.3%	12.6%	11.8%	11.8%
	Level 3	10.7%	10.3%	9.7%	9.6%	9.8%
	Level 4	13.1%	13.4%	14.3%	13.7%	13.7%
	Level 5	21.9%	15.6%	12.9%	13.1%	17.3%
	Level 6	10.6%	15.3%	19.9%	18.9%	15.9%
	Level 7	4.2%	6.0%	6.1%	6.2%	6.1%
	Level 8	2.7%	3.0%	2.9%	3.1%	3.3%
	Level 9	1.0%	0.7%	1.2%	0.8%	0.9%
	Class 1 and above	1.6%	1.6%	1.7%	1.7%	1.8%

		2009	2010	2011	2012	2013
Regions	Gascoyne	0.6%	0.6%	0.6%	0.6%	0.5%
	Goldfields Esperance	2.8%	2.7%	2.5%	2.4%	2.3%
	Great Southern	3.0%	3.0%	3.0%	2.9%	2.9%
	Kimberley	2.1%	2.3%	2.3%	2.4%	2.5%
	Mid West	2.5%	2.6%	2.6%	2.7%	2.6%
	Peel	2.0%	2.0%	2.1%	2.1%	2.0%
	Pilbara	2.1%	2.1%	2.1%	2.1%	2.1%
	South West	5.6%	5.6%	5.7%	5.8%	5.8%
	Wheatbelt	3.7%	3.7%	3.6%	3.5%	3.3%
	Metropolitan	75.4%	75.3%	75.4%	75.5%	76.0%
	Others	0.1%	0.1%	0.1%	0.1%	0.1%
Appointment type	Others	0.6%	0.4%	0.3%	0.5%	0.3%
	Sessionals	1.1%	0.9%	0.9%	0.8%	0.9%
	Trainees	0.1%	0.2%	0.2%	0.3%	0.2%
	Casuals	10.1%	9.9%	9.9%	9.7%	9.9%
	Fixed-term part-time	8.4%	8.3%	8.9%	8.1%	7.7%
	Fixed-term full-time	9.8%	9.2%	9.5%	9.9%	10.4%
	Permanent part-time	27.2%	27.1%	26.9%	28.0%	26.3%
	Permanent full-time	42.8%	43.9%	43.3%	42.8%	44.3%
Tenure (years)	Mean	8.4	8.6	8.7	8.7	8.8
	Median	5.4	5.4	5.4	5.5	5.7
	Less than 1	16.3%	14.1%	14.8%	15.4%	15.1%
	1 to less than 2	12.0%	11.7%	9.7%	10.0%	10.4%
	2 to less than 3	8.0%	9.6%	9.3%	7.4%	7.7%
	3 to less than 4	7.2%	6.7%	8.1%	7.7%	6.0%
	4 to less than 5	4.9%	6.2%	5.7%	6.8%	6.6%
	5 to 9	17.7%	17.7%	18.9%	19.6%	21.0%
	10 to 14	15.6%	15.1%	14.5%	13.8%	13.5%
	15 to 19	6.6%	6.5%	6.9%	7.4%	7.8%
	20 to 24	5.7%	6.0%	5.7%	5.3%	4.9%
	25 to 29	2.5%	2.6%	2.8%	2.8%	3.3%
	30 to 34	2.2%	2.2%	2.0%	1.9%	1.8%
	35 and above	1.5%	1.6%	1.7%	1.8%	2.0%

Table 1.2   Gender representation, age

Public sector entities with 30 or more employees.

Data as at 30 June 2013. Source HRMOIR.

Entity	Headcount	FTE	Gender representation (%)		Median age (years)			Age profile (years)										
			Female	Male	Female	Male	Agency	Less than 20	20 to 24	25 to 29	30 to 34	35 to 39	40 to 44	45 to 49	50 to 54	55 to 59	60 to 64	65 and above
WA public sector	138 863	110 544	71.7%	28.3%	44.9	48.1	45.8	0.7%	4.5%	9.2%	10.1%	10.7%	13.0%	13.0%	14.1%	12.7%	8.2%	3.8%
Aboriginal Affairs	164	150	61.6%	38.4%	41.5	45.6	43.6	3.0%	4.9%	3.7%	12.8%	13.4%	17.7%	8.5%	17.1%	10.4%	5.5%	3.0%
Agriculture & Food	1 286	1 148	43.9%	56.1%	45.7	53.2	50.1	0.3%	1.6%	4.0%	7.7%	10.7%	11.8%	13.8%	16.9%	17.8%	11.6%	3.8%
Animal Resources	69	48	72.5%	27.5%	30.9	33.2	31.2	4.3%	17.4%	20.3%	18.8%	14.5%	7.2%	5.8%	7.2%	2.9%	1.4%	0.0%
Aqwest	40	38	35.0%	65.0%	45.7	40.7	44.8	5.0%	2.5%	12.5%	12.5%	10.0%	7.5%	20.0%	17.5%	7.5%	5.0%	0.0%
Art Gallery	75	60	70.7%	29.3%	42.4	49.7	43.8	1.3%	2.7%	9.3%	12.0%	13.3%	13.3%	14.7%	9.3%	12.0%	9.3%	2.7%
Attorney General	1 725	1 543	66.3%	33.7%	42.3	46.4	43.8	1.9%	8.3%	11.2%	11.3%	9.5%	10.1%	10.4%	12.8%	13.7%	8.0%	2.8%
Auditor General	138	126	59.4%	40.6%	35.1	37.5	36.4	0.7%	10.1%	13.0%	23.2%	9.4%	10.9%	10.9%	8.0%	6.5%	5.8%	1.4%
Botanic Gardens	166	127	52.4%	47.6%	41.1	43.2	41.3	0.0%	7.8%	10.2%	17.5%	10.2%	15.7%	8.4%	10.8%	6.6%	5.4%	7.2%
Busselton Water	31	30	38.7%	61.3%	46.6	42.0	43.6	0.0%	6.5%	3.2%	3.2%	19.4%	22.6%	12.9%	19.4%	12.9%	0.0%	0.0%
CCC	174	165	44.3%	55.7%	41.0	47.4	44.2	0.0%	2.9%	5.7%	9.8%	12.6%	24.1%	17.2%	8.6%	9.2%	6.3%	3.4%
Central IT	1 396	1 036	62.4%	37.6%	49.1	51.6	49.9	0.9%	2.8%	4.8%	5.6%	9.1%	13.9%	13.1%	14.7%	14.9%	13.3%	6.9%
Challenger IT	896	703	55.4%	44.6%	47.8	53.1	50.0	0.4%	2.0%	5.7%	6.3%	8.5%	13.6%	13.4%	16.6%	14.7%	12.5%	6.3%
Chem Centre	128	121	47.7%	52.3%	37.2	44.5	39.6	0.0%	5.5%	16.4%	15.6%	13.3%	5.5%	13.3%	8.6%	11.7%	6.3%	3.9%
Child Protection	2 535	2 171	81.3%	18.7%	42.5	47.5	43.4	0.4%	4.6%	12.1%	12.8%	12.1%	11.8%	12.0%	13.3%	11.4%	6.6%	2.9%
CHSHA	153	115	67.3%	32.7%	50.9	51.4	50.9	0.7%	3.9%	5.9%	5.2%	8.5%	9.8%	13.1%	13.1%	21.6%	13.7%	4.6%
Commerce	1 019	923	58.1%	41.9%	43.4	49.7	46.1	0.5%	4.1%	8.4%	11.1%	10.6%	13.1%	11.9%	14.8%	13.1%	8.7%	3.7%
Communities	258	216	89.1%	10.9%	47.0	48.4	47.2	0.4%	1.9%	6.2%	12.0%	8.1%	15.1%	15.1%	14.3%	15.5%	8.1%	3.1%
Corrective Services	4 518	4 133	46.6%	53.4%	46.3	50.1	48.3	0.2%	2.0%	6.4%	9.1%	9.4%	12.9%	15.4%	17.0%	13.5%	9.7%	4.4%
Culture & the Arts	166	152	60.2%	39.8%	42.5	47.2	45.2	0.6%	3.0%	9.6%	11.4%	10.2%	14.5%	15.1%	13.9%	13.9%	6.0%	1.8%

Entity	Headcount	FTE	Gender representation (%)		Median age (years)			Age profile (years)										
			Female	Male	Female	Male	Agency	Less than 20	20 to 24	25 to 29	30 to 34	35 to 39	40 to 44	45 to 49	50 to 54	55 to 59	60 to 64	65 and above
CYO'Connor Institute	149	123	61.7%	38.3%	49.0	55.8	51.3	1.3%	2.0%	3.4%	5.4%	12.1%	6.7%	16.8%	16.1%	19.5%	13.4%	3.4%
DFES	1 496	1 446	15.9%	84.1%	40.8	44.8	44.1	0.2%	1.5%	8.3%	11.1%	13.4%	19.1%	13.4%	16.8%	10.9%	4.3%	1.1%
Disability Services	1 984	1 675	69.3%	30.7%	48.9	52.5	50.1	0.4%	2.4%	6.2%	8.7%	9.4%	10.2%	12.6%	16.9%	14.8%	11.7%	6.7%
Drug & Alcohol	261	197	75.1%	24.9%	44.6	47.9	45.1	1.5%	1.5%	7.7%	11.9%	13.4%	13.0%	14.9%	10.7%	12.3%	10.0%	3.1%
Durack IT	280	216	62.5%	37.5%	43.8	48.9	45.9	1.1%	1.8%	5.4%	11.1%	17.1%	12.1%	15.0%	11.4%	12.9%	6.8%	5.4%
Educ Services	116	105	64.7%	35.3%	46.5	46.9	46.7	0.0%	1.7%	7.8%	12.1%	12.1%	12.1%	10.3%	13.8%	13.8%	12.1%	4.3%
Education	48 831	35 858	82.3%	17.7%	45.8	49.9	46.4	0.7%	4.0%	7.5%	8.8%	10.4%	14.7%	14.1%	14.4%	13.6%	8.2%	3.7%
Electoral Comm	49	45	51.0%	49.0%	51.4	50.6	51.0	0.0%	0.0%	6.1%	10.2%	6.1%	8.2%	12.2%	24.5%	10.2%	12.2%	10.2%
Env & Conservation	2 237	1 952	46.2%	53.8%	39.9	47.4	44.1	0.9%	3.9%	9.0%	12.9%	12.7%	12.6%	12.9%	13.3%	11.6%	7.3%	2.9%
Environment Protection	108	99	50.9%	49.1%	40.4	43.3	42.4	0.0%	2.8%	7.4%	16.7%	18.5%	14.8%	16.7%	10.2%	6.5%	4.6%	1.9%
Equal Opp	32	25	81.3%	18.8%	48.4	53.2	49.8	0.0%	9.4%	6.3%	3.1%	9.4%	3.1%	18.8%	12.5%	25.0%	9.4%	3.1%
ERA	55	55	54.5%	45.5%	34.9	42.8	37.3	0.0%	5.5%	12.7%	23.6%	9.1%	12.7%	9.1%	10.9%	10.9%	3.6%	1.8%
Finance	1 507	1 378	51.9%	48.1%	42.1	48.1	44.9	0.5%	4.9%	11.8%	11.4%	9.8%	12.0%	12.5%	14.2%	11.5%	9.1%	2.3%
Fisheries	520	449	45.4%	54.6%	37.9	42.8	40.5	0.2%	4.0%	9.8%	17.3%	16.3%	13.3%	12.1%	11.9%	9.2%	5.0%	0.8%
Forest Products	187	166	43.3%	56.7%	45.9	46.7	46.3	0.5%	2.1%	7.5%	9.6%	10.2%	15.5%	17.1%	13.4%	15.5%	7.0%	1.6%
GESB	231	216	55.8%	44.2%	36.6	40.6	39.0	0.4%	3.0%	12.6%	23.4%	13.4%	17.7%	9.1%	8.7%	8.2%	3.5%	0.0%
Goldfields IT	112	91	60.7%	39.3%	41.4	48.3	44.1	0.0%	2.7%	12.5%	11.6%	12.5%	13.4%	17.9%	12.5%	8.0%	6.3%	2.7%
Great Southern IT	279	195	63.1%	36.9%	48.6	53.7	50.0	1.8%	2.2%	3.2%	2.5%	6.8%	14.0%	19.4%	15.8%	19.7%	8.6%	6.1%
Health	45 014	35 696	77.6%	22.4%	44.2	44.9	44.3	0.4%	5.3%	11.6%	11.1%	11.1%	12.0%	12.0%	13.6%	11.6%	7.9%	3.4%
Heritage	32	29	71.9%	28.1%	36.7	46.3	38.8	3.1%	3.1%	9.4%	25.0%	18.8%	6.3%	18.8%	9.4%	3.1%	3.1%	0.0%
Housing	1 636	1 511	62.8%	37.2%	41.9	48.3	43.9	1.0%	6.2%	10.5%	12.2%	9.9%	12.6%	13.3%	15.6%	11.4%	5.2%	2.0%
Insurance Comm	369	323	56.9%	43.1%	42.6	47.8	44.1	0.0%	4.3%	12.5%	13.3%	10.0%	13.8%	13.0%	14.9%	10.3%	5.7%	2.2%
Kimberley TI	196	177	60.2%	39.8%	45.0	45.3	45.3	0.5%	1.0%	5.6%	12.8%	11.7%	17.9%	11.7%	15.8%	12.8%	8.2%	2.0%
Landgate	851	767	46.8%	53.2%	45.0	50.4	47.1	1.1%	2.9%	7.3%	9.9%	8.7%	13.9%	13.0%	14.9%	14.5%	9.9%	4.0%
Legal Aid	340	307	80.3%	19.7%	41.6	46.6	42.5	0.0%	4.7%	15.0%	14.1%	9.4%	13.5%	10.6%	14.1%	10.3%	5.9%	2.4%

Entity	Headcount	FTE	Gender representation (%)		Median age (years)			Age profile (years)										
			Female	Male	Female	Male	Agency	Less than 20	20 to 24	25 to 29	30 to 34	35 to 39	40 to 44	45 to 49	50 to 54	55 to 59	60 to 64	65 and above
Legal Prac	45	40	80.0%	20.0%	43.2	55.1	44.6	2.2%	6.7%	4.4%	17.8%	13.3%	6.7%	6.7%	17.8%	20.0%	4.4%	0.0%
Local Govt	128	116	62.5%	37.5%	41.3	50.1	47.1	0.0%	2.3%	18.0%	7.0%	10.2%	10.9%	9.4%	14.8%	15.6%	6.3%	5.5%
Lotterywest	205	192	57.1%	42.9%	44.8	46.9	45.1	0.0%	2.9%	9.8%	13.2%	12.7%	11.2%	12.7%	12.7%	14.1%	8.8%	2.0%
Main Roads WA	1 143	1 069	29.1%	70.9%	41.3	50.9	48.8	0.8%	5.4%	9.9%	8.9%	7.0%	9.8%	11.5%	15.7%	15.0%	11.7%	4.3%
Mental Health	84	74	69.0%	31.0%	42.6	51.5	44.6	0.0%	4.8%	7.1%	10.7%	13.1%	15.5%	11.9%	11.9%	14.3%	8.3%	2.4%
Metro Cemeteries	160	143	36.9%	63.1%	46.5	46.3	46.4	1.3%	5.6%	5.0%	9.4%	11.9%	13.8%	16.3%	15.6%	13.8%	3.8%	3.8%
Mines & Petroleum	860	811	47.0%	53.0%	46.0	50.9	48.7	0.8%	3.3%	6.4%	11.2%	9.2%	9.8%	13.3%	15.1%	15.0%	9.8%	6.3%
MRA	116	106	66.4%	33.6%	33.6	38.3	35.8	0.0%	7.8%	16.4%	23.3%	15.5%	14.7%	5.2%	4.3%	10.3%	2.6%	0.0%
National Trust	46	34	63.0%	37.0%	49.3	57.6	51.1	0.0%	0.0%	8.7%	4.3%	10.9%	13.0%	10.9%	10.9%	17.4%	17.4%	6.5%
Ombudsman	69	62	73.9%	26.1%	42.6	44.5	43.6	0.0%	1.4%	13.0%	7.2%	15.9%	21.7%	8.7%	15.9%	7.2%	8.7%	0.0%
Perth Market	56	34	51.8%	48.2%	25.5	43.5	34.7	19.6%	16.1%	10.7%	5.4%	3.6%	5.4%	7.1%	7.1%	16.1%	3.6%	5.4%
Pilbara Institute	222	197	62.6%	37.4%	46.4	54.1	50.0	0.0%	2.3%	4.1%	7.7%	8.6%	13.1%	14.0%	18.9%	14.4%	11.7%	5.4%
Planning	516	473	53.3%	46.7%	44.7	47.5	45.9	0.0%	1.7%	9.9%	14.3%	12.6%	9.9%	11.4%	14.3%	15.3%	7.0%	3.5%
Police	2 745	2 072	57.0%	43.0%	46.4	53.2	48.9	1.7%	4.9%	8.2%	7.5%	9.5%	9.4%	11.4%	12.8%	11.3%	9.7%	13.6%
Polytechnic West	1 296	1 045	48.4%	51.6%	50.2	53.2	51.8	0.3%	2.5%	3.5%	5.0%	8.7%	10.3%	14.1%	16.3%	16.7%	13.1%	9.3%
Premier & Cabinet	547	484	59.6%	40.4%	40.0	47.3	42.6	0.9%	5.5%	15.9%	11.2%	10.4%	10.1%	11.5%	12.6%	11.5%	7.5%	2.9%
PSC	177	133	63.8%	36.2%	35.0	38.1	36.4	9.0%	11.3%	13.0%	11.9%	12.4%	9.0%	11.3%	10.7%	6.2%	5.1%	0.0%
Public Prosecutions	265	228	62.3%	37.7%	36.6	41.3	38.2	0.8%	6.0%	15.5%	17.0%	14.0%	13.2%	14.0%	8.3%	7.2%	3.8%	0.4%
Public Transport	1 537	1 470	23.0%	77.0%	41.9	47.6	46.2	0.3%	3.1%	7.9%	11.6%	11.4%	12.8%	13.5%	13.9%	12.6%	8.8%	4.2%
Racing, Gaming & Liquor	127	113	45.7%	54.3%	43.7	48.2	46.4	0.8%	5.5%	5.5%	10.2%	10.2%	15.0%	11.0%	18.9%	13.4%	5.5%	3.9%
Regional Dev & Lands	325	292	56.6%	43.4%	42.6	47.1	43.7	1.5%	7.4%	11.1%	11.1%	10.2%	12.0%	11.7%	13.8%	12.6%	5.8%	2.8%
Rottnest Island	133	109	57.1%	42.9%	39.9	49.2	44.8	0.0%	3.0%	15.8%	13.5%	10.5%	7.5%	9.8%	13.5%	10.5%	11.3%	4.5%
SCSA	167	150	67.7%	32.3%	50.0	53.8	51.3	0.0%	1.8%	6.0%	5.4%	8.4%	8.4%	15.6%	12.6%	21.0%	14.4%	6.6%
Small Business	57	53	71.9%	28.1%	43.5	53.2	46.1	0.0%	1.8%	7.0%	14.0%	12.3%	12.3%	17.5%	15.8%	8.8%	7.0%	3.5%
South West IT	358	258	62.6%	37.4%	48.1	54.7	49.9	0.3%	1.7%	2.2%	4.7%	7.5%	15.9%	17.9%	17.6%	17.6%	10.9%	3.6%

Entity	Headcount	FTE	Gender representation (%)		Median age (years)			Age profile (years)										
			Female	Male	Female	Male	Agency	Less than 20	20 to 24	25 to 29	30 to 34	35 to 39	40 to 44	45 to 49	50 to 54	55 to 59	60 to 64	65 and above
Sport & Rec	226	172	54.0%	46.0%	37.5	41.3	38.5	2.2%	10.2%	13.7%	14.6%	13.7%	11.5%	8.8%	11.9%	7.1%	4.0%	2.2%
State Development	184	161	54.9%	45.1%	39.9	50.8	46.1	0.5%	3.8%	13.6%	11.4%	11.4%	7.6%	10.3%	15.2%	13.6%	6.5%	6.0%
State Library	207	178	71.5%	28.5%	52.0	50.8	51.8	0.5%	2.4%	8.2%	3.4%	6.8%	9.7%	12.6%	17.9%	20.3%	14.5%	3.9%
Swan River Trust	64	57	53.1%	46.9%	38.4	39.3	39.1	0.0%	1.6%	10.9%	18.8%	26.6%	6.3%	12.5%	10.9%	7.8%	4.7%	0.0%
Tourism	99	93	65.7%	34.3%	38.3	48.2	42.0	0.0%	3.0%	9.1%	19.2%	15.2%	14.1%	15.2%	10.1%	9.1%	4.0%	1.0%
Training & Workforce Dev	544	475	64.7%	35.3%	44.8	44.6	44.7	1.7%	4.8%	8.3%	10.7%	11.4%	14.5%	14.0%	13.6%	11.0%	6.3%	3.9%
Transport (Dept of)	1 572	1 412	56.9%	43.1%	42.7	49.5	45.3	0.4%	5.7%	10.9%	10.9%	9.0%	12.1%	10.8%	14.6%	13.6%	9.0%	2.8%
Treasury	326	295	50.0%	50.0%	36.8	45.0	39.6	0.3%	5.8%	16.6%	13.5%	14.4%	10.1%	15.3%	10.7%	5.2%	5.5%	2.5%
VenuesWest	529	213	61.1%	38.9%	28.5	27.0	27.9	16.3%	27.4%	11.2%	6.8%	8.1%	6.0%	9.3%	6.4%	4.0%	2.6%	1.9%
WA Museum	251	198	61.0%	39.0%	42.7	51.3	47.6	0.8%	5.6%	6.8%	8.8%	12.4%	12.0%	8.8%	13.1%	12.0%	12.0%	8.0%
WAIRC	40	33	70.0%	30.0%	42.2	46.1	43.1	2.5%	5.0%	2.5%	15.0%	12.5%	15.0%	12.5%	17.5%	7.5%	10.0%	0.0%
Water (Dept of)	523	464	49.5%	50.5%	38.0	44.7	41.3	0.2%	1.5%	11.9%	15.5%	18.2%	12.0%	10.1%	11.1%	10.1%	8.2%	1.1%
West Coast IT	401	332	61.8%	38.2%	47.8	50.3	48.7	0.5%	3.0%	4.0%	8.7%	9.2%	14.0%	16.2%	18.2%	11.5%	9.5%	5.2%
WorkCover	160	146	58.1%	41.9%	44.7	48.0	46.0	0.6%	3.8%	11.9%	13.1%	8.8%	11.3%	8.8%	16.3%	12.5%	7.5%	5.6%
Zoo	216	164	67.1%	32.9%	38.4	43.1	39.8	2.8%	5.6%	15.7%	13.9%	12.5%	14.4%	10.2%	9.3%	9.3%	3.2%	3.2%

Table 1.3   Salary - mean, median, bands

Public sector entities with 30 or more employees.
Data as at 30 June 2013. Source HRMOIR.

Entity	Salary		PSGOGA equivalent salary bands									
	Mean	Median	Level 1 and below	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Level 8	Level 9	Class 1 and above
WA public sector	**77 190**	**74 845**	**19.3%**	**11.8%**	**9.8%**	**13.7%**	**17.3%**	**15.9%**	**6.1%**	**3.3%**	**0.9%**	**1.8%**
Aboriginal Affairs	97 653	96 434	0.0%	9.8%	3.3%	10.2%	13.3%	23.7%	16.8%	15.2%	2.0%	5.6%
Agriculture & Food	88 140	84 805	4.8%	12.2%	13.8%	12.6%	13.0%	14.0%	20.3%	7.5%	0.6%	1.4%
Animal Resources	63 462	59 523	27.6%	26.8%	17.4%	16.4%	3.3%	3.8%	0.4%	2.1%	0.0%	2.1%
Aqwest	71 228	65 271	10.5%	18.4%	39.5%	13.2%	7.9%	2.6%	2.6%	0.0%	0.0%	5.3%
Art Gallery	77 069	70 820	6.2%	24.8%	10.9%	18.4%	17.3%	7.5%	6.6%	3.3%	1.7%	3.3%
Attorney General	83 126	70 820	4.9%	27.7%	14.8%	12.3%	12.6%	10.4%	7.4%	3.4%	1.4%	5.2%
Auditor General	98 794	91 676	1.3%	7.9%	12.6%	11.4%	16.2%	17.7%	12.8%	8.4%	2.4%	9.1%
Botanic Gardens	68 319	62 894	23.4%	11.5%	22.1%	8.0%	15.1%	6.6%	7.9%	0.8%	2.4%	2.4%
Busselton Water	74 168	61 724	10.3%	46.3%	6.7%	13.3%	10.0%	0.0%	6.7%	0.0%	0.0%	6.7%
CCC	113 251	106 858	0.6%	3.3%	4.2%	12.5%	11.9%	16.4%	16.9%	19.1%	7.3%	7.7%
Central IT	73 907	75 354	13.6%	14.0%	9.4%	13.0%	27.7%	16.5%	2.7%	2.3%	0.3%	0.5%
Challenger IT	72 118	68 287	19.6%	12.0%	12.5%	9.2%	20.7%	18.6%	4.4%	2.2%	0.6%	0.1%
Chem Centre	89 969	82 764	0.8%	13.2%	14.3%	17.0%	17.4%	10.4%	8.9%	10.7%	5.8%	1.6%
Child Protection	80 593	81 439	3.4%	17.2%	16.9%	9.8%	19.5%	20.1%	9.8%	2.8%	0.3%	0.4%
CHSHA	48 082	43 674	79.4%	13.2%	3.5%	0.4%	0.9%	0.0%	0.9%	1.7%	0.0%	0.0%
Commerce	87 407	81 439	3.8%	13.6%	11.4%	12.1%	19.8%	14.4%	11.4%	7.6%	3.3%	2.5%
Communities	81 698	74 845	5.0%	9.7%	7.4%	24.9%	23.4%	15.3%	6.9%	5.1%	0.5%	1.9%
Corrective Services	76 584	72 981	4.0%	12.9%	17.8%	31.3%	17.0%	9.5%	5.1%	1.2%	0.4%	0.8%
Culture & the Arts	92 995	91 676	3.7%	6.4%	11.2%	7.7%	19.0%	22.1%	11.4%	12.2%	1.9%	4.6%
CYO'Connor Institute	75 887	75 354	9.5%	8.8%	10.0%	24.5%	27.1%	11.3%	5.7%	2.4%	0.0%	0.8%

Entity	Salary		PSGOGA equivalent salary bands									
	Mean	Median	Level 1 and below	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Level 8	Level 9	Class 1 and above
DFES	92 795	88 617	0.3%	3.7%	3.6%	12.2%	40.6%	22.5%	11.8%	3.6%	1.0%	0.8%
Disability Services	69 995	59 523	14.6%	37.4%	7.1%	11.0%	12.0%	9.5%	4.7%	2.4%	0.3%	1.1%
Drug & Alcohol	90 825	82 764	7.9%	7.3%	5.5%	14.0%	26.7%	16.2%	10.8%	1.5%	3.7%	6.4%
Durack IT	73 300	73 434	12.9%	8.7%	15.1%	21.4%	20.1%	15.6%	4.4%	1.4%	0.0%	0.5%
Educ Services	95 472	94 812	1.1%	7.6%	17.8%	7.0%	11.3%	18.5%	17.4%	13.6%	1.9%	3.8%
Education	70 221	69 807	31.6%	7.0%	5.4%	8.5%	17.9%	20.8%	6.0%	2.2%	0.5%	0.1%
Electoral Comm	86 838	81 439	1.3%	4.5%	15.4%	18.1%	31.8%	6.7%	17.8%	2.2%	0.0%	2.2%
Env & Conservation	75 518	70 820	20.6%	12.4%	13.3%	10.5%	17.5%	10.9%	10.3%	3.3%	0.6%	0.7%
Environment Protection	101 546	101 789	0.0%	2.7%	8.1%	5.6%	20.8%	21.1%	28.8%	8.1%	1.8%	3.0%
Equal Opp	91 249	101 517	6.5%	4.1%	4.1%	8.1%	19.5%	24.0%	25.5%	4.1%	4.1%	0.0%
ERA	110 997	101 517	0.0%	3.6%	7.3%	5.5%	18.2%	18.2%	12.7%	20.0%	3.6%	10.9%
Finance	89 306	87 070	1.9%	7.7%	14.2%	14.7%	18.4%	16.8%	13.9%	9.1%	1.2%	2.1%
Fisheries	84 537	78 447	4.3%	13.0%	14.3%	18.4%	16.8%	13.3%	12.6%	6.0%	0.4%	0.9%
Forest Products	75 479	70 820	13.3%	10.3%	19.7%	21.0%	15.7%	3.6%	7.8%	5.0%	2.4%	1.2%
GESB	96 011	87 070	0.0%	8.7%	18.0%	15.5%	18.0%	10.7%	9.9%	7.6%	6.8%	4.7%
Goldfields IT	75 534	75 354	12.3%	4.7%	14.2%	15.0%	35.2%	7.7%	6.6%	3.3%	0.0%	1.1%
Great Southern IT	68 790	68 287	19.3%	10.3%	14.9%	15.9%	18.7%	14.7%	4.1%	1.5%	0.0%	0.5%
Health	82 005	76 846	18.9%	12.7%	10.1%	18.5%	16.5%	13.4%	2.7%	2.7%	0.9%	3.5%
Heritage	94 609	87 070	0.0%	2.1%	17.3%	0.0%	35.6%	10.4%	17.3%	13.8%	0.0%	3.5%
Housing	83 266	78 782	0.4%	12.8%	20.8%	11.2%	19.8%	13.9%	10.0%	8.9%	0.9%	1.2%
Insurance Comm	90 051	78 782	3.9%	13.9%	18.8%	8.7%	13.3%	21.2%	8.7%	1.9%	2.5%	7.2%
Kimberley TI	77 234	75 354	7.6%	14.2%	16.3%	20.7%	19.7%	14.0%	4.5%	1.7%	0.0%	1.1%
Landgate	87 466	81 439	1.9%	10.6%	14.7%	19.3%	13.4%	16.4%	13.7%	6.9%	1.9%	1.1%
Legal Aid	92 386	78 314	2.5%	15.4%	17.2%	13.9%	13.8%	10.2%	8.2%	6.0%	7.0%	5.6%
Legal Prac	93 262	78 782	7.4%	25.4%	10.2%	4.0%	14.6%	4.8%	15.3%	3.5%	4.9%	10.0%

Entity	Salary		PSGOGA equivalent salary bands									
	Mean	Median	Level 1 and below	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Level 8	Level 9	Class 1 and above
Local Govt	95 832	87 070	0.9%	5.7%	8.6%	15.2%	24.2%	11.5%	17.8%	9.3%	3.5%	3.5%
Lotterywest	86 287	83 520	4.1%	8.8%	18.4%	14.7%	19.6%	16.1%	8.0%	6.7%	3.1%	0.5%
Main Roads WA	91 766	87 567	2.5%	6.7%	12.1%	14.3%	14.9%	18.5%	13.5%	11.6%	4.5%	1.4%
Mental Health	104 042	101 517	2.7%	3.3%	4.2%	7.4%	10.9%	25.2%	27.7%	9.6%	2.7%	6.3%
Metro Cemeteries	65 444	56 305	45.4%	17.3%	9.8%	10.8%	3.5%	6.2%	0.0%	4.9%	0.0%	2.1%
Mines & Petroleum	93 569	91 676	1.5%	8.2%	11.3%	10.8%	15.5%	17.8%	19.4%	10.3%	2.2%	3.0%
MRA	95 100	87 070	3.2%	3.0%	16.5%	4.3%	28.2%	10.5%	10.8%	14.2%	6.6%	2.8%
National Trust	75 018	72 804	8.0%	7.7%	13.7%	26.5%	5.9%	8.9%	14.4%	3.0%	8.9%	3.0%
Ombudsman	107 141	101 517	0.0%	2.6%	1.3%	9.6%	16.8%	24.1%	18.7%	10.9%	6.4%	9.6%
Perth Market	61 429	52 899	21.4%	16.2%	23.8%	14.9%	5.9%	5.9%	3.0%	3.0%	3.0%	3.0%
Pilbara Institute	75 092	75 354	13.7%	12.3%	12.2%	15.2%	26.3%	11.7%	5.6%	2.5%	0.0%	0.5%
Planning	94 317	93 726	1.8%	10.5%	9.9%	10.5%	15.6%	19.2%	21.8%	6.2%	3.2%	1.3%
Police	63 877	59 523	18.3%	35.1%	11.6%	10.7%	9.8%	6.6%	4.6%	1.9%	0.3%	0.9%
Polytechnic West	73 878	75 354	16.8%	11.8%	6.5%	9.8%	29.5%	20.7%	3.3%	0.9%	0.4%	0.4%
Premier & Cabinet	95 076	87 070	1.6%	15.6%	13.0%	9.4%	17.1%	12.2%	9.2%	9.8%	2.1%	10.0%
PSC	98 609	91 676	0.7%	2.2%	7.0%	10.5%	10.6%	19.9%	17.5%	15.1%	6.0%	10.2%
Public Prosecutions	109 329	84 805	2.5%	19.8%	16.3%	8.6%	8.0%	4.3%	10.0%	4.0%	4.5%	22.0%
Public Transport	75 285	65 203	16.5%	20.4%	23.2%	7.5%	12.3%	9.3%	4.4%	2.9%	2.0%	1.4%
Racing, Gaming & Liquor	77 982	74 845	6.3%	8.3%	22.4%	23.1%	17.0%	10.6%	5.3%	5.3%	0.0%	1.8%
Regional Dev & Lands	86 880	84 200	2.7%	13.5%	13.8%	9.2%	19.0%	16.5%	14.2%	7.9%	1.4%	1.7%
Rottnest Island	71 886	68 286	29.6%	6.7%	21.7%	11.5%	10.1%	5.3%	9.7%	1.8%	2.8%	0.9%
SCSA	99 403	114 897	0.7%	12.9%	9.8%	5.9%	2.5%	12.0%	43.9%	8.3%	3.3%	0.7%
Small Business	95 537	94 812	0.0%	7.7%	6.4%	7.5%	10.9%	41.7%	18.3%	3.7%	0.0%	3.7%
South West IT	68 484	63 885	26.3%	12.7%	8.7%	14.7%	19.0%	13.5%	3.6%	1.2%	0.0%	0.4%
Sport & Rec	77 261	72 804	7.2%	15.6%	12.2%	11.1%	17.0%	20.0%	7.0%	4.7%	2.3%	2.9%

Entity	Salary		PSGOGA equivalent salary bands									
	Mean	Median	Level 1 and below	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Level 8	Level 9	Class 1 and above
State Development	109 707	107 200	0.0%	1.4%	8.6%	7.5%	11.7%	11.8%	21.8%	18.4%	7.3%	11.5%
State Library	71 415	65 541	28.2%	16.9%	8.9%	6.8%	20.1%	11.4%	3.6%	3.1%	0.0%	1.1%
Swan River Trust	89 929	87 367	1.8%	5.3%	15.2%	9.7%	26.1%	16.2%	15.2%	8.8%	0.0%	1.8%
Tourism	101 166	98 055	0.0%	1.7%	10.5%	8.6%	22.8%	23.0%	9.8%	15.9%	1.1%	6.5%
Training & Workforce Dev	88 841	87 070	1.8%	10.4%	10.4%	10.7%	16.0%	24.3%	15.6%	7.3%	2.3%	1.3%
Transport (Dept of)	77 167	68 287	1.4%	29.7%	20.1%	14.9%	10.1%	10.9%	7.6%	3.9%	0.9%	0.6%
Treasury	105 028	101 517	0.5%	3.1%	12.9%	7.2%	10.9%	17.7%	19.1%	17.5%	1.7%	9.4%
VenuesWest	49 780	39 018	49.8%	21.8%	7.6%	6.2%	6.1%	3.8%	1.8%	1.4%	1.1%	0.5%
WA Museum	71 969	66 440	25.2%	11.7%	13.1%	9.0%	14.5%	11.8%	10.8%	2.0%	1.0%	1.0%
WAIRC	77 590	68 287	3.0%	19.3%	28.9%	13.9%	11.4%	9.0%	3.0%	8.4%	0.0%	3.0%
Water (Dept of)	91 062	87 070	0.2%	5.8%	13.3%	16.6%	18.3%	19.4%	16.9%	7.2%	1.1%	1.1%
West Coast IT	74 785	75 354	17.6%	8.1%	13.9%	16.1%	23.7%	13.7%	4.5%	1.5%	0.6%	0.3%
WorkCover	89 565	78 782	3.7%	9.3%	13.9%	14.9%	18.5%	12.9%	8.6%	8.4%	3.4%	6.4%
Zoo	63 745	56 306	37.8%	18.8%	7.1%	16.5%	8.7%	5.6%	2.4%	2.4%	0.0%	0.6%

Table 1.4   Appointment type, separations and commencements

Public sector entities with 30 or more employees.
Data as at 30 June 2013. Source HRMOIR.

| Entity | Appointment type | | | | | | | | Separations/commencements (permanent employees only) | | | |
| | Permanent | | Fixed-term | | Casuals | Trainees | Sessionals | Others | | | | |
	Full-time	Part-time	Full-time	Part-time					Separations	Existing employees	Commencements	Separation rate
WA public sector	**44.3%**	**26.3%**	**10.4%**	**7.7%**	**9.9%**	**0.2%**	**0.9%**	**0.3%**	**8 278**	**108 199**	**4 360**	**7.4%**
Aboriginal Affairs	76.8%	6.1%	10.4%	1.2%	0.0%	1.8%	0.0%	3.7%	10	140	9	6.7%
Agriculture & Food	72.3%	13.8%	6.2%	2.0%	0.0%	0.1%	3.9%	1.7%	57	1 136	25	4.9%
Animal Resources	63.8%	15.9%	11.6%	0.0%	0.0%	8.7%	0.0%	0.0%	4	59	0	6.8%
Aqwest	0.0%	82.5%	0.0%	7.5%	5.0%	5.0%	0.0%	0.0%	2	34	1	5.7%
Art Gallery	53.2%	18.2%	13.0%	6.5%	7.8%	0.0%	0.0%	1.3%	0	56	0	N/A
Attorney General	71.0%	13.5%	9.5%	1.7%	1.8%	1.0%	0.0%	1.5%	106	1 372	33	7.5%
Auditor General	73.2%	4.3%	9.4%	0.7%	0.0%	0.0%	0.0%	12.3%	13	111	9	10.8%
Botanic Gardens	49.4%	10.2%	11.4%	7.2%	13.9%	7.8%	0.0%	0.0%	10	93	10	9.7%
Busselton Water	87.1%	9.7%	0.0%	0.0%	3.2%	0.0%	0.0%	0.0%	2	30	1	6.5%
CCC	0.0%	0.0%	83.9%	10.3%	5.2%	0.6%	0.0%	0.0%	0	0	0	N/A
Central IT	37.5%	17.8%	11.6%	10.2%	22.6%	0.4%	0.0%	0.0%	46	787	11	5.8%
Challenger IT	44.5%	10.1%	11.5%	5.9%	27.9%	0.2%	0.0%	0.0%	32	500	12	6.3%
Chem Centre	70.3%	7.0%	19.5%	2.3%	0.0%	0.0%	0.0%	0.8%	3	94	1	3.2%
Child Protection	67.5%	20.9%	8.6%	2.8%	0.1%	0.1%	0.0%	0.0%	208	2 301	70	8.8%
CHSHA	40.8%	40.8%	7.6%	5.1%	5.7%	0.0%	0.0%	0.0%	38	138	29	22.8%
Commerce	76.4%	13.5%	8.3%	1.1%	0.0%	0.3%	0.0%	0.3%	84	937	42	8.6%
Communities	58.9%	22.1%	9.3%	5.8%	0.0%	0.4%	0.0%	3.5%	15	214	8	6.8%
Corrective Services	80.1%	7.7%	5.3%	2.6%	0.7%	0.9%	2.3%	0.2%	308	4 051	101	7.4%

Entity	Appointment type								Separations/commencements (permanent employees only)			
	Permanent		Fixed-term		Casuals	Trainees	Sessionals	Others				
	Full-time	Part-time	Full-time	Part-time					Separations	Existing employees	Commencements	Separation rate
Culture & the Arts	66.5%	9.6%	19.2%	3.6%	0.0%	0.0%	0.0%	1.2%	69	584	20	11.4%
CYO'Connor Institute	67.1%	12.1%	4.7%	4.7%	11.4%	0.0%	0.0%	0.0%	11	117	3	9.2%
DFES	93.6%	2.3%	3.4%	0.4%	0.0%	0.3%	0.0%	0.0%	67	1 460	43	4.5%
Disability Services	64.5%	20.5%	4.6%	2.1%	6.6%	1.1%	0.0%	0.7%	142	1 717	69	8.0%
Drug & Alcohol	40.2%	27.2%	13.4%	8.4%	8.4%	0.4%	1.9%	0.0%	13	166	10	7.4%
Durack IT	37.4%	13.9%	25.6%	11.4%	11.7%	0.0%	0.0%	0.0%	12	143	5	8.1%
Educ Services	68.1%	14.7%	11.2%	5.2%	0.9%	0.0%	0.0%	0.0%	3	59	37	3.1%
Education	34.0%	33.8%	7.2%	11.3%	13.2%	0.0%	0.0%	0.5%	2 591	36 108	855	7.0%
Electoral Comm	81.6%	12.2%	2.0%	2.0%	2.0%	0.0%	0.0%	0.0%	4	47	1	8.3%
Env & Conservation	61.0%	14.6%	12.6%	4.6%	6.5%	0.8%	0.0%	0.0%	84	1 705	61	4.8%
Environment Protection	73.1%	18.5%	7.4%	0.9%	0.0%	0.0%	0.0%	0.0%	8	100	6	7.5%
Equal Opp	65.6%	25.0%	0.0%	6.3%	0.0%	3.1%	0.0%	0.0%	0	29	1	0.0%
ERA	81.8%	3.6%	14.5%	0.0%	0.0%	0.0%	0.0%	0.0%	5	46	3	10.2%
Finance	78.6%	9.1%	10.2%	2.1%	0.0%	0.1%	0.0%	0.0%	218	1 439	78	14.4%
Fisheries	75.0%	11.3%	11.5%	2.1%	0.0%	0.0%	0.0%	0.0%	17	417	19	3.9%
Forest Products	71.8%	8.0%	2.1%	1.1%	17.0%	0.0%	0.0%	0.0%	4	142	8	2.7%
GESB	17.7%	3.9%	68.4%	7.4%	2.6%	0.0%	0.0%	0.0%	5	51	2	9.4%
Goldfields IT	0.0%	0.0%	70.5%	13.4%	16.1%	0.0%	0.0%	0.0%	2	1	1	100.0%
Great Southern IT	31.0%	13.5%	14.6%	14.6%	26.3%	0.0%	0.0%	0.0%	8	135	0	5.9%
Health	33.6%	31.4%	14.4%	8.2%	9.7%	0.1%	2.5%	0.0%	2 384	29 130	1 333	7.8%
Heritage	84.4%	6.3%	6.3%	3.1%	0.0%	0.0%	0.0%	0.0%	3	25	3	10.7%
Housing	68.2%	8.3%	20.6%	1.9%	0.1%	0.2%	0.0%	0.8%	80	1 126	114	6.5%

Entity	Appointment type								Separations/commencements (permanent employees only)			
	Permanent		Fixed-term		Casuals	Trainees	Sessionals	Others				
	Full-time	Part-time	Full-time	Part-time					Separations	Existing employees	Commencements	Separation rate
Insurance Comm	78.6%	16.0%	5.1%	0.3%	0.0%	0.0%	0.0%	0.0%	28	350	17	7.6%
Kimberley TI	62.4%	7.1%	21.8%	2.5%	6.1%	0.0%	0.0%	0.0%	28	140	17	17.8%
Landgate	76.3%	15.2%	5.6%	0.5%	0.0%	0.9%	0.0%	1.5%	27	786	21	3.3%
Legal Aid	68.6%	15.5%	12.9%	2.6%	0.0%	0.3%	0.0%	0.0%	18	280	12	6.2%
Legal Prac	57.8%	17.8%	17.8%	6.7%	0.0%	0.0%	0.0%	0.0%	7	40	2	16.7%
Local Govt	77.3%	8.6%	12.5%	1.6%	0.0%	0.0%	0.0%	0.0%	5	98	11	4.6%
Lotterywest	72.7%	13.7%	10.7%	2.4%	0.5%	0.0%	0.0%	0.0%	8	169	14	4.4%
Main Roads WA	90.9%	5.4%	2.1%	0.0%	0.0%	1.6%	0.0%	0.0%	42	1 057	77	3.7%
Mental Health	58.3%	11.9%	22.6%	7.1%	0.0%	0.0%	0.0%	0.0%	9	47	8	16.4%
Metro Cemeteries	70.2%	14.9%	9.3%	3.7%	0.6%	0.6%	0.0%	0.6%	23	138	22	14.4%
Mines & Petroleum	76.1%	8.9%	13.2%	0.8%	0.1%	0.3%	0.0%	0.5%	58	710	41	7.7%
MRA	58.6%	10.3%	21.6%	4.3%	4.3%	0.0%	0.0%	0.9%	8	60	22	9.8%
National Trust	28.3%	8.7%	30.4%	10.9%	19.6%	0.0%	0.0%	2.2%	4	17	2	21.1%
Ombudsman	66.7%	13.0%	17.4%	1.4%	0.0%	0.0%	0.0%	1.4%	4	55	1	7.1%
Perth Market	44.6%	0.0%	5.4%	1.8%	48.2%	0.0%	0.0%	0.0%	2	22	4	7.7%
Pilbara Institute	59.0%	8.1%	19.8%	1.8%	11.3%	0.0%	0.0%	0.0%	30	161	9	17.6%
Planning	79.1%	12.6%	6.8%	1.6%	0.0%	0.0%	0.0%	0.0%	27	469	26	5.5%
Police	60.6%	12.9%	5.9%	1.1%	19.5%	0.0%	0.0%	0.0%	268	2 050	179	12.0%
Polytechnic West	59.2%	10.7%	7.7%	1.1%	20.9%	0.4%	0.0%	0.0%	50	940	7	5.3%
Premier & Cabinet	58.0%	3.3%	24.5%	1.8%	0.0%	0.5%	0.0%	11.9%	50	372	9	13.1%
PSC	71.2%	4.0%	6.8%	1.7%	0.0%	16.4%	0.0%	0.0%	38	145	7	25.0%
Public Prosecutions	74.7%	14.7%	9.8%	0.0%	0.0%	0.8%	0.0%	0.0%	18	240	17	7.0%

Entity	Appointment type								Separations/commencements (permanent employees only)			
	Permanent		Fixed-term		Casuals	Trainees	Sessionals	Others				
	Full-time	Part-time	Full-time	Part-time					Separations	Existing employees	Commencements	Separation rate
Public Transport	87.5%	5.9%	4.9%	0.6%	0.4%	0.3%	0.0%	0.5%	112	1 403	113	7.4%
Racing, Gaming & Liquor	81.1%	12.6%	3.9%	0.8%	0.0%	1.6%	0.0%	0.0%	8	113	9	6.6%
Regional Dev & Lands	66.2%	10.2%	20.3%	1.8%	0.0%	1.5%	0.0%	0.0%	29	260	13	10.6%
Rottnest Island	42.9%	12.8%	13.5%	15.8%	14.3%	0.8%	0.0%	0.0%	7	82	1	8.4%
SCSA	55.1%	12.0%	25.1%	6.0%	1.2%	0.0%	0.0%	0.6%	8	94	11	7.6%
Small Business	80.7%	14.0%	1.8%	1.8%	1.8%	0.0%	0.0%	0.0%	1	51	4	1.8%
South West IT	38.8%	20.2%	6.6%	5.3%	28.5%	0.6%	0.0%	0.0%	8	214	6	3.6%
Sport & Rec	59.3%	4.9%	14.2%	3.1%	17.3%	1.3%	0.0%	0.0%	16	143	7	10.7%
State Development	71.9%	14.6%	8.6%	0.0%	0.0%	0.5%	0.0%	4.3%	12	158	9	7.2%
State Library	54.2%	28.3%	10.4%	6.1%	0.0%	0.5%	0.0%	0.5%	1	179	1	0.6%
Swan River Trust	64.1%	9.4%	18.8%	7.8%	0.0%	0.0%	0.0%	0.0%	2	49	2	3.9%
Tourism	69.7%	11.1%	18.2%	1.0%	0.0%	0.0%	0.0%	0.0%	9	79	4	10.8%
Training & Workforce Dev	63.8%	11.8%	17.1%	4.0%	0.4%	2.9%	0.0%	0.0%	44	402	27	10.3%
Transport (Dept of)	72.8%	13.8%	12.0%	1.2%	0.0%	0.1%	0.0%	0.0%	84	1 324	69	6.0%
Treasury	80.1%	10.7%	7.4%	1.5%	0.0%	0.3%	0.0%	0.0%	32	302	20	9.9%
VenuesWest	16.0%	11.4%	2.6%	1.8%	68.1%	0.2%	0.0%	0.0%	27	147	27	15.5%
WA Museum	44.0%	24.5%	17.1%	8.2%	2.7%	0.0%	0.0%	3.5%	5	193	0	2.6%
WAIRC	60.0%	22.5%	12.5%	2.5%	0.0%	2.5%	0.0%	0.0%	5	35	0	14.3%
Water (Dept of)	75.5%	17.2%	6.9%	0.4%	0.0%	0.0%	0.0%	0.0%	20	487	16	4.0%
West Coast IT	55.1%	17.0%	6.0%	4.0%	18.0%	0.0%	0.0%	0.0%	22	306	4	7.1%
WorkCover	71.3%	9.4%	11.9%	3.8%	0.0%	1.3%	0.0%	2.5%	18	127	13	12.9%
Zoo	49.5%	17.1%	8.3%	8.3%	16.2%	0.5%	0.0%	0.0%	12	151	6	7.6%

Table 1.5   Regional distribution - workforce

Public sector entities with 30 or more employees.

Data as at 30 June 2013. Source HRMOIR.

Entity	Regions										
	Gascoyne	Goldfields Esperance	Great Southern	Kimberley	Mid West	Peel	Pilbara	South West	Wheatbelt	Metropolitan	Outside WA
WA public sector	**0.5%**	**2.3%**	**2.9%**	**2.5%**	**2.6%**	**2.0%**	**2.1%**	**5.8%**	**3.3%**	**76.0%**	**0.1%**
Aboriginal Affairs	0.0%	1.2%	2.4%	7.9%	3.7%	0.0%	2.4%	0.0%	0.0%	82.3%	0.0%
Agriculture & Food	0.8%	3.5%	8.9%	4.0%	3.7%	0.7%	0.4%	7.2%	10.0%	60.9%	0.1%
Animal Resources	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Aqwest	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
Art Gallery	0.0%	0.0%	0.0%	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	97.3%	0.0%
Attorney General	0.5%	0.9%	0.5%	1.2%	0.6%	0.6%	0.8%	1.6%	0.8%	92.5%	0.0%
Auditor General	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Botanic Gardens	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Busselton Water	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
CCC	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%
Central IT	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Challenger IT	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Chem Centre	0.0%	0.0%	0.0%	0.0%	0.0%	4.8%	0.0%	0.0%	0.0%	95.2%	0.0%
Child Protection	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
CHSHA	0.7%	3.2%	2.3%	6.6%	2.8%	3.7%	3.5%	5.1%	3.6%	68.3%	0.0%
Commerce	0.0%	9.2%	12.4%	13.1%	11.1%	0.0%	0.0%	0.0%	39.2%	15.0%	0.0%
Communities	0.0%	0.3%	0.4%	0.4%	0.4%	0.0%	0.5%	1.8%	0.0%	96.3%	0.0%
Corrective Services	1.2%	1.6%	1.9%	1.9%	1.6%	2.3%	1.6%	1.9%	2.3%	83.7%	0.0%
Culture & the Arts	0.1%	3.2%	5.9%	6.3%	5.3%	3.9%	3.4%	5.2%	0.6%	66.2%	0.0%
C Y O'Connor Institute	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%

Entity	Regions										
	Gascoyne	Goldfields Esperance	Great Southern	Kimberley	Mid West	Peel	Pilbara	South West	Wheatbelt	Metropolitan	Outside WA
DFES	0.0%	1.8%	2.3%	0.7%	2.4%	1.3%	0.6%	3.8%	0.7%	86.4%	0.0%
Disability Services	0.0%	0.3%	0.8%	0.6%	0.5%	1.5%	0.5%	1.2%	0.6%	94.1%	0.0%
Drug & Alcohol	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Durack IT	8.2%	0.0%	0.0%	0.0%	91.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Educ Services	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Education	0.6%	3.3%	3.3%	2.6%	3.0%	4.0%	2.7%	8.0%	4.9%	67.5%	0.2%
Electoral Comm	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Env & Conservation	3.1%	2.4%	3.5%	4.4%	2.1%	3.3%	2.3%	21.3%	4.1%	53.5%	0.0%
Environment Protection	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Equal Opp	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
ERA	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Finance	0.1%	1.0%	0.5%	0.9%	0.7%	0.0%	0.3%	0.9%	0.4%	95.2%	0.0%
Fisheries	4.2%	0.6%	2.5%	3.7%	4.6%	2.9%	1.3%	2.7%	1.3%	76.2%	0.0%
Forest Products	0.5%	3.7%	4.3%	0.0%	0.0%	0.0%	0.0%	65.8%	0.0%	25.7%	0.0%
GESB	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Goldfields IT	0.0%	99.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%	0.0%
Great Southern IT	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Health	0.5%	1.9%	2.7%	2.5%	2.5%	0.2%	1.7%	4.7%	3.2%	80.1%	0.0%
Heritage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Housing	0.6%	2.3%	1.9%	4.5%	2.4%	0.9%	3.5%	2.8%	1.5%	79.5%	0.0%
Insurance Comm	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Kimberley TI	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Landgate	0.0%	0.0%	0.6%	0.0%	0.0%	0.0%	0.0%	1.5%	0.0%	97.9%	0.0%
Legal Aid	0.0%	2.4%	2.4%	5.3%	2.1%	0.0%	2.1%	3.2%	0.0%	82.6%	0.0%
Legal Prac	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%

Entity	Regions										
	Gascoyne	Goldfields Esperance	Great Southern	Kimberley	Mid West	Peel	Pilbara	South West	Wheatbelt	Metropolitan	Outside WA
Local Govt	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Lotterywest	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Main Roads WA	2.1%	1.9%	3.5%	3.1%	3.1%	0.0%	2.5%	6.4%	5.3%	72.1%	0.0%
Mental Health	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Metro Cemeteries	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Mines & Petroleum	0.0%	4.8%	0.0%	0.1%	0.7%	0.0%	1.0%	1.4%	0.5%	91.5%	0.0%
MRA	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
National Trust	0.0%	0.0%	2.2%	0.0%	0.0%	0.0%	0.0%	0.0%	4.3%	93.5%	0.0%
Ombudsman	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Perth Market	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Pilbara Institute	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%
Planning	0.0%	0.0%	1.6%	0.2%	1.0%	2.9%	0.2%	4.7%	0.0%	89.5%	0.0%
Police	0.0%	1.2%	1.5%	0.8%	1.4%	1.5%	0.9%	1.5%	1.1%	90.0%	0.0%
Polytechnic West	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Premier & Cabinet	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	99.6%	0.4%
PSC	0.0%	0.6%	0.0%	0.6%	0.0%	0.0%	0.6%	0.0%	0.0%	98.3%	0.0%
Public Prosecutions	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Public Transport	0.0%	0.2%	0.3%	0.0%	0.4%	8.9%	0.0%	1.5%	0.0%	88.7%	0.0%
Racing, Gaming & Liquor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Regional Dev & Lands	0.3%	0.0%	0.0%	2.2%	0.0%	0.0%	0.0%	1.2%	0.0%	96.3%	0.0%
Rottnest Island	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
SCSA	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Small Business	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
South West IT	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
Sport & Rec	2.2%	1.3%	2.2%	1.3%	0.9%	2.2%	1.3%	1.3%	1.8%	85.4%	0.0%

Entity	Regions										
	Gascoyne	Goldfields Esperance	Great Southern	Kimberley	Mid West	Peel	Pilbara	South West	Wheatbelt	Metropolitan	Outside WA
State Development	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	97.8%	2.2%
State Library	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Swan River Trust	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Tourism	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Training & Workforce Dev	0.0%	0.9%	0.2%	0.4%	0.4%	0.6%	0.2%	1.3%	2.0%	94.1%	0.0%
Transport (Dept of)	0.7%	1.2%	1.1%	1.2%	1.6%	1.1%	1.5%	1.8%	0.0%	89.6%	0.0%
Treasury	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
VenuesWest	0.0%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	99.6%	0.0%
WA Museum	0.0%	4.4%	3.6%	0.0%	5.6%	0.0%	0.0%	0.0%	0.0%	86.5%	0.0%
WAIRC	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Water (Dept of)	1.1%	0.0%	3.1%	2.7%	3.3%	4.6%	1.5%	9.2%	0.4%	74.2%	0.0%
West Coast IT	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
WorkCover	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Zoo	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%

Table 1.6   Occupational profile

Public sector entities with 30 or more employees.

Data as at 30 June 2013. Source HRMOIR.

Entity	ANZSCO major groups							
	Managers	Professionals	Technicians and trades workers	Community and personal service workers	Clerical and administrative workers	Sales workers	Machinery operators and drivers	Labourers
WA public sector	**7.8%**	**47.9%**	**4.4%**	**17.1%**	**18.4%**	**0.5%**	**0.7%**	**3.3%**
Aboriginal Affairs	29.9%	25.7%	0.7%	0.0%	43.8%	0.0%	0.0%	0.0%
Agriculture & Food	15.7%	39.3%	28.1%	0.0%	15.8%	0.0%	0.0%	1.1%
Animal Resources	8.3%	4.0%	65.3%	0.0%	10.4%	0.0%	0.0%	12.0%
Aqwest	13.2%	15.8%	44.7%	0.0%	23.7%	0.0%	2.6%	0.0%
Art Gallery	14.9%	31.3%	14.9%	4.1%	29.4%	5.4%	0.0%	0.0%
Attorney General	6.1%	23.4%	2.7%	3.3%	64.2%	0.0%	0.0%	0.4%
Auditor General	22.7%	64.7%	2.4%	0.0%	10.3%	0.0%	0.0%	0.0%
Botanic Gardens	6.3%	28.2%	37.5%	3.1%	16.2%	6.4%	0.0%	2.4%
Busselton Water	16.7%	10.0%	6.7%	0.0%	33.3%	0.0%	33.3%	0.0%
CCC	13.9%	68.3%	1.2%	4.2%	12.3%	0.0%	0.0%	0.0%
Central IT	7.0%	67.0%	4.9%	0.4%	19.8%	0.2%	0.1%	0.7%
Challenger IT	10.3%	63.4%	2.6%	0.7%	20.0%	0.0%	2.2%	0.7%
Chem Centre	18.6%	51.7%	22.3%	0.0%	7.4%	0.0%	0.0%	0.0%
Child Protection	7.0%	54.6%	0.0%	20.1%	18.3%	0.0%	0.0%	0.0%
CHSHA	12.2%	0.0%	13.2%	47.0%	9.3%	0.0%	0.0%	18.4%
Commerce	14.3%	25.3%	9.8%	0.0%	50.3%	0.3%	0.0%	0.0%
Communities	14.0%	17.1%	0.0%	28.6%	40.3%	0.0%	0.0%	0.0%
Corrective Services	5.7%	17.4%	0.5%	63.2%	13.2%	0.0%	0.0%	0.0%
Culture & the Arts	33.8%	17.0%	2.2%	0.0%	47.0%	0.0%	0.0%	0.0%

Entity	ANZSCO major groups							
	Managers	Professionals	Technicians and trades workers	Community and personal service workers	Clerical and administrative workers	Sales workers	Machinery operators and drivers	Labourers
CYO'Connor Institute	13.7%	64.6%	0.6%	3.9%	14.6%	0.8%	0.8%	0.8%
DFES	17.5%	6.5%	3.2%	63.2%	9.6%	0.0%	0.0%	0.0%
Disability Services	10.3%	24.7%	1.5%	52.2%	8.0%	0.0%	0.0%	3.3%
Drug & Alcohol	14.1%	62.5%	3.2%	5.2%	14.4%	0.0%	0.0%	0.8%
Durack IT	10.9%	60.6%	7.5%	3.2%	15.7%	0.3%	0.9%	0.9%
Educ Services	26.4%	39.6%	0.0%	0.0%	33.9%	0.0%	0.0%	0.0%
Education	9.6%	51.9%	2.7%	22.1%	8.9%	0.0%	0.0%	4.8%
Electoral Comm	17.8%	20.1%	2.2%	0.0%	57.7%	0.0%	2.2%	0.0%
Env & Conservation	6.5%	39.6%	4.0%	6.5%	27.8%	0.5%	0.5%	14.6%
Environment Protection	18.6%	69.6%	0.0%	0.0%	11.8%	0.0%	0.0%	0.0%
Equal Opp	21.4%	35.8%	0.0%	17.9%	24.8%	0.0%	0.0%	0.0%
ERA	10.9%	60.0%	1.8%	0.0%	27.3%	0.0%	0.0%	0.0%
Finance	21.7%	24.3%	2.2%	0.6%	50.9%	0.3%	0.0%	0.0%
Fisheries	20.7%	24.1%	36.9%	0.0%	18.2%	0.0%	0.0%	0.0%
Forest Products	15.8%	17.5%	9.7%	0.0%	33.2%	0.0%	0.0%	23.8%
GESB	16.1%	42.2%	0.0%	0.0%	41.7%	0.0%	0.0%	0.0%
Goldfields IT	14.3%	53.7%	6.2%	1.1%	24.7%	0.0%	0.0%	0.0%
Great Southern IT	9.1%	57.0%	3.6%	3.3%	26.8%	0.0%	0.0%	0.2%
Health	1.6%	59.2%	5.4%	14.6%	15.2%	0.0%	1.1%	3.0%
Heritage	27.7%	46.0%	0.0%	0.0%	26.3%	0.0%	0.0%	0.0%
Housing	11.4%	22.8%	1.0%	0.5%	43.4%	20.8%	0.0%	0.0%
Insurance Comm	15.2%	20.4%	0.3%	0.0%	64.1%	0.0%	0.0%	0.0%
Kimberley TI	9.6%	59.1%	2.5%	2.8%	23.1%	0.0%	0.0%	2.8%
Landgate	18.0%	44.5%	2.7%	0.0%	34.8%	0.0%	0.0%	0.0%
Legal Aid	3.3%	51.9%	1.0%	0.0%	43.8%	0.0%	0.0%	0.0%

Entity	ANZSCO major groups							
	Managers	Professionals	Technicians and trades workers	Community and personal service workers	Clerical and administrative workers	Sales workers	Machinery operators and drivers	Labourers
Legal Prac	0.0%	41.8%	7.1%	0.0%	51.1%	0.0%	0.0%	0.0%
Local Govt	20.7%	45.2%	1.7%	0.0%	32.3%	0.0%	0.0%	0.0%
Lotterywest	22.3%	33.1%	2.6%	0.0%	38.9%	3.1%	0.0%	0.0%
Main Roads WA	12.1%	30.3%	12.6%	0.0%	44.1%	0.0%	0.0%	0.9%
Mental Health	30.7%	52.5%	1.4%	0.0%	15.4%	0.0%	0.0%	0.0%
Metro Cemeteries	10.5%	5.2%	12.6%	5.2%	27.0%	0.0%	6.3%	33.2%
Mines & Petroleum	10.1%	47.8%	11.3%	0.0%	30.7%	0.0%	0.0%	0.1%
MRA	37.1%	36.2%	0.0%	0.0%	24.8%	0.9%	0.0%	0.9%
National Trust	29.1%	19.1%	0.0%	0.0%	45.8%	0.0%	0.0%	5.9%
Ombudsman	31.4%	50.3%	0.0%	0.0%	18.3%	0.0%	0.0%	0.0%
Perth Market	14.9%	3.0%	0.0%	14.9%	52.5%	8.9%	3.0%	3.0%
Pilbara Institute	10.1%	58.1%	3.1%	0.0%	23.4%	0.0%	0.0%	5.1%
Planning	6.0%	64.5%	0.4%	0.2%	25.4%	0.8%	0.0%	2.7%
Police	6.9%	23.2%	2.5%	7.3%	52.4%	0.0%	0.0%	7.7%
Polytechnic West	5.6%	66.5%	3.3%	0.1%	22.0%	0.0%	2.0%	0.5%
Premier & Cabinet	17.3%	38.2%	4.0%	0.0%	36.1%	0.4%	3.9%	0.0%
PSC	31.9%	42.9%	0.0%	0.0%	25.2%	0.0%	0.0%	0.0%
Public Prosecutions	2.2%	48.8%	1.3%	0.0%	47.7%	0.0%	0.0%	0.0%
Public Transport	7.4%	15.6%	8.2%	17.7%	18.1%	6.7%	21.7%	4.5%
Racing, Gaming & Liquor	18.5%	19.8%	0.9%	0.0%	60.8%	0.0%	0.0%	0.0%
Regional Dev & Lands	18.0%	20.0%	0.0%	0.0%	62.1%	0.0%	0.0%	0.0%
Rottnest Island	17.9%	22.3%	3.4%	0.8%	39.2%	6.8%	7.8%	1.9%
SCSA	13.1%	61.3%	1.3%	0.0%	24.3%	0.0%	0.0%	0.0%
Small Business	18.3%	60.8%	0.0%	0.0%	20.9%	0.0%	0.0%	0.0%
South West IT	6.7%	61.1%	9.9%	1.6%	20.7%	0.0%	0.0%	0.0%

Entity	ANZSCO major groups							
	Managers	Professionals	Technicians and trades workers	Community and personal service workers	Clerical and administrative workers	Sales workers	Machinery operators and drivers	Labourers
Sport & Rec	28.0%	13.7%	1.5%	5.0%	48.5%	0.0%	0.0%	3.3%
State Development	41.4%	18.2%	0.0%	0.0%	40.4%	0.0%	0.0%	0.0%
State Library	13.1%	34.2%	12.0%	0.6%	34.0%	1.1%	5.2%	0.0%
Swan River Trust	24.7%	42.3%	0.0%	0.0%	29.5%	0.0%	0.0%	3.5%
Tourism	39.1%	39.2%	1.1%	0.0%	20.7%	0.0%	0.0%	0.0%
Training & Workforce Dev	17.7%	50.7%	0.0%	0.0%	31.7%	0.0%	0.0%	0.0%
Transport (Dept of)	12.9%	23.6%	5.2%	0.0%	58.3%	0.0%	0.0%	0.0%
Treasury	30.0%	50.7%	0.3%	0.0%	19.0%	0.0%	0.0%	0.0%
VenuesWest	10.7%	5.8%	2.6%	39.6%	16.5%	10.2%	0.5%	14.2%
WA Museum	13.5%	32.6%	13.8%	20.9%	14.5%	1.8%	0.0%	2.9%
WAIRC	17.5%	17.5%	7.8%	0.0%	57.2%	0.0%	0.0%	0.0%
Water (Dept of)	12.9%	64.4%	2.4%	0.0%	20.3%	0.0%	0.0%	0.0%
West Coast IT	7.5%	67.2%	3.7%	1.1%	18.9%	0.0%	0.3%	1.2%
WorkCover	15.9%	29.3%	0.0%	0.0%	54.8%	0.0%	0.0%	0.0%
Zoo	10.2%	14.0%	46.8%	2.7%	10.0%	9.0%	0.6%	6.7%

Table 1.7 Ocupational profile - gender, age, salary band, region

Public sector entities with 30 or more FTE, sorted by % of employees in '45 and over' age groups.

Data as at 30 June 2013. Source HRMOIR.

ANZSCO group	ANZSCO code	FTE	Female	Male	below 25	25-44	45 and over	1 and below	2	3	4	5	6	7	8	9	C1 and above	Gascoyne	Goldfields Esper.	Great South'n	Kimberley	Mid West	Peel	Pilbara	South West	Wheat belt	Metro	Others
Bus and Coach Drivers	7312	56	9.0%	91.0%	1.8%	5.9%	92.3%	35.1%	64.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.9%	10.4%	0.0%	7.2%	0.0%	0.0%	2.3%	4.3%	71.9%	0.0%
Chief Executives and Managing Directors	1111	133	26.2%	73.8%	0.0%	9.0%	91.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.8%	0.7%	98.6%	0.0%	1.5%	1.5%	2.3%	0.8%	2.3%	3.8%	1.5%	84.9%	0.0%	
Domestic Cleaners	8113	53	81.9%	18.1%	0.0%	12.3%	87.7%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.8%	0.0%	0.0%	0.0%	2.0%	0.0%	0.0%	98.0%	0.0%	
Metal Fitters and Machinists	3232	37	0.0%	100.0%	2.7%	10.6%	86.7%	7.9%	18.2%	71.1%	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	5.6%	5.5%	0.0%	0.0%	2.7%	0.0%	0.0%	86.2%	0.0%	
Engineering Managers	1332	74	2.7%	97.3%	0.0%	13.4%	86.6%	0.0%	0.0%	1.4%	2.7%	0.0%	3.9%	0.0%	32.5%	42.0%	17.6%	2.7%	1.4%	2.7%	2.6%	4.1%	0.0%	1.4%	4.1%	5.4%	75.8%	0.0%
Motor Mechanics	3212	69	1.4%	98.6%	0.0%	17.3%	82.7%	7.7%	10.1%	7.2%	64.9%	8.7%	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.4%	0.0%	0.0%	0.0%	0.0%	98.6%	0.0%
Switchboard Operators	5616	84	92.0%	8.0%	2.4%	15.9%	81.7%	26.0%	61.5%	7.8%	3.6%	1.2%	0.0%	0.0%	0.0%	0.0%	1.4%	0.0%	1.8%	0.0%	3.1%	0.0%	1.4%	3.3%	2.4%	86.6%	0.0%
Hotel Service Managers	4314	46	82.7%	17.3%	2.0%	16.8%	81.3%	44.2%	2.2%	38.5%	12.9%	2.2%	0.0%	0.0%	0.0%	0.0%	2.2%	0.0%	8.0%	0.0%	2.0%	0.0%	0.0%	7.8%	1.6%	78.6%	0.0%
Cooks	3514	155	70.6%	29.4%	1.4%	17.6%	81.0%	99.9%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.2%	0.0%	7.5%	6.3%	7.8%	6.0%	1.0%	3.6%	11.6%	17.1%	37.8%	0.0%
Railway Track Workers	8216	31	0.0%	100.0%	0.0%	19.3%	80.7%	74.4%	19.3%	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Other Miscellaneous Labourers	8999	222	24.8%	75.2%	4.1%	15.4%	80.5%	82.9%	14.8%	1.9%	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	0.0%	0.0%	0.0%	0.9%	0.0%	0.0%	2.4%	96.2%	0.0%	
Handypersons	8993	94	2.1%	97.9%	5.0%	14.8%	80.1%	70.8%	25.0%	4.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.1%	2.9%	4.1%	7.4%	6.0%	1.4%	3.2%	9.4%	6.4%	57.1%	0.0%
Carpenters and Joiners	3312	46	2.2%	97.8%	0.0%	20.6%	79.4%	4.3%	27.6%	68.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.7%	4.3%	6.5%	2.2%	0.0%	0.0%	2.2%	2.2%	74.0%	0.0%
General Managers	1112	564	34.6%	65.4%	0.0%	21.2%	78.8%	0.0%	0.0%	0.0%	0.0%	0.2%	1.5%	4.4%	19.4%	24.5%	50.0%	0.2%	0.7%	0.0%	1.1%	0.4%	0.0%	0.5%	0.7%	0.9%	95.6%	0.0%
Library Assistants	5997	547	95.4%	4.6%	1.8%	20.5%	77.7%	43.6%	54.9%	1.3%	0.0%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%	3.0%	2.9%	2.0%	3.9%	4.2%	2.6%	7.7%	4.9%	68.3%	0.0%
Housekeepers	8114	91	76.8%	23.2%	3.2%	20.2%	76.6%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.4%	7.8%	1.7%	15.7%	0.0%	21.4%	10.2%	14.8%	26.0%	0.0%
Other Machine Operators	7119	169	72.2%	27.8%	1.9%	21.5%	76.6%	97.6%	0.0%	1.2%	1.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.1%	0.1%	0.0%	0.4%	0.0%	0.0%	9.2%	0.0%	87.3%	0.0%
Laundry Workers	8115	83	69.8%	30.2%	3.1%	20.5%	76.4%	98.8%	0.0%	0.0%	1.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.5%	10.8%	16.1%	8.2%	3.3%	1.0%	9.4%	3.6%	9.5%	35.8%	0.0%
Transport Services Managers	1494	33	8.8%	91.2%	0.0%	24.0%	76.0%	0.0%	0.0%	3.0%	3.0%	17.9%	33.4%	15.2%	18.2%	3.0%	6.1%	0.0%	0.0%	0.0%	0.0%	6.1%	0.0%	0.0%	3.0%	0.0%	90.9%	0.0%
Electronics Engineers	2334	41	1.4%	98.6%	0.0%	24.0%	76.0%	0.0%	1.0%	0.0%	2.9%	49.4%	22.0%	14.6%	10.1%	0.0%	0.0%	0.0%	0.0%	0.0%	2.4%	0.0%	0.0%	0.0%	2.4%	0.0%	95.1%	0.0%
Couriers and Postal Deliverers	5612	45	28.1%	71.9%	6.6%	17.5%	75.9%	94.6%	5.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.2%	0.0%	0.0%	0.0%	97.8%	0.0%
Gardeners	3622	729	20.4%	79.6%	2.8%	21.3%	75.9%	97.8%	0.3%	1.0%	0.1%	0.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%	4.6%	4.6%	3.3%	4.3%	3.0%	3.1%	8.6%	9.2%	58.3%	0.0%
School Principals	1343	2 142	55.7%	44.3%	0.1%	24.4%	75.4%	0.0%	0.5%	0.2%	0.5%	1.6%	11.5%	46.3%	32.6%	6.9%	0.0%	0.8%	4.0%	3.5%	3.0%	3.6%	4.2%	3.7%	8.3%	6.7%	61.7%	0.4%
Nurse Managers	2543	390	85.5%	14.5%	0.0%	24.7%	75.3%	0.3%	0.0%	0.3%	2.6%	13.6%	69.6%	3.4%	7.3%	2.9%	0.1%	1.4%	4.3%	5.6%	3.3%	4.7%	0.5%	4.0%	5.4%	4.8%	65.9%	0.0%
Librarians	2246	165	86.9%	13.1%	0.7%	24.2%	75.1%	10.2%	10.8%	5.5%	6.1%	42.1%	19.2%	6.1%	0.0%	0.0%	0.0%	0.1%	3.0%	1.4%	0.8%	0.8%	1.3%	2.4%	3.1%	2.8%	84.3%	0.0%
Commissioned Officers (Management)	1391	163	4.3%	95.7%	0.0%	25.1%	74.9%	0.0%	0.0%	0.0%	0.0%	0.0%	20.9%	55.2%	11.6%	2.1%	10.1%	0.0%	3.7%	4.3%	4.9%	6.8%	0.0%	4.3%	9.5%	5.5%	61.1%	0.0%
Corporate Services Managers	1321	278	38.0%	62.0%	0.0%	25.2%	74.8%	0.0%	0.0%	0.0%	2.1%	9.5%	18.8%	26.5%	26.3%	8.2%	8.6%	0.7%	1.8%	1.4%	1.8%	1.1%	1.3%	1.8%	1.1%	1.9%	87.0%	0.0%
Hotel and Motel Managers	1413	41	34.0%	66.0%	1.2%	25.2%	73.5%	90.2%	0.0%	0.0%	0.0%	9.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	21.1%	0.0%	20.2%	0.0%	0.0%	22.7%	36.0%	0.0%	0.0%
Other Building and Engineering Technicians	3129	107	4.7%	95.3%	2.8%	24.1%	73.1%	7.1%	6.1%	23.5%	28.1%	18.7%	13.6%	2.8%	0.0%	0.0%	0.0%	2.6%	1.9%	5.4%	3.8%	2.8%	0.9%	1.7%	10.3%	1.9%	68.7%	0.0%
Health and Welfare Services Managers	1342	422	70.6%	29.4%	0.0%	27.9%	72.1%	0.0%	0.0%	0.0%	2.2%	4.4%	18.9%	35.4%	23.4%	5.1%	10.6%	0.2%	2.8%	1.9%	3.3%	3.4%	1.2%	1.9%	3.9%	4.6%	76.7%	0.0%
Mining Engineers	2336	32	15.7%	84.3%	0.0%	28.3%	71.7%	0.0%	0.0%	6.3%	0.0%	6.3%	12.6%	50.3%	24.5%	0.0%	0.0%	0.0%	18.9%	0.0%	0.0%	0.0%	0.0%	0.0%	4.1%	0.0%	81.1%	0.0%
Electricians	3411	97	1.2%	98.8%	6.1%	22.9%	71.1%	2.3%	18.4%	54.5%	13.4%	4.1%	5.2%	1.0%	1.2%	0.0%	0.0%	0.9%	4.2%	4.1%	7.2%	2.1%	0.0%	0.0%	4.1%	4.1%	73.2%	0.0%
Kitchenhands	8513	172	83.9%	16.1%	7.6%	21.8%	70.6%	97.3%	0.5%	0.4%	1.2%	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	3.7%	11.0%	9.8%	3.3%	8.5%	1.4%	0.0%	15.8%	21.2%	24.5%	0.0%
Office Managers	5121	1 978	79.2%	20.8%	1.7%	28.0%	70.3%	1.5%	4.9%	36.0%	11.4%	18.2%	15.4%	6.7%	5.2%	0.6%	0.1%	0.6%	3.3%	4.4%	3.9%	4.0%	1.9%	3.3%	6.2%	5.0%	67.5%	0.1%
Vocational Education Teachers (Aus) \ Polytechnic Teachers (NZ)	2422	2 520	45.1%	54.9%	0.4%	29.8%	69.8%	15.7%	0.0%	6.1%	17.4%	38.7%	22.1%	0.0%	0.0%	0.0%	0.0%	0.4%	1.8%	4.0%	3.5%	4.2%	0.9%	3.7%	6.1%	3.0%	72.5%	0.0%
Commercial Cleaners	8112	2 438	75.1%	24.9%	3.3%	27.2%	69.5%	99.6%	0.1%	0.1%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	3.0%	4.5%	3.2%	2.6%	3.2%	2.9%	8.6%	5.6%	65.4%	0.0%
Telecommunications Technical Specialists	3132	44	5.0%	95.0%	2.3%	28.4%	69.3%	4.5%	5.9%	9.1%	52.0%	18.0%	8.2%	2.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.3%	0.0%	97.7%	0.0%
Other Hospitality, Retail and Service Managers	1499	39	56.7%	43.3%	0.0%	30.9%	69.1%	0.0%	0.0%	4.6%	12.9%	26.2%	38.7%	9.8%	5.2%	2.6%	0.0%	0.0%	2.6%	0.0%	2.6%	0.0%	0.0%	2.6%	5.2%	6.9%	77.7%	2.6%
Finance Managers	1322	248	32.0%	68.0%	0.0%	31.0%	69.0%	0.0%	0.0%	0.0%	0.4%	4.4%	15.4%	35.8%	31.0%	8.7%	4.2%	1.2%	0.4%	0.8%	0.4%	0.2%	0.0%	1.2%	2.0%	1.2%	92.5%	0.0%
Call or Contact Centre and Customer Service Managers	1492	103	45.7%	54.3%	0.8%	30.4%	68.8%	0.0%	0.0%	2.8%	7.2%	19.4%	46.5%	18.1%	4.1%	1.9%	0.0%	1.0%	2.9%	1.0%	3.6%	3.9%	1.9%	2.7%	2.9%	1.0%	79.2%	0.0%
Policy and Planning Managers	1324	1 106	45.5%	54.5%	0.4%	30.8%	68.7%	0.0%	0.1%	0.4%	1.3%	5.1%	5.5%	26.2%	43.8%	8.8%	8.7%	0.1%	0.7%	1.0%	0.6%	0.8%	0.2%	0.8%	1.8%	0.6%	93.4%	0.0%
Enrolled and Mothercraft Nurses	4114	1 243	90.5%	9.5%	6.7%	24.8%	68.5%	58.3%	38.8%	0.0%	0.8%	2.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.6%	3.0%	5.5%	2.1%	4.1%	0.0%	2.1%	8.2%	7.9%	65.8%	0.0%
Agricultural Technicians	3111	233	35.4%	64.6%	3.3%	29.2%	67.6%	7.8%	25.3%	26.6%	27.5%	12.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%	3.4%	12.7%	4.3%	4.3%	0.9%	0.0%	8.2%	9.3%	56.6%	0.0%
Human Resource Managers	1323	197	57.3%	42.7%	0.0%	32.6%	67.4%	0.0%	0.0%	0.0%	0.0%	3.5%	16.3%	30.4%	39.7%	8.6%	1.5%	0.0%	0.5%	0.5%	0.5%	0.5%	0.0%	0.5%	0.3%	0.9%	96.4%	0.0%
Nursing Support and Personal Care Workers	4233	3 002	69.2%	30.8%	5.6%	27.0%	67.4%	93.3%	5.7%	0.4%	0.3%	0.1%	0.1%	0.0%	0.0%	0.0%	0.0%	0.7%	2.8%	3.8%	2.6%	4.5%	0.2%	2.5%	5.1%	7.3%	70.5%	0.0%
Other Specialist Managers	1399	1 147	33.7%	66.3%	0.3%	32.6%	67.1%	0.1%	0.2%	0.1%	1.0%	3.3%	17.4%	35.1%	31.7%	5.9%	5.2%	1.0%	1.5%	2.3%	2.4%	2.2%	0.7%	1.2%	4.0%	2.0%	82.5%	0.3%
Ticket Salespersons	6394	114	49.7%	50.3%	2.7%	30.3%	67.0%	82.3%	8.9%	8.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.4%	0.0%	1.4%	2.1%	19.2%	0.0%	0.0%	6.0%	69.9%	0.0%
Other Education Managers	1344	1 144	46.9%	53.1%	0.3%	32.9%	66.8%	0.1%	0.8%	0.7%	1.1%	2.3%	17.4%	72.9%	3.7%	0.1%	0.9%	0.6%	3.2%	2.9%	3.7%	1.9%	2.8%	3.8%	7.3%	3.9%	69.8%	0.0%
Storepersons	7411	215	18.2%	81.8%	7.6%	26.6%	65.8%	70.7%	18.0%	7.0%	3.2%	0.7%	0.5%	0.0%	0.0%	0.0%	0.0%	2.0%	4.4%	3.3%	0.9%	1.6%	0.5%	7.3%	2.3%	77.7%	0.0%	
Safety Inspectors	3126	141	18.1%	81.9%	1.4%	32.9%	65.7%	0.0%	0.8%	1.8%	5.7%	34.4%	33.1%	22.8%	1.4%	0.0%	0.0%	0.0%	4.3%	0.7%	0.7%	0.0%	0.0%	2.1%	7.9%	0.0%	84.3%	0.0%
Prison Officers	4421	2 152	23.5%	76.5%	0.7%	33.9%	65.4%	0.0%	1.4%	27.1%	45.2%	11.7%	0.5%	0.8%	0.0%	0.0%	0.0%	0.0%	2.8%	9.9%	6.8%	6.9%	5.8%	3.3%	6.8%	0.0%	58.6%	0.0%
Keyboard Operators	5321	202	92.6%	7.4%	4.3%	30.4%	65.3%	16.4%	64.6%	13.2%	5.3%	0.0%	0.5%	0.0%	0.5%	0.0%	0.0%	0.5%	0.0%	0.3%	2.7%	2.4%	0.0%	0.0%	1.5%	91.9%	0.0%	
Psychiatrists	2534	126	39.4%	60.6%	0.0%	34.7%	65.3%	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%	0.0%	0.8%	0.0%	99.0%	0.0%	0.0%	4.2%	1.4%	0.0%	0.0%	0.0%	0.0%	4.7%	1.6%	88.2%	0.0%
Teachers of English to Speakers of Other Languages	2493	232	86.3%	13.7%	0.3%	34.7%	65.0%	0.0%	3.0%	3.3%	13.1%	42.1%	38.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	0.0%	99.5%	0.0%
Education Advisers and Reviewers	2491	365	73.0%	27.0%	0.6%	34.7%	64.7%	0.0%	1.9%	3.8%	6.6%	24.4%	17.8%	45.2%	0.3%	0.0%	0.0%	0.4%	1.4%	1.3%	2.7%	1.2%	0.4%	0.8%	2.9%	0.5%	88.2%	0.0%
Geologists, Geophysicists and Hydrogeologists	2344	109	39.4%	60.6%	2.8%	32.9%	64.3%	0.1%	0.9%	4.6%	1.8%	12.5%	32.2%	31.4%	16.4%	0.0%	0.0%	0.0%	1.8%	0.0%	1.8%	1.8%	0.9%	0.9%	2.8%	0.0%	89.9%	0.0%
Research and Development Managers	1325	102	56.9%	43.1%	2.0%	33.9%	64.2%	0.0%	0.0%	5.9%	0.0%	10.9%	23.9%	18.9%	32.6%	3.9%	3.9%	3.3%	2.0%	3.9%	2.0%	1.0%	0.0%	6.9%	2.0%	2.0%	77.1%	0.0%
Gallery, Library and Museum Technicians	3993	98	65.0%	35.0%	0.0%	36.0%	64.0%	4.9%	60.2%	20.6%	12.3%	1.0%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	2.5%	1.5%	0.8%	1.0%	0.0%	0.0%	1.2%	0.0%	79.3%	0.0%
Train and Tram Drivers	7313	259	8.9%	91.1%	0.4%	36.0%	63.6%	5.8%	19.4%	67.9%	0.0%	6.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	19.5%	0.0%	0.0%	0.0%	1.2%	79.3%	0.0%
Other Stationary Plant Operators	7129	49	8.2%	91.8%	0.0%	36.7%	63.3%	18.4%	20.4%	0.0%	12.2%	14.3%	26.5%	8.2%	0.0%	0.0%	0.0%	0.0%	0.0%	6.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.4%	0.0%	73.5%	0.0%
Other Miscellaneous Technicians and Trades Workers	3999	210	20.4%	79.6%	3.7%	33.8%	62.5%	31.0%	46.5%	15.2%	5.0%	1.4%	0.5%	0.5%	0.0%	0.0%	0.0%	1.0%	4.3%	6.0%	1.0%	6.0%	0.4%	3.3%	26.9%	7.5%	43.6%	0.0%
Veterinarians	2347	34	34.7%	65.3%	0.0%	37.5%	62.5%	0.0%	0.0%	0.0%	0.0%	16.1%	20.2%	43.9%	19.8%	0.0%	0.0%	0.0%	0.0%	19.8%	2.9%	2.9%	0.0%	0.0%	8.7%	11.3%	54.4%	0.0%
Land Economists and Valuers	2245	116	26.9%	73.1%	2.6%	35.0%	62.4%	0.0%	0.0%	11.0%	11.1%	13.9%	17.7%	38.0%	6.5%	0.9%	0.0%	0.0%	0.0%	4.3%	0.0%	0.0%	0.0%	0.0%	4.8%	0.0%	90.9%	0.0%
Other Clerical and Office Support Workers	5619	2 057	90.9%	9.1%	5.2%	32.5%	62.3%	48.1%	35.2%	9.9%	4.2%	1.6%	0.8%	0.2%	0.0%	0.0%	0.0%	0.5%	2.7%	4.4%	3.1%	2.3%	3.2%	2.7%	7.6%	2.9%	70.5%	0.1%
Cafe Workers	4312	35	93.7%	6.3%	4.9%	33.8%	61.3%	88.5%	11.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.7%	0.0%	7.4%	0.0%	1.1%	6.0%	3.1%	71.7%	0.0%
Inspectors and Regulatory Officers	5995	708	32.7%	67.3%	3.0%	36.4%	60.6%	0.0%	10.8%	25.0%	28.9%	16.4%	13.2%	4.8%	0.6%	0.3%	0.0%	0.8%	0.7%	1.6%	0.9%	2.2%	0.6%	1.4%	3.4%	0.7%	87.7%	0.0%
ICT Managers	1351	294	27.5%	72.5%	0.7%	38.8%	60.5%	1.2%	1.2%	0.0%	6.9%	17.4%	32.0%	27.8%	9.9%	2.6%	0.0%	0.0%	0.3%	0.7%	0.3%	1.2%	0.0%	0.3%	1.1%	0.0%	96.4%	0.0%
Receptionists	5421	996	95.9%	4.1%	9.8%	30.0%	60.1%	34.4%	60.5%	2.2%	2.1%	0.4%	0.5%	0.0%	0.0%	0.0%	0.0%	0.7%	4.3%	3.5%	5.3%	3.3%	0.2%	3.7%	8.4%	5.0%	65.6%	0.0%
Specialist Physicians	2533	250	23.8%	76.2%	0.0%	39.9%	60.1%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%	99.2%	0.0%	1.2%	0.0%	0.0%	0.4%	0.1%	0.0%	2.5%	0.0%	95.7%	0.0%
Dental Hygienists, Technicians and Therapists	4112	189	85.1%	14.9%	5.1%	34.9%	60.0%	2.9%	8.4%	21.6%	51.3%	13.3%	2.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	99.2%	0.0%
Accounting Clerks	5511	803	71.2%	28.8%	5.0%	35.1%	59.9%	3.5%	26.8%	39.7%	18.1%	7.8%	2.9%	0.9%	0.4%	0.0%	0.0%	0.1%	0.5%	0.8%	0.9%	0.8%	0.8%	0.7%	2.4%	1.0%	92.0%	0.0%
Welfare Support Workers	4117	1 920	67.3%	32.7%	3.3%	36.9%	59.8%	10.6%	39.2%	11.4%	21.4%	9.9%	6.2%	1.3%	0.0%	0.0%	0.0%	0.5%	2.7%	1.8%	4.3%	2.3%	2.6%	2.4%	3.3%	2.0%	78.1%	0.0%
Purchasing and Supply Logistics Clerks	5911	255	48.5%	51.5%	5.8%	34.4%	59.8%	5.2%	19.2%	20.8%	22.8%	25.2%	5.7%	0.8%	0.4%	0.0%	0.0%	0.0%	2.4%	1.0%	1.2%	0.4%	0.0%	0.8%	3.0%	2.0%	89.3%	0.0%
Architectural, Building and Surveying Technicians	3121	57	15.5%	84.5%	0.0%	40.4%	59.6%	0.0%	2.8%	0.0%	4.6%	12.1%	36.7%	32.3%	7.9%	1.8%	0.0%	1.8%	3.8%	13.7%	5.3%	5.3%	0.0%	0.0%	13.0%	13.2%	46.1%	0.0%
Agricultural and Forestry Scientists	2341	301	34.2%	65.8%	0.3%	40.4%	59.3%	0.0%	0.0%	2.2%	3.2%	20.5%	25.1%	44.1%	4.2%	0.0%	0.2%	0.2%	3.8%	9.1%	1.9%	6.0%	1.5%	0.7%	13.0%	13.2%	46.1%	0.0%
Other Medical Practitioners	2539	241	31.9%	68.1%	0.0%	40.8%	59.2%	0.0%	0.0%	0.1%	0.0%	0.0%	0.2%	0.5%	0.0%	0.0%	98.9%	0.0%	0.5%	0.7%	1.1%	0.0%	1.2%	0.0%	1.7%	0.0%	93.9%	0.0%
Delivery Drivers	7321	39	18.2%	81.8%	2.5%	38.6%	58.9%	84.7%	10.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.8%	0.0%	0.0%	2.5%	0.0%	2.5%	0.0%	94.9%	0.0%	
Electrical Distribution Trades Workers	3422	34	0.0%	100.0%	5.9%	35.3%	58.8%	2.9%	11.8%	32.4%	17.6%	26.5%	8.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Gallery, Museum and Tour Guides	4514	94	70.8%	29.2%	6.1%	35.9%	58.0%	84.7%	5.7%	3.0%	5.5%	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	4.7%	4.2%	0.0%	4.4%	10.3%	4.0%	56.9%	0.0%	
Nurse Educators and Researchers	2542	255	90.2%	9.8%	0.7%	41.4%	57.8%	0.3%	1.7%	2.2%	11.2%	39.2%	41.4%	0.2%	3.4%	0.2%	0.0%	0.0%	1.6%	2.4%	0.8%	3.6%	0.0%	0.6%	3.5%	1.6%	85.9%	0.0%
Science Technicians	3114	453	62.0%	38.0%	3.0%	39.8%	57.2%	26.1%	29.1%	15.7%	13.0%	10.6%	4.7%	1.5%	0.0%	0.0%	0.0%	0.8%	1.7%	2.7%	1.5%	1.0%	0.7%	0.0%	2.3%	0.0%	88.5%	0.0%
Surveyors and Spatial Scientists	2322	265	31.3%	68.7%	2.3%	40.8%	57.0%	0.0%	2.5%	15.3%	35.5%	24.3%	12.2%	8.7%	1.5%	0.0%	0.0%	0.0%	1.7%	4.4%	0.0%	3.7%	0.0%	0.0%	4.9%	0.0%	84.6%	0.0%
Personal Assistants	5211	840	97.1%	2.9%	8.0%	35.0%	57.0%	4.4%	24.1%	44.3%	19.1%	7.0%	0.8%	0.0%	0.1%	0.0%	0.0%	0.2%	0.7%	0.9%	1.4%	1.8%	0.2%	1.4%	2.5%	2.0%	88.2%	0.0%
Secretaries	5212	517	98.4%	1.6%	7.4%	35.9%	56.7%	10.7%	50.7%	23.6%	11.5%	2.6%	0.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	0.6%	1.6%	1.7%	0.4%	0.6%	2.5%	0.0%	92.9%	0.0%
Filing and Registry Clerks	5613	359	61.8%	38.2%	7.1%	36.5%	56.4%	19.8%	46.2%	17.4%	10.9%	5.2%	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.8%	0.3%	0.0%	0.9%	0.0%	0.3%	0.7%	0.3%	96.6%	0.0%
Dental Assistants	4232	322	99.1%	0.9%	6.0%	37.7%	56.4%	88.5%	5.8%	5.1%	0.0%	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Supply, Distribution and Procurement Managers	1336	148	40.7%	59.3%	0.7%	43.2%	56.1%	0.0%	0.0%	1.4%	1.4%	6.8%	41.9%	33.6%	11.7%	2.0%	1.4%	0.0%	0.0%	0.7%	0.7%	0.7%	0.0%	0.0%	2.0%	0.7%	95.3%	0.0%
Other Miscellaneous Clerical and Administrative Workers	5999	444	70.6%	29.4%	5.6%	38.9%	55.5%	3.5%	17.5%	29.2%	28.2%	13.8%	6.7%	0.6%	0.5%	0.0%	0.0%	0.5%	1.0%	1.6%	2.2%	0.7%	0.3%	2.3%	3.6%	2.3%	85.5%	0.0%
General Clerks	5311	4 484	83.2%	16.8%	10.3%	34.4%	55.3%	21.8%	49.6%	16.6%	6.9%	2.6%	1.5%	0.7%	0.3%	0.1%	0.0%	0.7%	1.9%	2.5%	3.3%	2.1%	1.0%	2.5%	3.8%	1.9%	80.2%	0.0%

ANZSCO group	ANZSCO code	FTE	Female	Male	Age groups (%)			PSGOGA equivalent salary band / level										Region										
					below 25	25-44	45 and over	1 and below	2	3	4	5	6	7	8	9	C1 and above	Gascoyne	Goldfields Esper.	Great South'n	Kimberley	Mid West	Peel	Pilbara	South West	Wheat belt	Metro	Others
Forestry and Logging Workers	8413	289	7.2%	92.8%	7.4%	37.9%	54.7%	78.1%	9.1%	3.3%	8.3%	1.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%	3.5%	2.6%	1.3%	0.0%	0.0%	10.0%	0.2%	55.2%	3.5%	23.0%	0.0%
Special Education Teachers	2415	88	91.0%	9.0%	2.5%	43.0%	54.5%	0.0%	9.6%	5.7%	15.6%	38.8%	30.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Accountants	2211	474	52.2%	47.8%	1.5%	44.2%	54.3%	0.5%	0.6%	4.6%	13.7%	27.8%	37.3%	13.0%	2.1%	0.4%	0.0%	0.0%	1.0%	0.2%	0.8%	1.5%	0.4%	1.0%	2.5%	1.2%	91.3%	0.0%
Social Workers	2725	750	84.1%	15.9%	1.4%	44.4%	54.2%	0.3%	1.0%	2.7%	7.4%	26.5%	48.7%	12.9%	0.4%	0.0%	0.0%	0.1%	1.6%	2.2%	4.6%	2.0%	1.5%	2.1%	2.9%	3.0%	80.0%	0.0%
Education Aides	4221	7 676	95.8%	4.2%	5.3%	40.6%	54.1%	99.2%	0.4%	0.1%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%	3.3%	3.2%	3.2%	4.7%	2.8%	7.8%	4.3%	2.8%	66.8%	0.1%
Child Carers	4211	87	72.3%	27.7%	8.0%	38.6%	53.4%	76.0%	6.0%	9.8%	2.1%	4.2%	1.9%	0.0%	0.0%	0.0%	0.0%	1.1%	6.9%	9.2%	9.2%	7.1%	0.0%	1.1%	0.7%	25.4%	39.2%	0.0%
Other Natural and Physical Science Professionals	2349	61	32.7%	67.3%	1.3%	45.3%	53.4%	0.0%	5.4%	8.5%	13.6%	28.0%	11.8%	15.4%	7.4%	0.0%	9.8%	0.0%	1.6%	0.0%	0.0%	1.6%	0.7%	0.0%	16.3%	4.9%	74.9%	0.0%
Training and Development Professionals	2233	374	62.1%	37.9%	1.6%	45.5%	52.9%	0.1%	2.1%	10.1%	27.9%	27.4%	22.2%	9.9%	0.3%	0.0%	0.0%	0.3%	0.0%	0.3%	2.5%	1.2%	1.9%	1.6%	1.6%	0.0%	90.7%	0.0%
Management and Organisation Analysts	2247	834	63.7%	36.3%	1.0%	46.1%	52.9%	0.1%	0.7%	1.7%	7.9%	23.2%	42.7%	17.6%	4.4%	0.7%	1.0%	0.2%	1.3%	0.9%	1.6%	0.5%	0.1%	0.6%	1.5%	1.7%	91.6%	0.0%
Archivists, Curators and Records Managers	2242	200	58.3%	41.7%	4.3%	43.5%	52.1%	0.0%	3.3%	8.7%	18.3%	26.0%	22.5%	19.6%	0.5%	1.0%	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.5%	0.0%	98.5%	0.0%
Occupational and Environmental Health Professionals	2513	181	62.0%	38.0%	3.6%	44.6%	51.8%	1.4%	7.1%	7.2%	13.5%	37.8%	20.8%	7.7%	4.4%	0.0%	0.0%	0.0%	2.7%	1.1%	2.5%	1.9%	0.0%	2.2%	3.1%	1.1%	85.3%	0.0%
Counsellors	2721	175	74.9%	25.1%	1.4%	47.2%	51.4%	0.1%	8.0%	4.5%	13.9%	30.3%	40.3%	11.1%	1.1%	0.0%	0.0%	0.5%	1.7%	2.8%	8.0%	2.3%	1.3%	2.3%	5.5%	1.6%	74.6%	0.0%
Secondary School Teachers	2414	6 375	63.3%	36.7%	3.8%	45.0%	51.3%	0.0%	5.5%	4.5%	13.9%	32.6%	43.2%	0.1%	0.0%	0.0%	0.0%	0.5%	2.6%	3.2%	2.9%	2.7%	3.8%	2.3%	5.5%	3.8%	69.6%	0.3%
Other Information and Organisation Professionals	2249	1 221	59.2%	40.8%	2.9%	46.4%	50.6%	0.3%	1.6%	9.3%	18.1%	25.0%	27.2%	12.6%	5.1%	0.7%	0.1%	0.2%	0.9%	0.6%	2.9%	2.3%	0.7%	1.2%	1.0%	0.8%	92.1%	0.0%
Indigenous Health Workers	4115	223	72.4%	27.6%	5.3%	44.3%	50.5%	34.4%	17.5%	9.3%	22.7%	8.9%	6.3%	0.4%	0.0%	0.0%	0.4%	2.6%	7.9%	10.0%	14.4%	11.1%	0.4%	7.7%	3.8%	8.2%	33.8%	0.0%
Information Officers	5412	1 607	79.2%	20.8%	13.3%	36.6%	50.1%	17.5%	62.1%	13.6%	4.1%	1.7%	0.8%	0.2%	0.0%	0.0%	0.0%	0.7%	2.1%	1.9%	2.3%	2.4%	2.6%	2.0%	4.3%	2.2%	79.5%	0.0%
Civil Engineering Professionals	2332	156	20.1%	79.9%	11.1%	39.2%	49.7%	0.9%	1.3%	10.9%	3.8%	12.4%	19.3%	21.2%	29.2%	1.0%	0.0%	1.3%	3.2%	1.9%	1.9%	3.2%	0.0%	3.8%	5.1%	4.5%	75.1%	0.0%
Contract, Program and Project Administrators	5111	2 676	54.3%	45.7%	3.3%	47.3%	49.4%	0.2%	1.4%	12.3%	16.9%	26.8%	24.2%	13.0%	4.8%	0.3%	0.2%	0.7%	1.9%	1.8%	2.4%	1.5%	0.5%	1.4%	3.9%	2.4%	83.4%	0.0%
Primary School Teachers	2412	8 860	84.2%	15.8%	5.5%	45.5%	48.9%	0.0%	7.0%	5.9%	16.4%	33.6%	37.1%	0.0%	0.0%	0.0%	0.0%	0.6%	3.8%	2.9%	3.1%	3.0%	4.8%	3.4%	4.3%	3.8%	65.7%	0.3%
Solicitors	2713	263	63.2%	36.8%	1.0%	50.3%	48.8%	0.0%	0.0%	0.4%	8.0%	10.5%	10.4%	13.9%	17.9%	14.3%	24.7%	0.0%	1.6%	1.5%	3.8%	1.5%	0.0%	1.5%	2.1%	0.0%	87.9%	0.0%
Civil Engineering Draftspersons and Technicians	3122	99	10.7%	89.3%	14.7%	36.9%	48.4%	1.0%	24.2%	19.7%	19.8%	24.2%	7.1%	4.0%	0.0%	0.0%	0.0%	2.0%	0.0%	7.1%	6.1%	3.0%	0.0%	3.0%	12.1%	2.0%	64.7%	0.0%
Insurance Investigators, Loss Adjusters and Risk Surveyors	5996	146	57.6%	42.4%	5.3%	46.6%	48.1%	4.1%	9.0%	26.2%	12.4%	18.3%	26.0%	4.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Surgeons	2535	86	23.6%	76.4%	0.0%	52.1%	47.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%	99.7%	0.0%	0.0%	1.2%	0.0%	1.2%	0.0%	0.0%	0.0%	0.0%	97.7%	0.0%
Midwives	2541	568	99.7%	0.3%	4.0%	48.7%	47.3%	0.1%	5.4%	11.5%	45.7%	29.6%	7.1%	0.6%	0.0%	0.0%	0.0%	0.3%	1.2%	0.8%	4.2%	0.0%	0.0%	1.8%	3.3%	0.0%	86.9%	0.0%
Court and Legal Clerks	5992	435	67.5%	32.5%	11.1%	41.9%	46.9%	6.3%	20.9%	36.6%	20.1%	11.2%	3.4%	1.3%	0.0%	0.0%	0.2%	0.5%	2.8%	1.4%	2.4%	1.1%	0.7%	1.4%	2.0%	1.4%	86.4%	0.0%
Medical Technicians	3112	1 443	70.0%	30.0%	8.3%	45.8%	45.8%	15.5%	25.7%	22.0%	20.5%	7.5%	7.6%	0.6%	0.3%	0.1%	0.1%	0.0%	0.9%	1.1%	1.5%	1.5%	0.0%	0.7%	1.9%	0.3%	92.0%	0.0%
Computer Network Professionals	2631	130	14.4%	85.6%	0.8%	53.6%	45.6%	0.0%	1.3%	10.1%	22.1%	33.0%	21.1%	11.6%	0.8%	0.0%	0.0%	0.4%	3.1%	0.0%	0.8%	0.0%	0.0%	0.0%	2.3%	0.5%	91.4%	0.0%
Judicial and Other Legal Professionals	2712	270	55.9%	44.1%	1.1%	53.4%	45.5%	0.0%	0.4%	1.9%	5.5%	12.3%	11.1%	32.0%	13.2%	7.7%	15.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Special Care Workers	4234	115	66.0%	34.0%	11.9%	43.5%	44.5%	0.0%	96.5%	2.6%	0.0%	0.0%	0.9%	0.0%	0.0%	0.0%	0.0%	0.0%	4.3%	0.0%	16.9%	3.9%	4.0%	8.2%	6.4%	0.0%	56.2%	0.0%
Real Estate Sales Agents	6121	319	63.4%	36.6%	6.0%	50.0%	44.0%	0.0%	0.0%	62.4%	10.2%	20.2%	7.2%	0.0%	0.0%	0.0%	0.0%	2.5%	4.2%	4.3%	13.9%	4.9%	1.3%	8.3%	5.9%	3.6%	51.2%	0.0%
Primary Products Inspectors	3113	191	26.8%	73.2%	3.7%	52.6%	43.8%	1.0%	15.3%	27.1%	30.1%	15.5%	9.9%	1.0%	0.0%	0.0%	0.0%	6.3%	8.6%	6.3%	11.0%	7.3%	4.7%	3.5%	6.3%	11.5%	34.6%	0.0%
Payroll Clerks	5513	406	72.5%	27.5%	10.1%	47.0%	42.9%	1.5%	36.8%	30.8%	24.8%	4.4%	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Human Resource Professionals	2231	771	73.9%	26.1%	4.1%	53.2%	42.7%	0.3%	4.5%	8.2%	18.3%	27.5%	30.9%	9.1%	1.0%	0.1%	0.1%	0.2%	1.0%	0.6%	0.6%	0.0%	0.0%	0.9%	0.9%	1.1%	94.5%	0.0%
Intelligence and Policy Analysts	2244	1 211	58.1%	41.9%	2.9%	54.5%	42.6%	0.0%	0.3%	5.2%	6.3%	20.5%	34.2%	27.0%	5.4%	0.4%	0.6%	0.0%	0.2%	0.2%	0.3%	0.2%	0.3%	0.3%	0.6%	0.2%	97.5%	0.0%
Registered Nurses	2544	10 708	87.5%	12.5%	6.8%	50.7%	42.5%	0.2%	10.3%	13.9%	37.7%	28.1%	9.1%	0.1%	0.6%	0.1%	0.0%	0.5%	2.3%	2.4%	3.1%	2.4%	0.3%	2.0%	4.9%	2.3%	79.8%	0.0%
Dental Practitioners	2523	116	54.2%	45.8%	9.0%	49.0%	42.0%	0.0%	0.0%	0.0%	0.0%	15.7%	11.9%	28.8%	37.5%	4.3%	1.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Medical Laboratory Scientists	2346	702	65.8%	34.2%	3.7%	54.4%	41.9%	0.1%	0.5%	5.4%	7.5%	45.6%	31.0%	5.2%	3.3%	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Database and Systems Administrators, and ICT Security Specialists	2621	312	34.5%	65.5%	2.4%	56.0%	41.6%	0.0%	1.8%	7.7%	20.2%	34.9%	28.7%	5.7%	1.0%	0.0%	0.0%	0.3%	0.3%	0.3%	0.3%	0.8%	0.0%	0.8%	0.6%	0.0%	96.5%	0.0%
Fire and Emergency Workers	4412	981	3.4%	96.6%	1.5%	57.2%	41.3%	0.2%	0.6%	3.7%	15.7%	54.9%	22.7%	2.1%	0.1%	0.0%	0.0%	0.0%	2.4%	2.9%	0.3%	2.5%	2.3%	0.1%	6.5%	0.5%	82.4%	0.0%
Anaesthetists	2532	164	29.2%	70.8%	0.0%	58.7%	41.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.2%	98.8%	0.1%	0.4%	0.9%	0.0%	0.0%	0.0%	0.0%	1.9%	0.0%	96.0%	0.0%
Garden and Nursery Labourers	8414	50	19.3%	80.7%	10.9%	48.0%	41.1%	98.0%	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	7.4%	0.0%	92.2%	0.0%
Life Scientists	2345	36	60.5%	39.5%	0.0%	59.0%	41.0%	0.0%	0.0%	0.0%	7.5%	21.9%	39.1%	23.2%	0.0%	5.6%	2.8%	8.4%	0.0%	0.0%	0.0%	2.0%	0.0%	0.0%	5.6%	2.8%	81.3%	0.0%
Economists	2243	57	34.8%	65.2%	0.0%	59.2%	40.8%	0.0%	0.0%	3.5%	2.8%	8.7%	19.9%	35.5%	22.6%	3.5%	3.5%	0.0%	0.0%	0.0%	3.5%	5.2%	0.0%	0.0%	5.2%	1.7%	84.3%	0.0%
Early Childhood (Pre-primary School) Teachers	2411	2 091	98.3%	1.7%	7.3%	52.2%	40.5%	0.0%	7.3%	7.2%	18.7%	39.7%	27.1%	0.0%	0.0%	0.0%	0.0%	0.7%	3.0%	2.4%	1.6%	2.2%	4.3%	2.8%	6.3%	3.7%	72.8%	0.1%
Welfare, Recreation and Community Arts Workers	2726	1 198	83.7%	16.3%	5.2%	54.5%	40.3%	0.3%	4.2%	16.0%	18.8%	38.9%	21.4%	0.5%	0.0%	0.0%	0.0%	0.8%	3.6%	3.3%	7.3%	4.0%	3.2%	4.4%	6.5%	4.0%	62.9%	0.0%
ICT Business and Systems Analysts	2611	334	42.4%	57.6%	2.0%	58.1%	39.8%	0.0%	0.8%	8.4%	13.3%	32.1%	32.8%	9.2%	3.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%	0.0%	0.0%	0.0%	0.3%	0.0%	99.3%	0.0%
Psychologists	2723	690	80.5%	19.5%	2.9%	57.2%	39.8%	0.0%	0.0%	3.6%	7.2%	14.7%	25.7%	39.5%	9.3%	0.0%	0.0%	0.1%	1.7%	1.9%	2.4%	2.0%	2.1%	1.6%	3.7%	2.2%	82.2%	0.1%
Auditors, Company Secretaries and Corporate Treasurers	2212	162	45.1%	54.9%	7.4%	53.1%	39.5%	0.6%	5.6%	7.4%	13.0%	25.4%	23.8%	16.1%	5.9%	1.5%	0.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.2%	0.0%	98.8%	0.0%
Call or Contact Centre Workers	5411	369	66.7%	33.3%	12.7%	47.8%	39.5%	4.8%	48.9%	32.0%	10.2%	3.1%	1.1%	0.0%	0.0%	0.0%	0.0%	0.4%	0.3%	0.3%	0.5%	0.0%	0.0%	0.3%	0.5%	0.0%	97.2%	0.0%
Sales Assistants (General)	6211	36	77.1%	22.9%	12.4%	48.6%	39.1%	68.7%	23.1%	5.5%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.7%	0.0%	0.0%	0.0%	3.0%	0.0%	0.0%	0.0%	2.7%	91.5%	0.0%
Chemists, and Food and Wine Scientists	2342	67	46.8%	53.2%	6.4%	54.6%	39.0%	1.5%	7.1%	7.5%	18.4%	24.0%	22.4%	13.8%	0.0%	4.5%	0.7%	0.0%	0.0%	0.0%	4.5%	0.0%	0.0%	0.0%	1.2%	0.0%	94.3%	0.0%
Advertising, Public Relations and Sales Managers	1311	71	61.5%	38.5%	2.8%	59.8%	37.4%	0.0%	0.0%	1.4%	7.4%	4.9%	33.9%	30.3%	16.4%	5.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.4%	98.6%	0.0%
Other Farm, Forestry and Garden Workers	8419	44	44.9%	55.1%	18.3%	44.6%	37.1%	26.2%	55.5%	8.9%	5.3%	4.2%	0.0%	0.0%	0.0%	0.0%	0.0%	2.6%	0.0%	4.2%	2.6%	5.3%	4.5%	0.0%	31.4%	15.2%	34.1%	0.0%
ICT Support and Test Engineers	2632	98	36.2%	63.8%	6.3%	56.8%	37.0%	0.0%	6.9%	15.0%	39.0%	26.2%	12.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%	0.0%	0.0%	0.0%	2.0%	0.0%	98.0%	0.0%
Sports Coaches, Instructors and Officials	4523	171	87.0%	13.0%	24.0%	39.5%	36.5%	42.7%	44.1%	9.1%	2.9%	1.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	0.0%	0.0%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	99.2%	0.0%
Medical Imaging Professionals	2512	470	65.3%	34.7%	9.3%	54.5%	36.2%	0.6%	0.6%	5.7%	12.1%	34.0%	42.1%	3.4%	1.5%	0.0%	0.0%	0.9%	1.9%	0.5%	2.2%	1.9%	0.2%	1.9%	1.7%	1.4%	87.4%	0.0%
Other Health Diagnostic and Promotion Professionals	2519	135	75.9%	24.1%	4.9%	59.0%	36.2%	0.5%	2.1%	6.0%	38.1%	28.2%	22.6%	2.6%	0.0%	0.0%	0.0%	1.3%	2.2%	4.4%	5.5%	2.9%	0.0%	3.0%	4.8%	11.4%	64.5%	0.0%
Software and Applications Programmers	2613	300	27.4%	72.6%	1.3%	63.3%	35.4%	0.3%	2.8%	9.5%	31.3%	23.4%	25.7%	5.0%	2.0%	0.0%	0.0%	0.0%	0.7%	0.3%	0.5%	0.0%	0.0%	0.3%	0.0%	0.0%	98.2%	0.0%
Public Relations Professionals	2253	328	76.8%	23.2%	2.6%	62.4%	35.0%	3.0%	3.5%	4.8%	18.3%	25.6%	27.9%	13.9%	3.1%	0.0%	0.0%	0.0%	1.5%	0.4%	0.1%	0.9%	0.1%	0.2%	1.8%	0.0%	95.0%	0.0%
Human Resource Clerks	5994	304	82.8%	17.2%	16.0%	49.2%	34.8%	1.9%	36.8%	37.2%	19.0%	3.5%	1.6%	0.0%	0.0%	0.0%	0.0%	0.0%	1.3%	0.5%	0.9%	1.7%	2.0%	1.0%	1.9%	0.1%	90.5%	0.0%
Barristers	2711	99	49.4%	50.6%	2.0%	63.2%	34.7%	0.0%	0.0%	0.0%	3.0%	11.0%	5.0%	20.0%	9.3%	8.3%	43.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Security Officers and Guards	4422	436	6.2%	93.8%	2.5%	62.8%	34.7%	2.8%	46.8%	15.4%	19.9%	7.4%	7.4%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.0%	0.0%	9.6%	0.0%	3.3%	86.4%	0.0%
Graphic and Web Designers, and Illustrators	2324	55	48.3%	51.7%	1.8%	63.7%	34.5%	0.0%	9.3%	36.1%	25.7%	21.6%	7.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.1%	0.0%	0.0%	1.8%	0.0%	0.2%	98.2%	0.0%
Environmental Scientists	2343	913	41.2%	58.8%	2.0%	64.2%	33.8%	5.5%	9.5%	10.8%	8.3%	26.1%	18.5%	18.5%	2.4%	0.4%	0.0%	2.4%	1.8%	4.0%	4.0%	2.6%	3.1%	3.5%	11.1%	2.0%	65.6%	0.0%
Urban and Regional Planners	2326	300	41.1%	58.9%	3.7%	64.4%	32.0%	0.0%	2.0%	3.7%	4.2%	18.4%	29.2%	32.3%	6.7%	3.7%	0.0%	0.0%	0.0%	2.6%	0.3%	0.6%	3.5%	0.3%	7.5%	0.5%	84.6%	0.0%
Podiatrists	2526	43	63.3%	36.7%	14.1%	54.9%	31.0%	0.0%	0.0%	7.5%	8.5%	26.5%	55.2%	2.4%	0.0%	0.0%	0.0%	2.4%	1.5%	4.2%	0.0%	3.4%	0.0%	0.0%	4.5%	4.4%	79.7%	0.0%
ICT Support Technicians	3131	333	21.2%	78.8%	10.4%	58.6%	31.0%	3.4%	18.6%	42.5%	22.4%	10.2%	2.4%	0.3%	0.3%	0.0%	0.0%	0.0%	1.1%	0.0%	0.3%	1.1%	1.6%	1.3%	3.4%	0.3%	90.2%	0.0%
Police	4413	140	45.3%	54.7%	22.0%	49.6%	28.4%	27.9%	60.2%	10.0%	1.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%	0.0%	0.0%	2.9%	0.0%	2.1%	0.0%	94.3%	0.0%
Multimedia Specialists and Web Developers	2612	57	45.3%	54.7%	7.4%	67.9%	24.6%	1.1%	3.6%	9.9%	13.8%	28.4%	26.8%	8.5%	5.1%	3.0%	0.0%	1.1%	0.3%	0.0%	1.1%	0.0%	0.0%	3.2%	0.0%	0.0%	100.0%	0.0%
Advertising and Marketing Professionals	2251	94	74.3%	25.7%	7.4%	67.9%	24.6%	0.0%	0.0%	0.0%	14.8%	32.3%	29.2%	15.2%	3.5%	0.0%	0.0%	0.0%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%	93.4%	0.0%
Physiotherapists	2525	598	83.1%	16.9%	16.3%	59.2%	24.5%	0.0%	0.9%	9.3%	12.2%	30.1%	44.6%	2.0%	0.8%	0.0%	0.0%	0.0%	1.7%	2.4%	1.8%	2.6%	0.0%	1.7%	3.6%	2.0%	84.4%	0.0%
Electrical Engineers	2333	37	12.6%	87.4%	6.0%	69.5%	24.4%	0.6%	0.0%	2.7%	10.9%	8.1%	34.3%	19.0%	24.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Pharmacists	2515	320	71.4%	28.6%	6.9%	69.3%	23.8%	2.5%	1.4%	1.0%	0.4%	23.5%	60.9%	7.6%	2.6%	0.0%	0.0%	0.0%	1.6%	1.3%	0.9%	1.1%	0.0%	0.9%	2.0%	1.3%	91.0%	0.0%
Nutrition Professionals	2511	139	95.0%	5.0%	11.7%	65.5%	22.8%	0.0%	0.7%	8.9%	18.2%	28.0%	41.2%	2.6%	0.3%	0.0%	0.0%	3.4%	3.9%	1.4%	2.7%	0.0%	0.4%	6.2%	2.9%	79.1%	0.0%
Occupational Therapists	2524	600	91.9%	8.1%	11.4%	66.7%	21.9%	0.3%	2.0%	7.6%	14.7%	30.7%	43.0%	1.0%	0.7%	0.0%	0.0%	0.0%	1.4%	3.1%	1.8%	3.7%	0.3%	1.2%	5.0%	1.8%	81.6%	0.0%
Audiologists and Speech Pathologists \ Therapists	2527	311	97.3%	2.7%	14.7%	64.2%	21.1%	0.3%	2.8%	8.4%	12.6%	32.3%	40.2%	2.7%	0.0%	0.0%	0.0%	0.0%	2.1%	2.7%	3.4%	6.2%	0.0%	2.2%	6.4%	3.2%	73.9%	0.0%
Animal Attendants and Trainers	3611	90	63.0%	37.0%	12.9%	72.6%	14.5%	35.5%	33.7%	6.8%	21.2%	2.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	99.3%	0.0%
General Practitioners and Resident Medical Officers	2531	2 642	48.9%	51.1%	4.5%	86.9%	8.6%	0.1%	0.0%	11.7%	10.5%	15.8%	21.2%	9.6%	13.4%	8.0%	9.9%	0.4%	0.4%	0.3%	2.0%	0.9%	0.0%	0.8%	2.4%	0.0%	92.9%	0.0%

Table 1.8   Length of service (tenure)

Length of service for an individual in the same entity, for public sector entities with 30 or more employees.

Data as at 30 June 2013. Source HRMOIR.

Entity	Tenure (years)													
	Mean	Median	Less than 1	1 to less than 2	2 to less than 3	3 to less than 4	4 to less than 5	5 to 9	10 to 14	15 to 19	20 to 24	25 to 29	30 to 34	35 and above
WA public sector	**8.8**	**5.7**	**15.1%**	**10.4%**	**7.7%**	**6.0%**	**6.6%**	**21.0%**	**13.5%**	**7.8%**	**4.9%**	**3.3%**	**1.8%**	**2.0%**
Aboriginal Affairs	5.1	3.4	15.9%	17.1%	10.4%	12.8%	5.5%	22.0%	12.2%	3.7%	0.0%	0.0%	0.6%	0.0%
Agriculture & Food	14.8	11.9	6.8%	5.1%	4.2%	2.0%	3.7%	23.6%	13.2%	9.6%	10.5%	8.3%	5.7%	7.2%
Animal Resources	6.2	5.3	13.0%	10.1%	2.9%	8.7%	8.7%	42.0%	7.2%	2.9%	1.4%	1.4%	1.4%	0.0%
Aqwest	7.6	4.6	7.5%	22.5%	12.5%	5.0%	2.5%	27.5%	7.5%	10.0%	0.0%	0.0%	2.5%	2.5%
Art Gallery	8.7	6.9	2.6%	11.7%	7.8%	6.5%	3.9%	32.5%	20.8%	6.5%	1.3%	3.9%	1.3%	1.3%
Attorney General	10.3	6.6	7.8%	9.0%	6.2%	5.4%	6.5%	29.1%	12.5%	7.7%	5.8%	4.0%	2.4%	3.6%
Auditor General	6.3	3.5	15.2%	15.9%	13.0%	7.2%	8.7%	21.0%	10.1%	1.4%	2.2%	2.2%	0.0%	2.9%
Botanic Gardens	8.6	5.8	15.1%	13.3%	7.2%	6.0%	5.4%	26.5%	9.0%	6.0%	2.4%	3.0%	2.4%	3.6%
Busselton Water	5.8	4.0	6.5%	22.6%	9.7%	12.9%	6.5%	29.0%	9.7%	0.0%	0.0%	0.0%	0.0%	3.2%
CCC	4.8	4.8	21.8%	10.9%	9.2%	4.6%	5.2%	48.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Central IT	8.0	5.3	12.5%	10.5%	8.3%	7.9%	8.1%	21.7%	13.3%	10.4%	3.1%	2.0%	1.1%	1.1%
Challenger IT	7.5	4.4	13.5%	12.6%	11.4%	8.6%	6.4%	22.5%	8.1%	7.4%	5.4%	1.2%	1.9%	1.0%
Chem Centre	4.4	5.9	10.9%	6.3%	8.6%	7.8%	7.8%	58.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Child Protection	6.6	4.4	11.2%	14.0%	11.2%	9.4%	11.1%	26.6%	5.5%	3.7%	2.0%	2.9%	1.4%	1.0%
CHSHA	5.3	3.3	30.6%	8.3%	9.6%	3.2%	3.8%	28.7%	7.6%	5.7%	1.9%	0.6%	0.0%	0.0%
Commerce	7.2	4.9	8.8%	10.0%	11.1%	5.0%	15.7%	26.1%	11.9%	4.7%	2.6%	2.5%	0.8%	0.8%
Communities	6.4	4.4	13.2%	11.6%	13.2%	8.5%	11.2%	23.3%	5.4%	7.0%	3.5%	2.7%	0.4%	0.0%
Corrective Services	7.6	6.7	8.0%	5.5%	6.0%	8.8%	9.5%	44.9%	6.3%	3.9%	3.0%	1.8%	1.2%	1.0%
Culture & the Arts	7.1	5.1	19.2%	12.0%	5.4%	4.2%	8.4%	26.3%	9.6%	9.0%	3.0%	1.8%	1.2%	0.0%
CYO'Connor Institute	7.0	5.3	8.1%	12.1%	13.4%	8.7%	6.0%	22.1%	17.4%	10.7%	0.7%	0.7%	0.0%	0.0%
DFES	12.4	9.2	8.0%	7.2%	6.2%	3.4%	5.7%	22.0%	12.3%	11.3%	9.2%	7.0%	5.1%	2.5%
Disability Services	10.1	7.2	10.0%	7.7%	6.9%	7.6%	7.3%	20.5%	15.2%	8.8%	5.8%	6.2%	2.5%	1.6%
Drug & Alcohol	7.5	5.3	16.9%	10.0%	5.4%	1.5%	12.3%	24.9%	15.7%	5.7%	3.1%	3.4%	0.8%	0.4%
Durack IT	5.9	3.7	21.4%	13.5%	11.4%	6.8%	6.4%	18.1%	10.3%	9.3%	2.5%	0.4%	0.0%	0.0%
Educ Services	4.6	2.8	40.5%	6.0%	5.2%	6.0%	8.6%	22.4%	2.6%	6.9%	0.0%	0.9%	0.9%	0.0%
Education	9.9	7.4	17.0%	9.2%	5.9%	4.5%	4.9%	16.2%	19.0%	9.5%	6.1%	3.5%	1.9%	2.3%
Electoral Comm	10.6	7.0	6.1%	6.1%	4.1%	4.1%	8.2%	38.8%	8.2%	12.2%	4.1%	0.0%	4.1%	4.1%
Env & Conservation	10.9	6.9	9.6%	9.0%	7.2%	5.0%	6.0%	26.4%	11.3%	7.2%	4.7%	4.6%	4.5%	4.5%
Environment Protection	7.6	6.2	13.0%	17.6%	6.5%	3.7%	3.7%	31.5%	7.4%	10.2%	3.7%	1.9%	0.0%	0.9%
Equal Opp	10.3	6.8	9.4%	9.4%	3.1%	12.5%	0.0%	28.1%	9.4%	12.5%	3.1%	9.4%	0.0%	3.1%
ERA	3.8	2.8	14.5%	25.5%	12.7%	7.3%	10.9%	27.3%	1.8%	0.0%	0.0%	0.0%	0.0%	0.0%
Finance	6.8	4.4	11.7%	11.4%	10.4%	7.7%	17.5%	23.7%	8.3%	2.3%	1.5%	2.3%	1.1%	2.1%
Fisheries	9.3	5.9	13.7%	8.8%	10.6%	5.8%	5.0%	21.9%	12.5%	8.7%	3.5%	4.8%	2.3%	2.5%
Forest Products	12.3	8.0	11.2%	13.3%	5.3%	1.6%	4.8%	18.6%	9.6%	11.2%	8.0%	5.3%	8.0%	3.2%
GESB	5.9	4.0	21.6%	10.8%	8.2%	8.2%	8.2%	24.7%	9.5%	2.6%	2.2%	3.0%	0.0%	0.9%
Goldfields IT	1.7	2.1	21.4%	26.8%	51.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Great Southern IT	7.3	5.2	12.1%	15.3%	9.6%	5.0%	6.8%	24.9%	11.7%	10.0%	1.4%	1.4%	1.8%	0.0%
Health	7.6	4.9	15.9%	12.3%	9.2%	6.7%	6.9%	21.3%	11.0%	7.5%	4.3%	2.8%	1.1%	1.0%

Entity	Tenure (years)													
	Mean	Median	Less than 1	1 to less than 2	2 to less than 3	3 to less than 4	4 to less than 5	5 to 9	10 to 14	15 to 19	20 to 24	25 to 29	30 to 34	35 and above
Heritage	4.2	3.7	18.8%	12.5%	6.3%	25.0%	18.8%	12.5%	3.1%	0.0%	3.1%	0.0%	0.0%	0.0%
Housing	8.6	4.0	21.4%	11.6%	10.3%	6.4%	6.6%	16.6%	6.2%	4.5%	4.8%	4.8%	3.0%	3.9%
Insurance Comm	13.9	9.2	6.8%	7.9%	6.8%	4.1%	5.4%	22.5%	8.9%	5.4%	8.1%	11.7%	6.8%	5.7%
Kimberley TI	4.3	2.4	21.8%	17.8%	12.7%	10.7%	5.6%	18.3%	9.1%	4.1%	0.0%	0.0%	0.0%	0.0%
Landgate	15.1	9.5	7.6%	3.8%	4.6%	3.1%	3.6%	28.8%	9.2%	7.1%	7.6%	6.6%	6.9%	11.2%
Legal Aid	8.1	6.2	10.6%	10.6%	10.0%	7.6%	5.6%	25.8%	15.8%	3.5%	5.0%	3.2%	2.1%	0.3%
Legal Prac	5.5	5.0	13.3%	11.1%	11.1%	6.7%	8.9%	35.6%	6.7%	6.7%	0.0%	0.0%	0.0%	0.0%
Local Govt	6.4	4.1	16.4%	8.6%	11.7%	10.9%	14.8%	21.1%	4.7%	6.3%	2.3%	0.8%	0.8%	1.6%
Lotterywest	8.6	6.1	12.7%	12.7%	2.0%	6.3%	6.3%	30.2%	10.2%	8.8%	5.9%	2.9%	1.5%	0.5%
Main Roads WA	15.2	9.9	8.4%	6.4%	3.6%	2.5%	6.2%	23.4%	10.2%	5.5%	8.9%	6.3%	6.6%	11.9%
Mental Health	4.5	2.1	21.4%	21.4%	16.7%	4.8%	8.3%	14.3%	7.1%	2.4%	1.2%	2.4%	0.0%	0.0%
Metro Cemeteries	6.0	3.3	19.9%	16.1%	11.2%	6.8%	6.8%	23.6%	5.0%	5.6%	1.9%	0.0%	0.0%	3.1%
Mines & Petroleum	10.0	4.5	11.5%	12.4%	9.3%	3.9%	15.9%	15.4%	6.8%	6.3%	5.0%	4.8%	3.6%	5.1%
MRA	2.6	1.5	36.2%	25.9%	8.6%	2.6%	4.3%	21.6%	0.0%	0.9%	0.0%	0.0%	0.0%	0.0%
National Trust	5.5	3.8	19.6%	2.2%	23.9%	6.5%	4.3%	19.6%	17.4%	6.5%	0.0%	0.0%	0.0%	0.0%
Ombudsman	5.3	3.9	13.0%	17.4%	7.2%	13.0%	11.6%	26.1%	5.8%	1.4%	0.0%	4.3%	0.0%	0.0%
Perth Market	2.6	2.3	21.4%	21.4%	16.1%	25.0%	7.1%	8.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Pilbara Institute	5.3	3.9	20.7%	12.2%	9.5%	9.0%	6.8%	27.5%	8.1%	3.2%	1.4%	1.4%	0.5%	0.0%
Planning	8.9	6.0	8.7%	9.1%	7.9%	5.4%	9.5%	29.3%	10.9%	7.6%	4.3%	4.5%	1.2%	1.7%
Police	7.7	5.1	13.8%	11.2%	9.3%	6.0%	9.1%	26.9%	6.9%	7.8%	3.8%	2.8%	1.2%	1.2%
Polytechnic West	8.9	5.6	7.3%	9.3%	8.0%	6.1%	12.7%	26.3%	11.7%	6.7%	3.8%	3.9%	1.9%	2.1%
Premier & Cabinet	5.7	3.0	18.3%	15.2%	15.9%	6.8%	12.2%	12.6%	6.9%	6.6%	3.1%	1.6%	0.4%	0.4%
PSC	3.8	2.6	22.0%	19.2%	23.2%	6.2%	11.9%	11.9%	2.8%	0.6%	0.0%	0.6%	1.1%	0.6%
Public Prosecutions	7.5	6.1	10.6%	10.2%	9.1%	4.9%	8.3%	32.8%	12.5%	4.9%	2.3%	2.3%	1.5%	0.8%
Public Transport	10.0	6.1	10.1%	9.4%	6.0%	9.0%	7.3%	30.9%	9.5%	1.9%	2.9%	1.6%	4.0%	7.5%
Racing, Gaming & Liquor	9.5	5.4	10.2%	9.4%	6.3%	4.7%	13.4%	29.1%	7.1%	0.8%	7.1%	6.3%	1.6%	3.9%
Regional Dev & Lands	5.8	4.0	15.4%	16.3%	9.2%	9.2%	6.5%	34.5%	3.1%	1.5%	0.9%	2.8%	0.6%	0.0%
Rottnest Island	5.7	4.1	15.0%	11.3%	14.3%	6.0%	12.0%	23.3%	9.0%	7.5%	0.0%	0.8%	0.8%	0.0%
SCSA	5.9	5.5	14.4%	9.0%	8.4%	5.4%	4.8%	46.7%	4.2%	4.8%	0.6%	1.8%	0.0%	0.0%
Small Business	8.0	5.6	8.8%	15.8%	3.5%	3.5%	7.0%	31.6%	8.8%	12.3%	5.3%	3.5%	0.0%	0.0%
South West IT	8.0	6.5	9.4%	12.5%	10.0%	3.9%	3.3%	28.0%	20.2%	6.9%	2.8%	1.4%	1.1%	0.6%
Sport & Rec	6.4	4.5	15.0%	11.5%	11.5%	8.4%	8.4%	26.5%	8.0%	4.4%	1.3%	3.5%	1.3%	0.0%
State Development	3.3	3.5	9.2%	17.3%	17.8%	8.1%	47.0%	0.0%	0.0%	0.0%	0.0%	0.5%	0.0%	0.0%
State Library	12.6	9.7	10.8%	9.0%	2.8%	2.4%	2.4%	23.1%	10.8%	14.2%	9.4%	5.7%	6.1%	3.3%
Swan River Trust	5.5	5.3	15.6%	10.9%	7.8%	9.4%	4.7%	43.8%	3.1%	1.6%	1.6%	0.0%	0.0%	1.6%
Tourism	8.2	4.8	8.1%	14.1%	17.2%	6.1%	8.1%	20.2%	12.1%	3.0%	2.0%	3.0%	1.0%	5.1%
Training & Workforce Dev	2.7	3.7	16.5%	13.6%	13.1%	56.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Transport (Dept of)	8.4	5.6	12.5%	10.6%	6.6%	7.7%	7.1%	30.0%	10.0%	4.8%	3.2%	3.6%	1.4%	2.6%
Treasury	8.4	4.5	12.0%	12.9%	8.0%	10.4%	9.8%	19.6%	11.3%	3.1%	2.5%	5.5%	2.5%	2.5%
VenuesWest	3.7	2.2	32.5%	15.0%	14.1%	9.9%	4.6%	13.9%	6.8%	1.8%	1.1%	0.2%	0.0%	0.0%
WA Museum	10.0	6.3	11.7%	9.3%	5.4%	7.4%	12.5%	18.3%	13.6%	7.4%	2.3%	3.5%	3.9%	4.7%
WAIRC	9.9	7.8	12.5%	12.5%	5.0%	7.5%	5.0%	17.5%	20.0%	2.5%	5.0%	7.5%	5.0%	0.0%
Water (Dept of)	10.4	7.2	6.3%	5.4%	4.8%	3.1%	8.8%	38.0%	13.0%	9.0%	2.1%	1.9%	3.4%	4.2%

Entity	Tenure (years)													
	Mean	Median	Less than 1	1 to less than 2	2 to less than 3	3 to less than 4	4 to less than 5	5 to 9	10 to 14	15 to 19	20 to 24	25 to 29	30 to 34	35 and above
West Coast IT	7.5	4.6	11.2%	12.5%	16.0%	6.5%	7.7%	19.2%	11.0%	8.5%	3.5%	2.2%	0.7%	1.0%
WorkCover	7.7	4.1	19.4%	10.6%	6.3%	12.5%	6.9%	20.0%	3.8%	7.5%	8.1%	3.8%	0.0%	1.3%
Zoo	7.4	5.2	13.4%	12.0%	7.4%	9.3%	6.5%	27.3%	12.0%	5.1%	2.8%	1.4%	1.9%	0.9%

Table 1.9   Equity and diversity - women in management, Indigenous Australians, culturally diverse background, people with disability, youth, mature

Public sector entities with 30 or more employees.

Data as at 30 June 2013. Source HRMOIR.

Entity	Women								Indigenous Australians			Culturally Diverse Background			People with a disability			Youth	Mature
	Headcount	%	% SES	% MT1	% MT2	% MT3	% MT2&3	Equity index	% Valid responses	Represent ation	Equity index	% Valid responses	Represent ation	Equity index	% Valid responses	Represent ation	Equity index		
WA public sector	99 610	71.7%	29.2%	26.2%	35.4%	42.0%	40.2%	71	56.2%	3.0%	39	55.1%	12.4%	96	56.3%	2.6%	87	5.1%	51.9%
Aboriginal Affairs	101	61.6%	33.3%	0.0%	50.0%	45.2%	46.2%	78	74.4%	30.3%	78	73.8%	11.6%	68	8.5%	21.4%	138	7.9%	44.5%
Agriculture & Food	564	43.9%	11.1%	0.0%	6.7%	23.4%	20.3%	66	92.0%	1.5%	32	97.2%	14.8%	107	90.6%	2.2%	109	1.9%	63.8%
Animal Resources	50	72.5%	N/A	100.0%	75.0%	57.1%	63.6%	97	100.0%	2.9%	3	100.0%	7.2%	822	100.0%	4.3%	7	21.7%	17.4%
Aqwest	14	35.0%	N/A	0.0%	33.3%	50.0%	42.9%	77	100.0%	0.0%	N/A	100.0%	2.5%	22	100.0%	0.0%	N/A	7.5%	50.0%
Art Gallery	53	70.7%	0.0%	N/A	0.0%	66.7%	40.0%	77	81.3%	4.9%	139	80.0%	6.7%	217	73.3%	3.6%	22	4.0%	48.0%
Attorney General	1 144	66.3%	23.1%	100.0%	20.0%	40.0%	36.4%	74	65.2%	6.1%	31	66.0%	15.5%	84	76.8%	13.6%	62	10.2%	47.7%
Auditor General	82	59.4%	33.3%	0.0%	45.5%	42.1%	43.3%	82	97.8%	0.0%	N/A	99.3%	40.1%	68	100.0%	0.0%	N/A	10.9%	32.6%
Botanic Gardens	87	52.4%	50.0%	0.0%	50.0%	46.2%	47.1%	90	98.8%	1.2%	13	100.0%	9.6%	108	0.0%	N/A	N/A	7.8%	38.6%
Busselton Water	12	38.7%	N/A	0.0%	50.0%	0.0%	16.7%	59	100.0%	0.0%	N/A	100.0%	0.0%	N/A	100.0%	0.0%	N/A	6.5%	45.2%
CCC	77	44.3%	N/A	0.0%	0.0%	25.0%	20.0%	70	100.0%	0.6%	106	100.0%	4.6%	52	100.0%	1.1%	48	2.9%	44.8%
Central IT	871	62.4%	42.9%	0.0%	44.4%	55.2%	52.6%	91	91.5%	1.3%	104	97.7%	19.2%	63	91.8%	2.5%	68	3.7%	62.9%
Challenger IT	496	55.4%	75.0%	100.0%	60.0%	45.5%	48.1%	87	90.2%	1.5%	92	94.4%	11.8%	97	92.3%	1.8%	80	2.5%	63.5%
Chem Centre	61	47.7%	0.0%	0.0%	12.5%	25.0%	20.0%	58	95.3%	0.0%	N/A	97.7%	27.2%	88	93.8%	4.2%	84	5.5%	43.8%
Child Protection	2 062	81.3%	54.5%	0.0%	57.1%	64.1%	63.0%	88	99.3%	8.0%	61	99.3%	12.6%	95	92.1%	1.0%	94	5.0%	46.2%
CHSHA	103	67.3%	N/A	N/A	0.0%	33.3%	30.8%	46	98.0%	0.7%	7	100.0%	5.9%	374	98.7%	0.7%	7	4.6%	66.0%
Commerce	592	58.1%	42.3%	0.0%	23.5%	45.5%	39.3%	72	70.8%	0.7%	60	83.3%	14.0%	86	33.7%	9.3%	58	4.6%	52.2%
Communities	230	89.1%	100.0%	100.0%	100.0%	60.0%	77.8%	87	99.2%	7.4%	31	99.2%	9.4%	99	91.9%	2.5%	41	2.3%	56.2%
Corrective Services	2 104	46.6%	26.3%	100.0%	40.0%	64.3%	57.9%	99	61.3%	8.0%	64	63.8%	11.5%	114	73.8%	9.7%	72	2.2%	60.0%
Culture & the Arts	100	60.2%	25.0%	0.0%	36.4%	53.3%	46.2%	84	92.2%	0.7%	47	92.8%	16.2%	81	87.3%	1.4%	92	3.6%	50.6%
CYO'Connor Institute	92	61.7%	0.0%	0.0%	66.7%	42.9%	47.1%	64	95.3%	4.9%	32	100.0%	10.1%	136	94.6%	1.4%	21	3.4%	69.1%
DFES	238	15.9%	20.0%	0.0%	0.0%	41.2%	31.8%	103	44.8%	1.8%	59	48.8%	5.3%	94	43.7%	2.3%	246	1.7%	46.4%
Disability Services	1 374	69.3%	58.3%	0.0%	60.0%	61.1%	60.7%	98	84.2%	1.1%	13	72.5%	19.5%	52	73.5%	3.7%	101	2.7%	62.8%
Drug & Alcohol	196	75.1%	50.0%	0.0%	57.1%	85.7%	78.6%	93	79.3%	5.3%	49	79.7%	14.9%	117	86.2%	0.9%	868	3.1%	51.0%
Durack IT	175	62.5%	0.0%	0.0%	33.3%	52.9%	50.0%	74	98.2%	4.4%	55	98.2%	5.1%	69	97.1%	2.6%	22	2.9%	51.4%
Educ Services	75	64.7%	0.0%	0.0%	0.0%	41.7%	29.4%	61	89.7%	1.9%	52	82.8%	13.5%	62	88.8%	1.0%	40	1.7%	54.3%
Education	40 177	82.3%	25.9%	100.0%	0.0%	39.5%	32.6%	75	63.3%	2.8%	26	59.7%	7.6%	62	62.6%	1.7%	69	4.6%	53.9%
Electoral Comm	25	51.0%	N/A	0.0%	25.0%	0.0%	11.1%	50	100.0%	0.0%	N/A	100.0%	16.3%	45	0.0%	N/A	N/A	0.0%	69.4%
Env & Conservation	1 034	46.2%	12.5%	0.0%	15.4%	10.8%	12.0%	72	81.7%	3.6%	20	83.2%	8.3%	101	88.1%	2.5%	111	4.8%	48.0%
Environment Protection	55	50.9%	0.0%	0.0%	0.0%	50.0%	36.4%	75	91.7%	1.0%	45	93.5%	12.9%	115	88.9%	0.0%	N/A	2.8%	39.8%
Equal Opp	26	81.3%	N/A	N/A	85.7%	100.0%	87.5%	89	31.3%	0.0%	N/A	56.3%	16.7%	69	34.4%	9.1%	7	9.4%	68.8%
ERA	30	54.5%	0.0%	0.0%	25.0%	27.3%	26.7%	72	100.0%	0.0%	N/A	100.0%	25.5%	78	100.0%	1.8%	100	5.5%	36.4%
Finance	782	51.9%	46.7%	100.0%	44.4%	44.0%	44.1%	79	55.3%	0.6%	60	60.7%	22.7%	74	16.5%	5.6%	68	5.4%	49.6%
Fisheries	236	45.4%	25.0%	0.0%	33.3%	18.5%	20.0%	60	31.9%	3.0%	69	37.9%	12.2%	99	15.8%	19.5%	97	4.2%	39.0%
Forest Products	81	43.3%	N/A	0.0%	33.3%	23.1%	26.3%	44	85.6%	0.0%	N/A	89.8%	12.5%	26	77.0%	4.2%	28	2.7%	54.5%
GESB	129	55.8%	0.0%	0.0%	0.0%	63.2%	52.2%	89	90.9%	0.0%	N/A	90.5%	19.6%	99	90.0%	0.5%	17	3.5%	29.4%
Goldfields IT	68	60.7%	0.0%	0.0%	80.0%	69.2%	72.2%	85	95.5%	5.6%	25	99.1%	9.9%	82	0.0%	N/A	N/A	2.7%	47.3%
Great Southern IT	176	63.1%	100.0%	100.0%	40.0%	55.6%	52.2%	79	98.6%	4.4%	65	99.3%	5.1%	349	98.6%	3.3%	57	3.9%	69.5%
Health	34 912	77.6%	54.5%	0.0%	20.0%	53.4%	51.3%	74	28.2%	2.7%	32	27.2%	18.7%	112	36.4%	1.7%	142	5.7%	48.5%
Heritage	23	71.9%	0.0%	0.0%	66.7%	75.0%	71.4%	73	68.8%	0.0%	N/A	68.8%	4.5%	169	62.5%	5.0%	156	6.3%	34.4%
Housing	1 028	62.8%	8.3%	0.0%	14.3%	51.2%	45.8%	73	84.8%	5.6%	60	85.2%	12.3%	97	93.2%	1.6%	77	7.3%	47.5%
Insurance Comm	210	56.9%	N/A	0.0%	0.0%	10.0%	5.6%	55	94.0%	0.0%	N/A	94.3%	18.4%	77	93.8%	2.6%	111	4.3%	46.1%
Kimberley TI	118	60.2%	100.0%	0.0%	50.0%	50.0%	50.0%	82	94.4%	11.4%	32	99.0%	5.2%	158	98.0%	1.6%	50	1.5%	50.5%
Landgate	398	46.8%	18.2%	0.0%	50.0%	47.1%	47.8%	71	99.5%	0.9%	27	45.9%	18.9%	65	22.7%	14.0%	70	4.0%	56.3%
Legal Aid	273	80.3%	N/A	0.0%	66.7%	56.3%	59.6%	81	98.5%	1.5%	109	97.9%	10.8%	80	98.8%	4.2%	67	4.7%	43.2%
Legal Prac	36	80.0%	N/A	100.0%	100.0%	100.0%	100.0%	97	91.1%	0.0%	N/A	93.3%	7.1%	191	95.6%	0.0%	N/A	8.9%	48.9%
Local Govt	80	62.5%	33.3%	100.0%	40.0%	55.6%	50.0%	83	61.7%	1.3%	57	62.5%	27.5%	53	60.9%	9.0%	107	2.3%	51.6%
Lotterywest	117	57.1%	66.7%	100.0%	57.1%	40.0%	44.4%	86	100.0%	0.5%	23	99.0%	13.8%	78	100.0%	1.5%	19	2.9%	50.2%
Main Roads WA	333	29.1%	0.0%	0.0%	0.0%	5.7%	4.4%	55	47.5%	1.8%	36	59.8%	17.5%	92	36.4%	3.6%	85	6.2%	58.2%
Mental Health	58	69.0%	50.0%	0.0%	60.0%	42.9%	50.0%	88	38.1%	0.0%	N/A	39.3%	21.2%	82	100.0%	9.5%	142	4.8%	48.8%
Metro Cemeteries	59	36.9%	0.0%	0.0%	33.3%	38.1%	36.7%	157	91.3%	0.7%	3	100.0%	10.0%	312	91.9%	1.4%	36	6.9%	53.1%

Entity	Women								Indigenous Australians			Culturally Diverse Background			People with a disability			Youth	Mature
	Headcount	%	% SES	% MT1	% MT2	% MT3	% MT2&3	Equity index	% Valid responses	Representation	Equity index	% Valid responses	Representation	Equity index	% Valid responses	Representation	Equity index		
Mines & Petroleum	404	47.0%	16.7%	0.0%	16.7%	33.3%	28.8%	67	88.1%	2.0%	33	96.0%	20.6%	86	87.8%	3.7%	68	4.1%	59.4%
MRA	77	66.4%	25.0%	0.0%	42.9%	61.5%	55.0%	76	100.0%	2.6%	87	99.1%	11.3%	88	87.9%	1.0%	9	7.8%	22.4%
National Trust	29	63.0%	N/A	0.0%	50.0%	N/A	50.0%	70	71.7%	0.0%	N/A	89.1%	4.9%	110	100.0%	0.0%	N/A	0.0%	63.0%
Ombudsman	51	73.9%	N/A	0.0%	100.0%	50.0%	63.6%	99	92.8%	1.6%	53	95.7%	3.0%	193	95.7%	4.5%	45	1.4%	40.6%
Perth Market	29	51.8%	N/A	0.0%	33.3%	0.0%	16.7%	36	100.0%	0.0%	N/A	100.0%	16.1%	207	100.0%	0.0%	N/A	35.7%	39.3%
Pilbara Institute	139	62.6%	0.0%	0.0%	60.0%	55.0%	56.0%	75	79.3%	5.7%	67	83.3%	15.7%	60	77.5%	3.5%	84	2.3%	64.4%
Planning	275	53.3%	33.3%	0.0%	60.0%	28.6%	32.5%	78	32.0%	0.6%	103	53.5%	21.0%	71	3.7%	26.3%	106	1.7%	51.6%
Police	1 566	57.0%	0.0%	0.0%	0.0%	13.3%	10.5%	66	74.5%	1.5%	48	81.2%	14.0%	87	74.6%	4.2%	61	6.7%	58.8%
Polytechnic West	627	48.4%	28.6%	100.0%	28.6%	39.3%	37.1%	74	86.7%	1.9%	65	89.0%	18.0%	57	85.1%	1.5%	91	2.9%	69.6%
Premier & Cabinet	326	59.6%	22.7%	0.0%	28.6%	36.0%	31.7%	78	70.9%	1.8%	193	76.4%	14.8%	72	72.2%	4.3%	28	6.4%	46.1%
PSC	113	63.8%	35.7%	0.0%	66.7%	9.1%	39.1%	76	89.3%	19.0%	8	89.3%	11.4%	113	88.7%	2.5%	57	20.3%	33.3%
Public Prosecutions	165	62.3%	0.0%	0.0%	0.0%	47.4%	40.9%	82	43.0%	0.9%	13	46.8%	14.5%	97	4.5%	0.0%	N/A	6.8%	33.6%
Public Transport	354	23.0%	14.3%	0.0%	0.0%	20.5%	15.3%	99	92.9%	0.6%	13	86.2%	20.8%	84	88.2%	0.7%	43	3.3%	53.0%
Racing, Gaming & Liquor	58	45.7%	0.0%	0.0%	50.0%	28.6%	33.3%	46	93.7%	0.0%	N/A	96.1%	23.0%	101	35.4%	15.6%	145	6.3%	52.8%
Regional Dev & Lands	184	56.6%	25.0%	0.0%	33.3%	33.3%	33.3%	79	40.6%	2.3%	34	46.5%	17.9%	75	3.7%	33.3%	149	8.9%	46.8%
Rottnest Island	76	57.1%	0.0%	0.0%	25.0%	30.0%	28.6%	64	85.7%	0.9%	2	85.7%	14.9%	43	86.5%	0.0%	N/A	3.0%	49.6%
SCSA	113	67.7%	42.9%	0.0%	60.0%	55.6%	56.5%	78	94.0%	0.0%	N/A	87.4%	11.6%	102	91.6%	1.3%	93	1.8%	70.1%
Small Business	41	71.9%	0.0%	0.0%	75.0%	25.0%	41.7%	80	98.2%	1.8%	114	98.2%	10.7%	156	98.2%	0.0%	N/A	1.8%	52.6%
South West IT	224	62.6%	0.0%	0.0%	66.7%	53.3%	55.6%	77	84.9%	2.3%	28	87.2%	8.0%	114	84.9%	2.0%	118	2.0%	67.6%
Sport & Rec	122	54.0%	0.0%	0.0%	9.1%	37.5%	25.9%	52	94.2%	4.2%	37	96.9%	8.2%	91	92.5%	3.8%	183	12.4%	34.1%
State Development	101	54.9%	35.3%	0.0%	20.0%	37.5%	32.4%	81	92.4%	1.2%	58	91.3%	15.5%	74	90.8%	1.8%	221	4.3%	51.6%
State Library	148	71.5%	100.0%	N/A	50.0%	87.5%	80.0%	97	86.5%	1.1%	141	86.5%	13.4%	38	77.3%	3.8%	32	2.9%	69.1%
Swan River Trust	34	53.1%	0.0%	0.0%	100.0%	28.6%	37.5%	67	98.4%	1.6%	41	95.3%	14.8%	82	73.4%	2.1%	65	1.6%	35.9%
Tourism	65	65.7%	20.0%	100.0%	36.4%	54.5%	48.5%	78	100.0%	1.0%	30	100.0%	5.1%	65	100.0%	0.0%	N/A	3.0%	39.4%
Training & Workforce Dev	352	64.7%	31.3%	100.0%	33.3%	42.1%	40.0%	80	89.0%	3.1%	69	81.3%	13.1%	81	87.3%	1.5%	32	6.4%	48.7%
Transport (Dept of)	895	56.9%	25.0%	0.0%	100.0%	14.3%	25.0%	58	33.4%	1.9%	29	45.5%	18.9%	135	2.2%	51.4%	113	6.2%	50.9%
Treasury	163	50.0%	10.5%	0.0%	16.7%	30.0%	25.0%	74	54.0%	0.6%	67	54.6%	27.0%	90	11.7%	2.6%	597	6.1%	39.3%
VenuesWest	323	61.1%	N/A	0.0%	12.5%	40.0%	27.8%	62	96.4%	0.0%	N/A	96.8%	12.7%	204	96.2%	0.8%	75	43.7%	24.2%
WA Museum	153	61.0%	0.0%	N/A	25.0%	50.0%	37.5%	69	85.7%	1.4%	198	84.1%	17.1%	43	77.7%	4.6%	37	6.4%	53.8%
WAIRC	28	70.0%	N/A	100.0%	50.0%	100.0%	85.7%	115	100.0%	0.0%	N/A	100.0%	12.5%	45	100.0%	7.5%	146	7.5%	47.5%
Water (Dept of)	259	49.5%	33.3%	100.0%	0.0%	33.3%	20.0%	79	68.8%	0.8%	162	72.1%	13.3%	86	14.9%	6.4%	49	1.7%	40.7%
West Coast IT	248	61.8%	50.0%	100.0%	20.0%	55.6%	47.8%	81	92.3%	0.8%	13	93.3%	11.2%	70	91.8%	1.6%	29	3.5%	60.6%
WorkCover	93	58.1%	0.0%	0.0%	0.0%	33.3%	25.0%	65	98.1%	3.8%	48	98.1%	13.4%	54	73.1%	6.8%	25	4.4%	50.6%
Zoo	145	67.1%	100.0%	100.0%	66.7%	58.3%	60.0%	104	100.0%	0.9%	3	100.0%	7.4%	69	100.0%	6.0%	128	8.3%	35.2%

2. Annual agency survey results

The annual agency survey (AAS) requests information from entities about areas of administration and management such as workforce planning, occupational health and safety, and innovation. This section contains entity-level data collected through the survey.

The AAS provides entities with an internal planning and diagnostic tool. The Statistical bulletin enables entities to compare their responses to those of similar entities and the sector as a whole.

Surveyed entities

In 2012/13, 110 public sector bodies within the jurisdiction of the PSM Act and PID Act completed the AAS.

Appendix A provides a list of public sector bodies within the jurisdiction of the PSM Act. This year, only public sector entities were asked to complete the AAS; previously, some other government entities listed in Schedule 1 of the PSM Act have been invited to complete relevant parts of the survey.

Some small entities have a shared administrative arrangement with another public sector body. These entities have reported in the AAS that they do not have some systems in place, however they access such systems through their shared arrangement. Therefore, the survey results presented in this report may slightly underestimate the implementation of some systems across the public sector.

Categorisation of survey results

The AAS results are presented by entity size based on the following categories:

- very small: entities with fewer than 20 full-time equivalent employees (FTE[1])

- small: entities with between 21 and 200 FTE

- medium: entities with between 201 and 1000 FTE

- large: entities with between 1001 and 10 000 FTE

- very large: entities with greater than 10 000 FTE.

The results are also presented by entity function. These functional categories have been developed by the Public Sector Commission for illustrative purposes only and are not tied to legislation or other specific definitions. Entities have been classified according to the following functional categories:

- service: entities involved in direct provision of products/services to the community

- policy, development and coordination: entities that provide policy direction and/or industry coordination/development

- oversight, regulatory and sector administration: entities involved in management and/or coordination of regulatory regimes for industry, or for broader sector through oversight role.

Summary of responses to AAS questions

The following tables contain responses from each surveyed entity:

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[1] Includes all current employees, except for casuals not paid in the final pay period fortnight of the financial year. One paid FTE equals one person paid for a full-time position at the end of the financial year.

2.1   Integrity and ethics

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	A1. Have you designated at least one occupant of a specified position in your agency to receive disclosures of public interest information under the PID Act (i.e. to be a PID officer)?	A3. Publishing procedures within the agency relating to the PID process	A3. Ensuring employees attend the agency's PID awareness sessions	A3. Publishing the names of your agency's PID officers	A8. In 2012–13, were any disclosures received by your agency under the PID Act?	A10. How many of the disclosures received by your agency were assessed as being appropriate for the purposes of ss3 and 5 of the PID Act?	B1. Does your agency have a code of conduct?	B2. Does your agency's code of conduct reflect the requirements of Commissioner's Instructions No.7 – Code of Ethics and No.8 – Codes of Conduct and Integrity Training?	B4. Induction program for new employees	B4. Requiring employees to verify that they have read, understand and commit to your agency's code of conduct or other policy	B4. Reinforcement of obligations in regular performance management meetings	B4. Regular information sessions for employees	B4. Information included in staff newsletters or bulletins	B4. Information provided to managers about their role in upholding this instruction	B4. Included in job descriptions	B4. Promoted on your agency's intranet site	Others
Aboriginal Affairs	Small	2	Yes	×		×	No	N/A	Yes	Yes	×	×			×	×		×	
Agric Produce Comm [1]	Very small	3	Yes				No	N/A	Yes	Yes	×					×	×		
Agriculture & Food	Large	2	Yes				Yes	1	Yes	Yes	×	×	×		×	×	×	×	
Animal Resources	Small	1	Yes				No	N/A	Yes	Yes	×	×	×		×		×	×	
Aqwest	Small	3	Yes	×	×		No	N/A	Yes	Yes	×	×		×					
Architects Board	Very small	3	Yes	×	×		No	N/A	Yes	Yes	×	×	×						
Art Gallery	Small	1	Yes	×		×	No	N/A	Yes	Yes	×	×	×		×	×	×	×	
Attorney General	Large	1	Yes	×	×	×	No	N/A	Yes	Yes	×	×	×	×	×	×	×	×	
Auditor General	Small	3	Yes	×	×	×	Yes	0	Yes	Yes	×	×	×	×		×	×	×	
Botanic Gardens	Small	1	Yes	×	×	×	Yes	1	Yes	Yes	×	×	×	×	×	×	×		
Burswood Park	Very small	1	Yes	×		×	No	N/A	Yes	Yes	×				×				
Busselton Water	Small	3	Yes			×	No	N/A	Yes	Yes	×	×	×				×		
C Y O'Connor Institute	Small	1	Yes	×	×	×	No	N/A	Yes	Yes	×			×	×		×	×	×
CCC	Small	3	Yes	×	×	×	No	N/A	Yes	Yes	×	×							
Central IT	Large	1	Yes	×	×	×	No	N/A	Yes	Yes	×			×		×		×	×
Challenger IT	Medium	1	Yes	×			No	N/A	Yes	Yes	×	×	×	×	×	×		×	×
Chem Centre	Small	1	Yes	×		×	No	N/A	Yes	Yes	×	×	×		×		×	×	
Child Protection	Large	1	Yes			×	No	N/A	Yes	Yes	×	×	×		×			×	×
Children & Young People	Very small	2	Yes	×		×	No	N/A	Yes	Yes	×	×				×			×
CHSHA	Small	1	Yes	×	×	×	No	N/A	Yes	Yes	×	×	×	×		×	×	×	
Commerce	Medium	3	Yes	×		×	No	N/A	Yes	Yes	×	×	×	×	×	×	×	×	
Communities	Medium	1	Yes	×		×	No	N/A	Yes	Yes		×	×						
Conservation Comm [1]	Very small	2	Yes				No	N/A	Yes	Yes									×
Corrective Services	Large	1	Yes	×	×		Yes	0	Yes	Yes	×				×	×		×	
CTF	Very small	1	Yes	×		×	No	N/A	Yes	Yes	×			×			×		
Culture & the Arts	Small	1	Yes	×	×	×	No	N/A	Yes	Yes	×	×						×	
Custodial Services	Very small	3	Yes				No	N/A	Yes	Yes	×	×					×	×	×
DFES	Large	1	Yes	×		×	No	N/A	Yes	Yes	×			×	×	×		×	
Disability Services	Large	2	Yes	×	×	×	No	N/A	Yes	Yes	×	×	×	×	×		×		
Drug & Alcohol	Small	2	Yes	×		×	No	N/A	Yes	Yes	×		×	×					×
Durack IT	Medium	1	Yes	×	×	×	No	N/A	Yes	Yes	×		×	×	×	×		×	×
Educ Services	Small	1	Yes	×		×	No	N/A	Yes	Yes	×	×	×						
Education	Very large	1	Yes	×	×	×	Yes	1	Yes	Yes	×		×		×	×	×	×	
Electoral Comm	Small	1	Yes	×		×	No	N/A	Yes	Yes	×	×	×					×	×
Env & Conservation	Large	3	Yes	×	×	×	No	N/A	Yes	Yes	×	×	×	×	×	×	×	×	
Environment Protection	Small	3	Yes	×	×	×	No	N/A	Yes	Yes	×		×	×					
Equal Opp	Small	2	Yes				No	N/A	Yes	No	×	×	×					×	
ERA	Small	3	Yes	×		×	No	N/A	Yes	Yes	×	×	×	×	×	×	×	×	
Finance	Large	3	Yes	×	×	×	No	N/A	Yes	Yes	×	×	×	×	×	×		×	
Fisheries	Medium	3	Yes		×	×	No	N/A	Yes	Yes	×		×					×	
Forest Products	Small	2	Yes	×	×	×	No	N/A	Yes	Yes	×	×	×	×	×	×	×	×	×
Gascoyne Dev	Very small	2	Yes				No	N/A	Yes	Yes	×	×							
GESB	Medium	1	Yes	×	×	×	No	N/A	Yes	Yes	×	×					×	×	
GoldEsp Dev	Very small	2	Yes			×	No	N/A	Yes	Yes	×	×						×	
Goldfields IT	Small	1	Yes	×		×	No	N/A	Yes	Yes	×							×	
Gr Southern Dev	Very small	2	Yes	×		×	No	N/A	Yes	Yes	×	×		×		×		×	
Great Southern IT	Small	1	Yes	×	×	×	No	N/A	Yes	Yes	×	×							
HDSCO	Very small	1	Yes	×		×	No	N/A	Yes	Yes	×	×			×			×	

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	A1. Have you designated at least one occupant of a specified position in your agency to receive disclosures of public interest information under the PID Act (i.e. to be a PID officer)?	A3. Publishing procedures within the agency relating to the PID process	A3. Ensuring employees attend the agency's PID awareness sessions	A3. Publishing the names of your agency's PID officers	A8. In 2012–13, were any disclosures received by your agency under the PID Act?	A10. How many of the disclosures received by your agency were assessed as being appropriate for the purposes of ss3 and 5 of the PID Act?	B1. Does your agency have a code of conduct?	B2. Does your agency's code of conduct reflect the requirements of Commissioner's Instructions No.7 – Code of Ethics and No.8 – Codes of Conduct and Integrity Training?	B4. Induction program for new employees	B4. Requiring employees to verify that they have read, understand and commit to your agency's code of conduct or other policy	B4. Reinforcement of obligations in regular performance management meetings	B4. Regular information sessions for employees	B4. Information included in staff newsletters or bulletins	B4. Information provided to managers about their role in upholding this instruction	B4. Included in job descriptions	B4. Promoted on your agency's intranet site	Others
Health	Very large	1	Yes	×		×	Yes	1	Yes	Yes	×	×	×	×		×	×	×	
Healthway	Small	2	Yes	×	×	×	No	N/A	Yes	Yes	×	×	×	×				×	×
Heritage	Small	2	Yes	×	×	×	No	N/A	Yes	Yes	×	×	×	×		×		×	
Housing	Large	1	Yes	×		×	No	N/A	Yes	Yes	×		×		×	×		×	
Info Commissioner	Very small	3	Yes	×		×	No	N/A	Yes	Yes	×		×					×	×
Insurance Comm	Medium	1	Yes	×	×	×	No	N/A	Yes	Yes	×	×	×				×	×	
Keep Aus Beautiful [1]	Very small	2	Yes				No	N/A	Yes	Yes	×	×	×				×	×	×
Kimberley Dev	Very small	2	Yes	×			No	N/A	Yes	Yes	×				×	×			×
Kimberley TI	Small	1	Yes	×	×	×	No	N/A	Yes	Yes	×	×	×	×	×	×	×	×	
Landgate	Medium	1	Yes	×	×	×	No	N/A	Yes	Yes		×					×	×	×
Law Reform	Very small	2	Yes	×			No	N/A	Yes	Yes	×			×					
Legal Aid	Medium	1	Yes			×	No	N/A	Yes	No	×	×					×	×	×
Legal Prac	Small	3	Yes	×	×	×	No	N/A	No	N/A	×	×	×		×		×	×	×
Local Govt	Small	3	Yes				No	N/A	Yes	No	×		×	×	×		×	×	
Lotterywest	Small	1	Yes	×	×	×	No	N/A	Yes	Yes	×	×				×		×	×
Main Roads WA	Large	1	Yes	×		×	Yes	0	Yes	Yes	×				×	×	×	×	
Meat Auth	Very small	3	No				No	N/A	Yes	N/A	×	×							
Mental Health	Small	2	Yes			×	No	N/A	Yes	Yes	×		×				×	×	
Metro Cemeteries	Small	1	Yes	×	×	×	Yes	1	Yes	Yes	×	×	×	×	×	×	×	×	×
Mid West Dev	Very small	2	Yes	×		×	No	N/A	Yes	Yes	×	×			×				
Mines & Petroleum	Medium	2	Yes	×	×	×	No	N/A	Yes	Yes	×	×	×	×	×		×	×	
MRA	Small	2	Yes	×	×	×	No	N/A	Yes	Yes	×	×						×	
My Leave	Very small	3	Yes	×	×	×	No	N/A	Yes	Yes	×	×		×				×	
National Trust	Small	1	Yes	×	×	×	No	N/A	Yes	Yes	×	×	×	×	×	×	×	×	
Ombudsman	Small	3	Yes	×		×	Yes	2	Yes	Yes	×	×	×	×		×		×	
Peel Dev	Very small	2	Yes				No	N/A	Yes	Yes	×	×							×
Perth Market	Small	1	Yes	×	×	×	No	N/A	Yes	Yes		×			×		×		
Perth Theatre	Very small	1	Yes	×	×	×	No	N/A	Yes	Yes	×	×						×	
Pilbara Dev	Small	2	Yes	×		×	No	N/A	Yes	Yes	×	×						×	
Pilbara Institute	Small	1	Yes	×	×	×	No	N/A	Yes	Yes	×		×	×		×	×	×	
Planning	Medium	3	Yes	×	×	×	No	N/A	Yes	Yes	×	×			×	×	×	×	
Police	Large	1	Yes	×	×		No	N/A	Yes	Yes	×	×	×	×	×	×	×	×	
Polytechnic West	Large	1	Yes	×		×	No	N/A	Yes	Yes	×	×			×	×		×	
Potato Marketing	Very small	3	Yes				No	N/A	Yes	Yes	×	×				×		×	
Premier & Cabinet	Medium	2	Yes	×		×	Yes	1	Yes	Yes	×	×	×		×		×	×	
PSC	Small	3	Yes	×		×	Yes	4 [1]	Yes	Yes	×	×	×	×	×	×	×	×	×
Public Prosecutions	Medium	1	Yes	×		×	No	N/A	Yes	Yes	×		×				×	×	
Public Transport	Large	1	Yes	×	×	×	No	N/A	Yes	Yes	×	×	×	×	×	×	×	×	
QEII Medical Centre [1]	Very small	1	No				No	N/A	No	N/A									×
Racing, Gaming & Liquor	Small	3	Yes				No	N/A	Yes	Yes	×								
Regional Dev & Lands	Medium	2	Yes	×		×	Yes	0	Yes	Yes	×	×	×		×			×	
Rottnest Island	Small	1	Yes	×		×	No	N/A	Yes	Yes	×	×	×	×		×		×	
SCSA	Small	3	Yes	×		×	No	N/A	Yes	Yes	×	×			×			×	×
Small Business	Small	2	Yes	×		×	No	N/A	Yes	Yes	×	×	×	×					×
South West Dev	Small	2	Yes	×	×		No	N/A	Yes	Yes	×	×							
South West IT	Medium	1	Yes	×		×	No	N/A	Yes	Yes	×							×	
Sport & Rec	Small	2	Yes	×		×	No	N/A	Yes	Yes	×			×	×		×	×	
State Development	Small	2	Yes	×		×	No	N/A	Yes	Yes	×					×	×		
State Library	Small	1	No	×	×	×	No	N/A	Yes	Yes	×	×						×	
Tourism	Small	1	Yes	×		×	No	N/A	Yes	Yes	×	×						×	×
Training & Workforce Dev	Medium	1	Yes	×		×	No	N/A	Yes	Yes	×	×			×	×	×	×	×

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	A1. Have you designated at least one occupant of a specified position in your agency to receive disclosures of public interest information under the PID Act (i.e. to be a PID officer)?	A3. Which of the following measures were used by your agency in 2012–13 to ensure it complies with the PID Act?			A8. In 2012–13, were any disclosures received by your agency under the PID Act?	A10. How many of the disclosures received by your agency were assessed as being appropriate for the purposes of ss3 and 5 of the PID Act?	B1. Does your agency have a code of conduct?	B2. Does your agency's code of conduct reflect the requirements of Commissioner's Instructions No.7 – Code of Ethics and No.8 – Codes of Conduct and Integrity Training?	B4. Which of the following measures did your agency have in place in 2012–13 to ensure that all employees are familiar with Commissioner's Instruction No.7 – Code of Ethics?								
				Publishing procedures within the agency relating to the PID process	Ensuring employees attend the agency's PID awareness sessions	Publishing the names of your agency's PID officers					Induction program for new employees	Requiring employees to verify that they have read, understand and commit to your agency's code of conduct or other policy	Reinforcement of obligations in regular performance management meetings	Regular information sessions for employees	Information included in staff newsletters or bulletins	Information provided to managers about their role in upholding this instruction	Included in job descriptions	Promoted on your agency's intranet site	Others
Transport (Dept of)	Large	3	Yes	×		×	Yes	1	Yes	Yes	×					×		×	
Treasury	Medium	3	Yes	×		×	No	N/A	Yes	Yes	×					×		×	
VenuesWest	Medium	1	Yes	×		×	No	N/A	Yes	Yes	×	×		×				×	
Vet Surgeons	Very small	3	Yes				No	N/A	No	N/A				×					
WAIRC	Small	3	Yes	×		×	No	N/A	Yes	Yes	×	×	×					×	
WA Museum	Small	1	Yes	×		×	No	N/A	Yes	Yes	×	×	×		×	×			×
Water (Dept of)	Medium	2	Yes	×		×	No	N/A	Yes	Yes	×		×				×	×	
West Coast IT	Medium	1	Yes	×	×	×	No	N/A	Yes	Yes	×		×		×	×		×	
Wheatbelt Dev	Very small	2	Yes			×	No	N/A	Yes	Yes	×	×		×				×	
WorkCover	Small	1	Yes	×		×	No	N/A	Yes	Yes	×	×				×		×	×
Zoo	Small	1	Yes	×		×	No	N/A	Yes	No	×	×				×		×	
		Total	97% yes	80%	38%	81%	12% yes	13	97% yes	96% yes	94%	70%	52%	41%	37%	49%	36%	76%	27%

[1] Please note very small entities such as these often have a shared administrative arrangement with another public sector body. These entities may have reported that they do not have certain systems in place, however they access such systems through a shared arrangement. [2] PIDs not received for the PSC itself, but because the PSC is a proper authority under the PID Act.

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	B8/9. What proportion of your agency's current employees have participated in AEDM training conducted within the agency over the last five years?	B11/12. What proportion of your agency's current corporate executive members have participated in AEDM training conducted within the agency over the last five years?	B13. Were the following strategies in place in your agency in 2012–13 to encourage employee reporting of unethical behaviour?				
					a. The chief executive has publicised a commitment to the reporting of unethical behaviour in the agency's code of conduct or other policy	b. The way to report unethical behaviour is published in the agency's code of conduct or other policy	c. The agency's code of conduct or other policy contains a statement that victimisation of those reporting unethical behaviour will not be tolerated	d. The agency communicates to employees (e.g. in newsletters, emails) how to report unethical behaviour	e. Managers receive training in how to handle reports of unethical behaviour
Aboriginal Affairs	Small	2	65%	75%	Yes - fully	Yes - fully	Yes - fully	Being developed	No
Agric Produce Comm [1]	Very small	3	0%	0%	Yes - fully	Being developed	Being developed	Being developed	Yes - partially
Agriculture & Food	Large	2	93%	100%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Animal Resources	Small	1	Information not available	Information not available	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Aqwest	Small	3	Information not available	Information not available	Being developed	Yes - fully	Yes - fully	Yes - fully	Being developed
Architects Board	Very small	3	Information not available	Information not available	No	Yes - fully	Yes - fully	Yes - fully	Yes - partially
Art Gallery	Small	1	100%	100%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially
Attorney General	Large	1	92%	100%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Auditor General	Small	3	55%	86%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Botanic Gardens	Small	1	100%	100%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially
Burswood Park	Very small	1	Information not available	Information not available	Being developed	Yes - fully	Being developed	Yes - fully	Being developed
Busselton Water	Small	3	Information not available	Information not available	Yes - fully	Yes - fully	Yes - fully	Yes - partially	No
C Y O'Connor Institute	Small	1	80%	100%	Yes - fully	Yes - fully	Being developed	Yes - fully	Yes - fully
CCC	Small	3	87%	100%	Yes - partially	Yes - partially	No	Yes - partially	Being developed
Central IT	Large	1	65%	83%	No	Yes - partially	Yes - partially	No	Yes - fully
Challenger IT	Medium	1	94%	80%	Yes - fully	Yes - fully	Yes - fully	No	Yes - partially
Chem Centre	Small	1	Information not available	100%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Being developed
Child Protection	Large	1	88%	100%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Children & Young People	Very small	2	67%	80%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No
CHSHA	Small	1	92%	100%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Commerce	Medium	3	95%	100%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially
Communities	Medium	1	63%	100%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially
Conservation Comm [1]	Very small	2	Information not available	Information not available	No	No	No	No	No
Corrective Services	Large	1	Information not available	64%	Being developed	Yes - fully	Being developed	Yes - fully	Yes - partially
CTF	Very small	1	Information not available	Information not available	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially
Culture & the Arts	Small	1	99%	100%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Custodial Services	Very small	3	48%	60%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially
DFES	Large	1	97%	100%	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - partially
Disability Services	Large	2	Information not available	100%	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - partially
Drug & Alcohol	Small	2	98%	100%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Durack IT	Medium	1	90%	100%	Being developed	Yes - partially	Being developed	No	No
Educ Services	Small	1	99%	100%	Yes - partially	Yes - fully	Yes - fully	Yes - fully	No
Education	Very large	1	Information not available	94%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Electoral Comm	Small	1	Information not available	100%	Yes - fully	Yes - fully	No	No	No
Env & Conservation	Large	3	81%	89%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially
Environment Protection	Small	3	83%	100%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Being developed
Equal Opp	Small	2	Information not available	Information not available	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially
ERA	Small	3	68%	100%	Yes - fully	Yes - fully	No	Being developed	Being developed
Finance	Large	3	Information not available	86%	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully
Fisheries	Medium	3	Information not available	100%	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Being developed
Forest Products	Small	2	Information not available	Information not available	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - partially
Gascoyne Dev	Very small	2	90%	100%	No	Yes - fully	No	Yes - fully	Yes - partially
GESB	Medium	1	100%	100%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially
GoldEsp Dev	Very small	2	80%	100%	No	Yes - fully	Yes - fully	Yes - fully	Yes - partially
Goldfields IT	Small	1	96%	100%	Yes - partially	Being developed	Being developed	Yes - partially	Being developed
Gr Southern Dev	Very small	2	86%	100%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Great Southern IT	Small	1	80%	100%	Yes - fully	Yes - fully	Yes - fully	No	No
HDSCO	Very small	1	100%	100%	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - partially
Health	Very large	1	51%	68%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Healthway	Small	2	100%	100%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially
Heritage	Small	2	70%	83%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Housing	Large	1	92%	80%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Being developed
Info Commissioner	Very small	3	85%	100%	Yes - fully	Yes - fully	Yes - fully	No	No
Insurance Comm	Medium	1	96%	91%	No	Yes - fully	Yes - fully	No	Yes - partially
Keep Aus Beautiful [1]	Very small	2	Information not available	Information not available	Yes - fully	Yes - fully	Yes - partially	Yes - partially	Yes - partially
Kimberley Dev	Very small	2	Information not available	100%	Yes - fully	Yes - fully	Yes - partially	Yes - partially	Yes - partially
Kimberley TI	Small	1	98%	100%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Landgate	Medium	1	90%	83%	Yes - fully	Yes - partially	Yes - partially	No	Yes - fully
Law Reform	Very small	2	14%	100%	No	No	No	Yes - fully	No

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	B8/9. What proportion of your agency's current employees have participated in AEDM training conducted within the agency over the last five years?	B11/12. What proportion of your agency's current corporate executive members have participated in AEDM training conducted within the agency over the last five years?	B13. Were the following strategies in place in your agency in 2012–13 to encourage employee reporting of unethical behaviour?				
					a. The chief executive has publicised a commitment to the reporting of unethical behaviour in the agency's code of conduct or other policy	b. The way to report unethical behaviour is published in the agency's code of conduct or other policy	c. The agency's code of conduct or other policy contains a statement that victimisation of those reporting unethical behaviour will not be tolerated	d. The agency communicates to employees (e.g. in newsletters, emails) how to report unethical behaviour	e. Managers receive training in how to handle reports of unethical behaviour
Legal Aid	Medium	1	Information not available	63%	Yes - partially	Yes - fully	Yes - fully	Being developed	No
Legal Prac	Small	3	Information not available	Information not available	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Being developed
Local Govt	Small	3	67%	60%	Yes - fully	Yes - partially	Yes - partially	Yes - partially	Being developed
Lotterywest	Small	1	Information not available	100%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially
Main Roads WA	Large	1	99%	100%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Meat Auth	Very small	3	Information not available	100%	Yes - partially	Yes - fully	Yes - fully	Yes - partially	No
Mental Health	Small	2	73%	71%	Yes - partially	Yes - fully	Being developed	Yes - partially	Being developed
Metro Cemeteries	Small	1	96%	100%	Yes - partially	Yes - fully	Yes - fully	Yes - fully	Being developed
Mid West Dev	Very small	2	33%	100%	No	Yes - fully	Yes - partially	Yes - partially	No
Mines & Petroleum	Medium	2	90%	100%	Being developed	Yes - partially	Yes - fully	Yes - partially	Yes - partially
MRA	Small	2	84%	60%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
My Leave	Very small	3	Information not available	Information not available	Yes - fully	Yes - fully	Yes - fully	No	Yes - fully
National Trust	Small	1	Information not available	100%	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - partially
Ombudsman	Small	3	Information not available	100%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Peel Dev	Very small	2	100%	100%	Being developed	Being developed	Being developed	Yes - fully	Being developed
Perth Market	Small	1	72%	50%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Perth Theatre	Very small	1	100%	100%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially
Pilbara Dev	Small	2	86%	83%	Yes - fully	Yes - fully	Being developed	No	No
Pilbara Institute	Small	1	98%	100%	Yes - partially	Yes - partially	Yes - fully	Being developed	Yes - partially
Planning	Medium	3	81%	50%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Being developed
Police	Large	1	1%	100%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Polytechnic West	Large	1	91%	88%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Potato Marketing	Very small	3	Information not available	Information not available	Yes - partially	Yes - fully	Yes - fully	Yes - fully	Yes - partially
Premier & Cabinet	Medium	2	74%	58%	No	Yes - fully	Yes - partially	Yes - partially	Being developed
PSC	Small	3	Information not available	13%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Public Prosecutions	Medium	1	Information not available	Information not available	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully
Public Transport	Large	1	Information not available	91%	Being developed	Being developed	Being developed	Yes - partially	Being developed
QEII Medical Centre [1]	Very small	1	Information not available	Information not available	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Racing, Gaming & Liquor	Small	3	83%	86%	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - partially
Regional Dev & Lands	Medium	2	90%	100%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially
Rottnest Island	Small	1	Information not available	100%	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Being developed
SCSA	Small	3	97%	100%	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully
Small Business	Small	2	82%	75%	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - partially
South West Dev	Small	2	91%	80%	Yes - partially	Yes - partially	Yes - fully	Yes - partially	Being developed
South West IT	Medium	1	82%	25%	Yes - fully	Yes - fully	No	Yes - partially	Yes - partially
Sport & Rec	Small	2	95%	100%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
State Development	Small	2	98%	Information not available	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Being developed
State Library	Small	1	100%	100%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially
Tourism	Small	1	Information not available	71%	No	Yes - fully	Yes - fully	No	Yes - fully
Training & Workforce Dev	Medium	1	89%	100%	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - partially
Transport (Dept of)	Large	3	93%	75%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Treasury	Medium	3	63%	67%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially
VenuesWest	Medium	1	68%	86%	No	Yes - fully	No	Yes - fully	No
Vet Surgeons	Very small	3	Information not available	Information not available	No	Yes - fully	Yes - fully	Yes - fully	No
WAIRC	Small	3	95%	100%	Yes - fully	Yes - fully	Being developed	Being developed	Being developed
WA Museum	Small	1	99%	100%	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully
Water (Dept of)	Medium	2	96%	20%	Yes - fully	Yes - fully	Yes - fully	Being developed	Yes - partially
West Coast IT	Medium	1	85%	100%	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Wheatbelt Dev	Very small	2	76%	100%	Yes - partially	Yes - fully	Yes - fully	Yes - partially	Yes - partially
WorkCover	Small	1	95%	100%	Yes - fully	Yes - fully	Yes - partially	No	No
Zoo	Small	1	8%	20%	Yes - fully	No	Yes - partially	Yes - partially	Yes - partially
		Total	% of current employees undergoing AEDM training in last five years:	64%	% of current corporate executives undergoing AEDM training in last five years: 85%	74% fully 9% partially	85% fully 8% partially	72% fully 11% partially	58% fully 24% partially	32% fully 34% partially

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	B13. Were the following strategies in place in your agency in 2012–13 to encourage employee reporting of unethical behaviour?				B14. How did your agency ensure in 2012–13 that unethical behaviour is managed and investigated?						
			f. The contact names for reporting unethical behaviour are accessible to employees	g. A confidential phone or email service has been set up to encourage the reporting of unethical behaviour	h. The agency's public interest disclosure procedures are accessible to employees	i. Others	The agency's code of conduct outlines how allegations of unethical behaviour will be managed and investigated	The agency's policy (other than a code of conduct) outlines how allegations of unethical behaviour will be managed and investigated	A position or section within the agency is responsible for managing and investigating allegations of unethical behaviour	Managers are trained in how to receive reports of unethical behaviour and who to refer them to for investigation	Managers are trained in how to conduct or oversee investigations	PID officers understand their obligations under the public interest Disclosure Act 2003	Others
Aboriginal Affairs	Small	2	Yes - partially	No	Yes - fully	N/A	×	×	×			×	
Agric Produce Comm [1]	Very small	3	Being developed	Being developed	Being developed	N/A	×						
Agriculture & Food	Large	2	Yes - fully	Yes - fully	Yes - fully	N/A	×	×	×	×	×	×	
Animal Resources	Small	1	Yes - fully	Yes - partially	Yes - fully	N/A	×	×	×	×	×	×	
Aqwest	Small	3	Being developed	No	Yes - fully	N/A	×	×				×	
Architects Board	Very small	3	Yes - fully	No	Yes - fully	N/A	×	×	×			×	
Art Gallery	Small	1	Yes - fully	Yes - fully	Yes - fully	N/A	×	×	×	×		×	
Attorney General	Large	1	Yes - fully	Yes - fully	Yes - fully	N/A	×	×	×	×	×	×	
Auditor General	Small	3	Yes - fully	No	Yes - fully	N/A			×	×		×	
Botanic Gardens	Small	1	Yes - fully	Yes - partially	Yes - fully	N/A	×		×	×		×	
Burswood Park	Very small	1	Yes - fully	No	Yes - fully	N/A	×					×	
Busselton Water	Small	3	Yes - fully	No	No	N/A	×					×	
C Y O'Connor Institute	Small	1	Yes - fully	No	Yes - fully	N/A			×			×	
CCC	Small	3	Yes - fully	No	Yes - fully	N/A		×			×	×	
Central IT	Large	1	Yes - partially	No	Yes - fully	N/A			×			×	×
Challenger IT	Medium	1	Yes - fully	No	Yes - fully	N/A	×	×	×			×	
Chem Centre	Small	1	Yes - fully	No	Yes - fully	N/A	×	×	×	×	×	×	
Child Protection	Large	1	Yes - fully	Yes - fully	Yes - fully	N/A		×	×	×		×	×
Children & Young People	Very small	2	Yes - fully	No	Yes - fully	N/A	×	×	×			×	
CHSHA	Small	1	Yes - fully	Yes - fully	Yes - fully	N/A	×	×	×	×	×	×	×
Commerce	Medium	3	Yes - fully	No	Yes - fully	N/A	×	×	×	×		×	
Communities	Medium	1	Yes - fully	No	Yes - fully	N/A	×	×	×			×	
Conservation Comm [1]	Very small	2	No	No	No	Yes - fully							×
Corrective Services	Large	1	Yes - fully	Yes - fully	Yes - fully	N/A		×	×	×		×	
CTF	Very small	1	Yes - fully	Yes - partially	Yes - fully	N/A	×					×	
Culture & the Arts	Small	1	Yes - fully	Yes - partially	Yes - fully	N/A	×	×	×	×		×	
Custodial Services	Very small	3	Yes - fully	No	Being developed	N/A		×				×	
DFES	Large	1	Yes - fully	Yes - fully	Yes - fully	N/A	×	×	×			×	
Disability Services	Large	2	Yes - fully	Yes - fully	Yes - fully	N/A	×	×	×			×	
Drug & Alcohol	Small	2	Yes - fully	No	Yes - fully	N/A	×	×	×	×		×	
Durack IT	Medium	1	Yes - fully	No	Yes - fully	N/A	×	×				×	
Educ Services	Small	1	Yes - fully	No	Yes - fully	N/A	×	×				×	
Education	Very large	1	Yes - fully	Yes - fully	Yes - fully	N/A	×	×	×	×		×	
Electoral Comm	Small	1	Yes - fully	No	Yes - fully	N/A	×	×				×	
Env & Conservation	Large	3	Yes - fully	No	Yes - fully	N/A	×	×	×	×	×	×	
Environment Protection	Small	3	Yes - fully	No	Yes - fully	N/A	×	×	×			×	
Equal Opp	Small	2	Being developed	No	Yes - fully	N/A	×					×	
ERA	Small	3	Being developed	Being developed	Yes - fully	N/A	×	×	×			×	
Finance	Large	3	Yes - fully	No	Yes - fully	N/A	×	×	×	×		×	
Fisheries	Medium	3	Yes - fully	No	Yes - fully	N/A	×	×				×	
Forest Products	Small	2	Yes - partially	Yes - fully	Yes - fully	N/A	×	×				×	
Gascoyne Dev	Very small	2	Yes - fully	Yes - partially	Yes - fully	Yes - fully	×					×	
GESB	Medium	1	Yes - fully	No	Yes - fully	N/A	×		×			×	
GoldEsp Dev	Very small	2	Yes - fully	No	Yes - fully	N/A	×		×			×	
Goldfields IT	Small	1	Yes - fully	No	Yes - partially	N/A		×	×			×	
Gr Southern Dev	Very small	2	Yes - fully	Yes - fully	Yes - fully	N/A	×	×	×			×	
Great Southern IT	Small	1	Yes - fully	No	Yes - fully	N/A		×	×			×	
HDSCO	Very small	1	Yes - partially	Being developed	Yes - fully	N/A	×	×	×	×	×	×	
Health	Very large	1	Yes - fully	Yes - fully	Yes - fully	No		×	×	×	×	×	
Healthway	Small	2	Yes - fully	No	Yes - fully	N/A		×	×	×		×	
Heritage	Small	2	Yes - fully	No	Yes - fully	Yes - fully	×		×	×		×	
Housing	Large	1	Yes - fully	Yes - fully	Yes - fully	N/A		×	×	×		×	
Info Commissioner	Very small	3	Yes - fully	No	Yes - fully	Yes - fully	×		×			×	
Insurance Comm	Medium	1	Yes - fully	No	Yes - fully	N/A		×	×	×	×	×	
Keep Aus Beautiful [1]	Very small	2	Yes - partially	No	No	No							×
Kimberley Dev	Very small	2	Yes - fully	No	Yes - fully	N/A	×	×	×	×		×	×
Kimberley TI	Small	1	Yes - fully	No	Yes - fully	N/A	×	×	×	×	×	×	
Landgate	Medium	1	Yes - fully	No	Yes - fully	N/A	×	×		×		×	
Law Reform	Very small	2	Yes - fully	No	Yes - fully	N/A						×	
Legal Aid	Medium	1	Yes - partially	No	Yes - fully	Yes - fully	×	×	×			×	

Agency	Size	Function (1 = Service; 2 = Policy, development and co-ordination; 3 = Oversight, regulatory and sector administration)	B13. Were the following strategies in place in your agency in 2012–13 to encourage employee reporting of unethical behaviour?				B14. How did your agency ensure in 2012–13 that unethical behaviour is managed and investigated?						
			f. The contact names for reporting unethical behaviour are accessible to employees	g. A confidential phone or email service has been set up to encourage the reporting of unethical behaviour	h. The agency's public interest disclosure procedures are accessible to employees	i. Others	The agency's code of conduct outlines how allegations of unethical behaviour will be managed and investigated	The agency's policy (other than a code of conduct) outlines how allegations of unethical behaviour will be managed and investigated	A position or section within the agency is responsible for managing and investigating allegations of unethical behaviour	Managers are trained in how to receive reports of unethical behaviour and who to refer them to for investigation	Managers are trained in how to conduct or oversee investigations	PID officers understand their obligations under the public interest Disclosure Act 2003	Others
Legal Prac	Small	3	Yes - fully	Yes - fully	Yes - fully	N/A	×	×	×	×		×	
Local Govt	Small	3	Yes - fully	No	Yes - partially	N/A		×	×	×		×	
Lotterywest	Small	1	Yes - fully	No	Yes - partially	N/A	×	×	×			×	
Main Roads WA	Large	1	Yes - fully	Yes - fully	Yes - fully	N/A		×	×	×		×	×
Meat Auth	Very small	3	Yes - fully	No	Yes - fully	N/A		×	×		×	×	
Mental Health	Small	2	Yes - partially	Yes - fully	Being developed	N/A	×		×			×	
Metro Cemeteries	Small	1	Yes - fully	No	Yes - fully	N/A	×	×	×			×	
Mid West Dev	Very small	2	Yes - partially	No	Yes - fully	N/A	×	×	×				×
Mines & Petroleum	Medium	2	Yes - fully	No	Yes - fully	N/A	×	×	×			×	×
MRA	Small	2	Yes - fully	No	Yes - fully	N/A		×	×			×	
My Leave	Very small	3	Yes - fully	No	Yes - fully	Yes - fully		×	×	×		×	
National Trust	Small	1	Yes - fully	No	Yes - fully	N/A	×		×	×		×	
Ombudsman	Small	3	Yes - fully	Yes - fully	Yes - fully	N/A	×	×	×	×	×	×	
Peel Dev	Very small	2	Being developed	Being developed	Yes - fully	Yes - partially							×
Perth Market	Small	1	Yes - fully	No	Yes - fully	N/A	×	×	×	×		×	
Perth Theatre	Very small	1	Yes - fully	Yes - partially	Yes - fully	N/A	×	×	×	×		×	
Pilbara Dev	Small	2	Yes - partially	No	Yes - fully	N/A		×	×			×	
Pilbara Institute	Small	1	Yes - partially	No	Yes - fully	N/A	×	×	×	×		×	
Planning	Medium	3	Yes - fully	No	Yes - fully	N/A	×	×	×			×	
Police	Large	1	Yes - fully	Yes - fully	Yes - fully	N/A	×	×	×	×	×	×	
Polytechnic West	Large	1	Yes - fully	Yes - fully	Yes - fully	N/A	×	×	×	×		×	
Potato Marketing	Very small	3	Yes - partially	No	Yes - fully	N/A	×	×					
Premier & Cabinet	Medium	2	Yes - fully	No	Yes - fully	N/A			×			×	
PSC	Small	3	Yes - partially	No	Yes - fully	N/A	×	×	×	×	×	×	
Public Prosecutions	Medium	1	Yes - fully	No	Yes - fully	N/A	×	×	×	×	×	×	
Public Transport	Large	1	Yes - fully	Yes - partially	Yes - fully	N/A	×	×	×	×	×	×	
QEII Medical Centre [1]	Very small	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully							×
Racing, Gaming & Liquor	Small	3	Yes - partially	No	Yes - fully	N/A	×		×	×		×	
Regional Dev & Lands	Medium	2	Yes - fully	No	Yes - fully	N/A	×	×	×	×		×	
Rottnest Island	Small	1	Being developed	Being developed	Yes - fully	N/A	×	×	×			×	
SCSA	Small	3	Yes - fully	No	Yes - fully	N/A		×	×	×		×	
Small Business	Small	2	Yes - fully	No	Yes - fully	N/A	×	×	×	×		×	
South West Dev	Small	2	Being developed	No	No	N/A	×						
South West IT	Medium	1	Yes - fully	No	Yes - fully	N/A						×	
Sport & Rec	Small	2	Yes - fully	No	Yes - fully	N/A	×	×	×	×			
State Development	Small	2	Yes - fully	No	Yes - fully	N/A	×	×	×	×		×	×
State Library	Small	1	Yes - fully	Yes - partially	Yes - fully	N/A	×	×	×	×			
Tourism	Small	1	Yes - fully	No	Yes - fully	Yes - fully			×	×		×	
Training & Workforce Dev	Medium	1	Yes - fully	No	Yes - fully	N/A		×	×	×		×	
Transport (Dept of)	Large	3	Yes - fully	No	Yes - fully	N/A	×						
Treasury	Medium	3	Yes - fully	Yes - fully	Yes - fully	N/A	×	×	×	×		×	×
VenuesWest	Medium	1	Yes - fully	No	Yes - fully	N/A	×	×				×	
Vet Surgeons	Very small	3	Yes - fully	No	Yes - fully	N/A						×	
WAIRC	Small	3	Yes - fully	No	Yes - fully	N/A	×	×				×	
WA Museum	Small	1	Yes - fully	Yes - fully	Yes - fully	N/A	×	×	×	×		×	
Water (Dept of)	Medium	2	Yes - fully	Yes - fully	Yes - fully	N/A	×	×	×	×		×	
West Coast IT	Medium	1	Yes - fully	No	Yes - fully	N/A	×	×	×	×		×	
Wheatbelt Dev	Very small	2	Yes - fully	No	Yes - fully	N/A	×					×	
WorkCover	Small	1	Yes - fully	No	Yes - fully	N/A			×			×	
Zoo	Small	1	Yes - partially	No	Yes - fully	N/A		×	×			×	
Total			80% fully 13% partially	21% fully 7% partially	91% fully 3% partially	7% fully 1% partially	66%	73%	78%	50%	15%	91%	12%

2.2 Workforce management and planning

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	C1. Which of the following approaches were used by your agency in 2012–13 to monitor its compliance with the Public Sector Standards in Human Resource Management?								C2. Did your agency use the following strategies in 2012–13 to ensure employees are aware of the Breach of Standard claim process?							
			Reviews or audits of human resource policies or	Internal reviews or audits of transactions/processes	External reviews or audits of transactions/processes	Staff feedback through surveys of recruits	Staff feedback through exit interviews/surveys	Analysis of number and nature of breach claims	Analysis of, and action resulting from,	Others	a. Including information in induction material	b. Conducting employee awareness raising sessions	c. Providing information on the agency's intranet site	d. Providing information through newsletters or bulletins	e. Providing a link from the agency's intranet site to the Commission's website	f. Providing training to panel members	g. Providing notification in accordance with the *Public Sector Management (Breaches of Public Sector Standards) Regulations*	h. Others
Aboriginal Affairs	Small	2	×	×	×		×				No	No	Yes - fully	Being developed	Yes - fully	Yes - fully	Yes - fully	N/A
Agric Produce Comm [1]	Very small	3								×	Being developed	No	No	No	No	No	No	No
Agriculture & Food	Large	2	×		×		×	×			No	No	Yes - fully	No	Yes - fully	Yes - fully	Yes - fully	N/A
Animal Resources	Small	1	×	×	×			×	×		Yes - fully	Yes - fully	Being developed	No	Being developed	Yes - fully	Yes - fully	N/A
Aqwest	Small	3	×		×		×				No	Yes - fully	No	No	No	No	No	N/A
Architects Board	Very small	3								×	Yes - fully	No	No	No	No	No	No	N/A
Art Gallery	Small	1	×	×	×		×				Yes - fully	No	Yes - fully	No	Yes - fully	Yes - fully	Yes - fully	N/A
Attorney General	Large	1	×	×			×	×	×		Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A
Auditor General	Small	3	×	×		×	×				No	Yes - partially	Yes - fully	No	Yes - fully	Yes - fully	Yes - fully	N/A
Botanic Gardens	Small	1		×				×			Yes - fully	No	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - fully	N/A
Burswood Park	Very small	1	×								Being developed	No	No	Yes - fully	No	No	Yes - partially	N/A
Busselton Water	Small	3	×	×	×		×				No	No	No	No	No	No	No	N/A
C Y O'Connor Institute	Small	1	×	×	×		×	×			Yes - fully	No	Yes - fully	No	Yes - fully	Yes - fully	Yes - fully	N/A
CCC	Small	3	×	×		×	×				No	Yes - fully	Yes - fully	No	Yes - fully	Yes - partially	Yes - fully	N/A
Central IT	Large	1	×	×			×	×			No	Yes - partially	Yes - fully	Yes - fully	Being developed	Yes - fully	Yes - fully	Yes - fully
Challenger IT	Medium	1	×	×			×	×			No	No	Yes - fully	No	Yes - fully	Yes - partially	Yes - fully	N/A
Chem Centre	Small	1	×	×			×				Yes - partially	No	Yes - fully	No	Yes - fully	Yes - partially	Yes - fully	N/A
Child Protection	Large	1	×	×			×		×		No	No	Being developed	No	Yes - partially	Yes - partially	Yes - fully	N/A
Children & Young People	Very small	2	×								No	No	No	No	No	No	Yes - fully	Yes - fully
CHSHA	Small	1	×	×	×	×	×	×			Yes - fully	Yes - fully	Yes - fully	No	No	Yes - fully	Yes - fully	Yes - fully
Commerce	Medium	3	×	×	×			×	×		No	No	Yes - fully	No	Yes - partially	Yes - partially	Yes - fully	N/A
Communities	Medium	1	×	×				×			Being developed	No	No	No	Being developed	Being developed	Being developed	Yes - fully
Conservation Comm [1]	Very small	2								×	No	No	No	No	No	No	No	Yes - fully
Corrective Services	Large	1	×				×		×		No	No	No	No	Yes - partially	Yes - partially	Yes - fully	N/A
CTF	Very small	1	×	×	×		×				Yes - fully	Yes - fully	Yes - fully	No	No	No	No	N/A
Culture & the Arts	Small	1	×	×			×				Yes - partially	No	Yes - fully	Being developed	Yes - fully	Being developed	Yes - fully	N/A
Custodial Services	Very small	3					×				Yes - fully	No	No	No	Yes - fully	No	Yes - fully	Yes - fully
DFES	Large	1	×	×			×	×			Being developed	No	Yes - partially	No	No	Yes - fully	Yes - fully	N/A
Disability Services	Large	2	×	×	×	×	×	×	×		Yes - fully	Yes - partially	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - fully	N/A
Drug & Alcohol	Small	2	×	×			×	×			Yes - fully	Yes - fully	Yes - fully	No	Yes - fully	Yes - partially	Yes - fully	N/A
Durack IT	Medium	1	×	×	×		×	×			No	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - fully	Yes - fully	N/A
Educ Services	Small	1	×	×	×		×	×			Yes - fully	No	Yes - fully	No	Yes - partially	Yes - partially	Yes - fully	N/A
Education	Very large	1	×	×	×		×	×	×		No	No	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	N/A
Electoral Comm	Small	1		×			×	×			Yes - fully	No	Yes - fully	No	No	No	Yes - fully	N/A
Env & Conservation	Large	3	×	×		×					Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A
Environment Protection	Small	3	×	×	×			×			Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A
Equal Opp	Small	2	×								Yes - fully	No	Yes - fully	No	Yes - fully	No	Yes - fully	N/A
ERA	Small	3	×	×			×	×	×		Being developed	Being developed	Being developed	No	Yes - fully	Yes - fully	Yes - fully	N/A
Finance	Large	3	×	×							No	No	Yes - fully	No	Yes - fully	Yes - fully	Yes - fully	N/A
Fisheries	Medium	3	×	×			×	×	×	×	Being developed	Being developed	Being developed	Being developed	No	Being developed	Yes - fully	N/A
Forest Products	Small	2		×	×						No	No	Yes - partially	No	Yes - fully	No	Yes - fully	N/A
Gascoyne Dev	Very small	2	×	×			×	×		×	No	No	No	No	No	Yes - fully	Yes - fully	Yes - fully
GESB	Medium	1	×	×			×				No	No	Yes - fully	No	No	No	Yes - fully	N/A
GoldEsp Dev	Very small	2	×								No	No	No	No	No	Yes - partially	Yes - fully	N/A
Goldfields IT	Small	1	×	×	×		×	×			Yes - partially	Yes - partially	Being developed	Being developed	Being developed	Yes - fully	Yes - fully	N/A
Gr Southern Dev	Very small	2		×		×					Yes - fully	No	Yes - fully	No	No	Yes - fully	Yes - fully	N/A
Great Southern IT	Small	1	×	×	×		×				Yes - fully	No	Yes - fully	Yes - fully	Yes - fully	Being developed	Yes - fully	N/A
HDSCO	Very small	1	×	×		×	×	×			Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A

Agency	Size	Function (1 = Service; 2 = Policy, development and co-ordination; 3 = Oversight, regulatory and sector administration)	C1. Reviews or audits of human resource policies or	C1. Internal reviews or audits of transactions/processes	C1. External reviews or audits of transactions/processes	C1. Staff feedback through surveys of recruits	C1. Staff feedback through exit interviews/surveys	C1. Analysis of number and nature of breach claims	C1. Analysis of, and action resulting from,	C1. Others	C2a. Including information in induction material	C2b. Conducting employee awareness raising sessions	C2c. Providing information on the agency's intranet site	C2d. Providing information through newsletters or bulletins	C2e. Providing a link from the agency's intranet site to the Commission's website	C2f. Providing training to panel members	C2g. Providing notification in accordance with the Public Sector Management (Breaches of Public Sector Standards) Regulations	C2h. Others
Health	Very large	1	×	×	×	×	×	×	×	×	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - fully	Yes - partially	Yes - fully	Yes - partially
Healthway	Small	2	×			×		×			Yes - fully	Yes - fully	Yes - fully	No	No	Being developed	Yes - fully	N/A
Heritage	Small	2		×			×				No	No	Yes - fully	No	Yes - partially	Yes - partially	Yes - fully	N/A
Housing	Large	1	×	×				×	×		Being developed	Being developed	Being developed	Being developed	Being developed	Being developed	Yes - fully	Yes - fully
Info Commissioner	Very small	3	×	×	×						Yes - partially	No	Yes - fully	No	No	No	Yes - fully	Yes - fully
Insurance Comm	Medium	1	×	×	×						Yes - fully	No	Yes - fully	No	Yes - fully	Yes - partially	Yes - fully	N/A
Keep Aus Beautiful [1]	Very small	2								×	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - partially	Yes - partially	Yes - partially	Yes - partially
Kimberley Dev	Very small	2	×	×						×	Yes - partially	Being developed	No	Yes - fully	No	Yes - fully	No	Yes - fully
Kimberley TI	Small	1	×	×	×		×	×			Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - fully	N/A
Landgate	Medium	1	×	×			×	×	×		No	No	Yes - fully	No	Yes - fully	No	Yes - fully	N/A
Law Reform	Very small	2								×	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	No	No	N/A
Legal Aid	Medium	1	×	×			×	×			No	No	Yes - partially	No	Yes - fully	Yes - fully	Yes - fully	N/A
Legal Prac	Small	3	×	×			×	×			Yes - fully	No	Being developed	No	No	Being developed	Yes - fully	Yes - fully
Local Govt	Small	3		×			×				No	No	Yes - fully	No	Yes - partially	Yes - partially	Yes - fully	N/A
Lotterywest	Small	1	×	×	×		×	×			Yes - fully	Yes - fully	Yes - fully	No	No	Yes - partially	Yes - partially	N/A
Main Roads WA	Large	1	×	×	×	×	×	×			Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Meat Auth	Very small	3					×				Yes - fully	No	No	No	No	No	Yes - fully	N/A
Mental Health	Small	2	×				×				Yes - partially	No	No	No	No	Yes - fully	Yes - fully	N/A
Metro Cemeteries	Small	1	×	×			×			×	No	No	No	No	Yes - fully	Yes - partially	Yes - fully	Yes - fully
Mid West Dev	Very small	2	×	×			×	×			Yes - fully	No	Yes - fully	No	Yes - fully	Yes - partially	Yes - fully	N/A
Mines & Petroleum	Medium	2	×	×			×	×			Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A
MRA	Small	2	×	×	×						No	No	No	No	No	Yes - fully	Yes - fully	N/A
My Leave	Very small	3			×					×	No	Yes - fully	No	No	Yes - fully	Yes - fully	Yes - fully	Yes - fully
National Trust	Small	1	×	×	×	×	×				Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A
Ombudsman	Small	3	×	×			×	×			Yes - fully	No	Yes - fully	No	Yes - fully	Yes - fully	Yes - fully	N/A
Peel Dev	Very small	2					×			×	No	No	No	No	No	No	Yes - fully	Yes - fully
Perth Market	Small	1	×	×			×	×	×		Yes - partially	Yes - partially	Yes - fully	No	Yes - fully	Yes - partially	Yes - fully	N/A
Perth Theatre	Very small	1	×	×			×				Yes - partially	No	Yes - fully	Being developed	Yes - fully	Being developed	Being developed	N/A
Pilbara Dev	Small	2	×	×			×	×			No	No	No	No	No	Being developed	Yes - partially	N/A
Pilbara Institute	Small	1		×		×	×				Being developed	Being developed	Being developed	Being developed	Yes - partially	Yes - fully	Being developed	N/A
Planning	Medium	3	×				×				No	No	Yes - fully	No	Yes - fully	No	Yes - fully	N/A
Police	Large	1	×	×	×			×			No	Yes - fully	Yes - fully	No	Yes - fully	Yes - fully	Yes - fully	N/A
Polytechnic West	Large	1	×				×	×			No	No	Yes - fully	No	Yes - fully	Yes - fully	Yes - fully	N/A
Potato Marketing	Very small	3								×	Yes - partially	No	No	No	No	No	No	N/A
Premier & Cabinet	Medium	2	×	×	×		×	×	×		No	No	Yes - partially	No	Yes - fully	Yes - partially	Yes - fully	Yes - fully
PSC	Small	3	×	×							No	No	Yes - fully	No	Yes - fully	No	Yes - fully	N/A
Public Prosecutions	Medium	1	×	×	×		×				No	No	Yes - partially	No	Yes - fully	Yes - fully	Yes - fully	N/A
Public Transport	Large	1	×		×		×	×			No	No	Yes - partially	No	Yes - partially	Yes - fully	Yes - fully	N/A
QEII Medical Centre [1]	Very small	1				×	×	×	×		No	No	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	N/A
Racing, Gaming & Liquor	Small	3	×				×				Yes - fully	Yes - partially	Yes - fully	No	Yes - fully	Yes - partially	Yes - fully	N/A
Regional Dev & Lands	Medium	2	×	×			×	×			Yes - partially	No	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A
Rottnest Island	Small	1	×	×	×	×	×	×	×		Yes - fully	No	Being developed	No	Being developed	Yes - fully	Yes - fully	N/A
SCSA	Small	3	×	×	×		×			×	Yes - partially	No	Yes - fully	No	Being developed	Yes - partially	Yes - fully	Yes - fully
Small Business	Small	2	×			×	×	×			Yes - fully	No	Yes - fully	No	Yes - fully	Yes - fully	Yes - fully	N/A
South West Dev	Small	2					×				Being developed	Being developed	No	Being developed	No	Being developed	Yes - fully	N/A
South West IT	Medium	1			×						Yes - fully	Yes - fully	No	No	No	No	Yes - fully	N/A
Sport & Rec	Small	2	×	×			×	×			Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	N/A
State Development	Small	2	×	×			×			×	No	Yes - partially	Yes - fully	No	No	Yes - fully	Yes - fully	Yes - fully
State Library	Small	1	×	×				×			Yes - partially	No	Yes - fully	Being developed	Yes - fully	Being developed	Yes - fully	N/A
Tourism	Small	1	×	×							Being developed	Being developed	Being developed	No	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Training & Workforce Dev	Medium	1	×	×			×	×			Yes - fully	No	Yes - fully	No	Yes - fully	Yes - fully	Yes - fully	N/A
Transport (Dept of)	Large	3	×	×	×		×				No	No	Yes - partially	No	Yes - partially	Yes - partially	Yes - fully	N/A
Treasury	Medium	3	×	×	×	×	×	×	×		Being developed	No	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - fully	N/A
VenuesWest	Medium	1			×		×				No	No	No	No	No	Yes - fully	Yes - fully	N/A

Agency	Size	Function	C1. Which of the following approaches were used by your agency in 2012–13 to monitor its compliance with the Public Sector Standards in Human Resource Management?								C2. Did your agency use the following strategies in 2012–13 to ensure employees are aware of the Breach of Standard claim process?							
		1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	Reviews or audits of human resource policies or	Internal reviews or audits of transactions/processes	External reviews or audits of transactions/processes	Staff feedback through surveys of recruits	Staff feedback through exit interviews/surveys	Analysis of number and nature of breach claims	Analysis of, and action resulting from,	Others	a. Including information in induction material	b. Conducting employee awareness raising sessions	c. Providing information on the agency's intranet site	d. Providing information through newsletters or bulletins	e. Providing a link from the agency's intranet site to the Commission's website	f. Providing training to panel members	g. Providing notification in accordance with the *Public Sector Management (Breaches of Public Sector Standards) Regulations*	h. Others
Vet Surgeons	Very small	3	×								No	Yes - fully	No	No	No	Yes - fully	Yes - fully	N/A
WAIRC	Small	3	×	×			×	×			Yes - fully	Being developed	Yes - fully	No	Yes - fully	Being developed	Yes - fully	N/A
WA Museum	Small	1	×	×			×	×	×		Yes - fully	No	Yes - fully	No	Yes - fully	Yes - fully	Yes - fully	N/A
Water (Dept of)	Medium	2	×	×	×		×	×			No	No	Yes - fully	No	Yes - fully	Being developed	Yes - fully	N/A
West Coast IT	Medium	1	×	×			×	×	×		No	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A
Wheatbelt Dev	Very small	2		×	×		×				Yes - fully	No	Yes - partially	No	Yes - partially	Being developed	Yes - partially	N/A
WorkCover	Small	1	×		×						Yes - fully	No	Yes - fully	No	Yes - fully	No	Yes - fully	N/A
Zoo	Small	1						×	×		Yes - partially	No	Yes - fully	No	Yes - fully	Being developed	Yes - fully	N/A
		Total	**79%**	**72%**	**38%**	**16%**	**63%**	**53%**	**20%**	**15%**	**38% fully** **13% partially**	**18% fully** **12% partially**	**61% fully** **8% partially**	**16% fully** **5% partially**	**53% fully** **11% partially**	**41% fully** **25% partially**	**85% fully** **5% partially**	**17% fully** **2% partially**

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	C3. Did your agency resolve internally (i.e. not refer to the Commission) any Breach of Standard claims in 2012–13?	C5. How many Breach of Standard claims were resolved internally for the following Standards during 2012–13?					C7. How many investigations into suspected breaches of discipline were completed in 2012–13?		C8. What was the average length of time taken to complete the investigations?
				a. Employment	b. Performance management	c. Grievance resolution	d. Redeployment	e. Termination	a. Under the *Public Sector Management Act 1994*	b. Under another instrument (e.g. industrial award, policy)	
Aboriginal Affairs	Small	2	No	0	0	0	0	0	Information not available	1	Between 3 and 6 months
Agric Produce Comm [1]	Very small	3	No	0	0	0	0	0	0	0	N/A
Agriculture & Food	Large	2	No	0	0	0	0	0	7	0	Between 3 and 6 months
Animal Resources	Small	1	Yes	0	2	0	0	0	2	0	Between 3 and 6 months
Aqwest	Small	3	No	0	0	0	0	0	0	0	N/A
Architects Board	Very small	3	No	0	0	0	0	0	0	0	N/A
Art Gallery	Small	1	No	0	0	0	0	0	0	0	N/A
Attorney General	Large	1	Yes	3	0	7	0	0	2	0	Between 3 and 6 months
Auditor General	Small	3	No	0	0	0	0	0	0	0	N/A
Botanic Gardens	Small	1	No	0	0	0	0	0	0	1	Between 3 and 6 months
Burswood Park	Very small	1	No	0	0	0	0	0	0	0	N/A
Busselton Water	Small	3	No	0	0	0	0	0	0	0	N/A
C Y O'Connor Institute	Small	1	No	0	0	0	0	0	0	0	N/A
CCC	Small	3	No	0	0	0	0	0	0	0	N/A
Central IT	Large	1	No	0	0	0	0	0	4	6	Within 3 months
Challenger IT	Medium	1	No	0	0	0	0	0	0	4	Within 3 months
Chem Centre	Small	1	No	0	0	0	0	0	0	0	N/A
Child Protection	Large	1	Yes	1	0	0	0	0	143	8	Within 3 months
Children & Young People	Very small	2	No	0	0	0	0	0	1	0	Within 3 months
CHSHA	Small	1	No	0	0	0	0	0	0	1	Between 3 and 6 months
Commerce	Medium	3	Yes	2	0	0	0	0	6	0	Between 3 and 6 months
Communities	Medium	1	No	0	0	0	0	0	4	0	Between 3 and 6 months
Conservation Comm [1]	Very small	2	No	0	0	0	0	0	0	0	N/A
Corrective Services	Large	1	Yes	4	0	0	0	Information not available	186	267	Between 3 and 6 months
CTF	Very small	1	No	0	0	0	0	0	0	0	N/A
Culture & the Arts	Small	1	No	0	0	0	0	0	0	0	N/A
Custodial Services	Very small	3	Yes	0	0	1	0	0	1	0	Between 3 and 6 months
DFES	Large	1	Yes	2	0	1	0	0	0	37	Within 3 months
Disability Services	Large	2	Yes	2	0	0	0	0	4	18	Between 3 and 6 months
Drug & Alcohol	Small	2	No	0	0	0	0	0	0	1	Within 3 months
Durack IT	Medium	1	No	0	0	0	0	0	0	1	Between 3 and 6 months
Educ Services	Small	1	Yes	0	0	0	0	0	0	2	Between 3 and 6 months
Education	Very large	1	No	0	0	0	0	0	135	26	Information not available

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	C3. Did your agency resolve internally (i.e. not refer to the Commission) any Breach of Standard claims in 2012–13?	C5. How many Breach of Standard claims were resolved internally for the following Standards during 2012–13?					C7. How many investigations into suspected breaches of discipline were completed in 2012–13?		C8. What was the average length of time taken to complete the investigations?
				a. Employment	b. Performance management	c. Grievance resolution	d. Redeployment	e. Termination	a. Under the *Public Sector Management Act 1994*	b. Under another instrument (e.g. industrial award, policy)	
Electoral Comm	Small	1	Yes	1	0	3	0	0	0	0	N/A
Env & Conservation	Large	3	Yes	2	0	0	0	0	9	2	Information not available
Environment Protection	Small	3	No	0	0	0	0	0	1	0	Within 3 months
Equal Opp	Small	2	No	0	0	0	0	0	0	0	N/A
ERA	Small	3	No	0	0	0	0	0	0	0	N/A
Finance	Large	3	Yes	0	0	0	0	0	1	0	Between 3 and 6 months
Fisheries	Medium	3	No	0	0	0	0	0	4	0	Between 3 and 6 months
Forest Products	Small	2	No	0	0	0	0	0	0	0	N/A
Gascoyne Dev	Very small	2	No	0	0	0	0	0	0	0	N/A
GESB	Medium	1	No	0	0	0	0	0	1	0	Within 3 months
GoldEsp Dev	Very small	2	No	0	0	0	0	0	0	0	N/A
Goldfields IT	Small	1	No	0	0	0	0	0	0	2	Between 3 and 6 months
Gr Southern Dev	Very small	2	No	0	0	0	0	0	0	0	N/A
Great Southern IT	Small	1	No	0	0	0	0	0	0	1	Within 3 months
HDSCO	Very small	1	Yes	1	0	0	0	0	0	0	N/A
Health	Very large	1	Yes	11	0	0	0	0	37	455	Between 3 and 6 months
Healthway	Small	2	No	0	0	0	0	0	0	0	N/A
Heritage	Small	2	No	0	0	0	0	0	0	0	N/A
Housing	Large	1	Yes	4	0	1	0	0	2	0	Between 3 and 6 months
Info Commissioner	Very small	3	No	0	0	0	0	0	0	0	N/A
Insurance Comm	Medium	1	No	0	0	0	0	0	0	0	N/A
Keep Aus Beautiful [1]	Very small	2	No	0	0	0	0	0	0	0	N/A
Kimberley Dev	Very small	2	No	0	0	0	0	0	0	0	N/A
Kimberley TI	Small	1	No	0	0	0	0	0	0	11	Within 3 months
Landgate	Medium	1	No	0	0	0	0	0	0	1	More than 12 months
Law Reform	Very small	2	No	0	0	0	0	0	0	0	N/A
Legal Aid	Medium	1	No	0	0	0	0	0	0	0	N/A
Legal Prac	Small	3	No	0	0	0	0	0	0	0	N/A
Local Govt	Small	3	No	0	0	0	0	0	0	0	N/A
Lotterywest	Small	1	No	0	0	0	0	0	1	0	Within 3 months
Main Roads WA	Large	1	No	0	0	0	0	0	0	5	Between 3 and 6 months
Meat Auth	Very small	3	No	0	0	0	0	0	0	0	N/A
Mental Health	Small	2	No	0	0	0	0	0	1	0	Within 3 months

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	C3. Did your agency resolve internally (i.e. not refer to the Commission) any Breach of Standard claims in 2012–13?	C5. How many Breach of Standard claims were resolved internally for the following Standards during 2012–13?					C7. How many investigations into suspected breaches of discipline were completed in 2012–13?		C8. What was the average length of time taken to complete the investigations?
				a. Employment	b. Performance management	c. Grievance resolution	d. Redeployment	e. Termination	a. Under the *Public Sector Management Act 1994*	b. Under another instrument (e.g. industrial award, policy)	
Metro Cemeteries	Small	1	No	0	0	0	0	0	0	1	Within 3 months
Mid West Dev	Very small	2	No	0	0	0	0	0	0	0	N/A
Mines & Petroleum	Medium	2	No	0	0	0	0	0	1	0	Within 3 months
MRA	Small	2	No	0	0	0	0	0	0	0	N/A
My Leave	Very small	3	No	0	0	0	0	0	0	0	N/A
National Trust	Small	1	N/A	Information not available					0	0	N/A
Ombudsman	Small	3	No	0	0	0	0	0	0	0	N/A
Peel Dev	Very small	2	No	0	0	0	0	0	0	0	N/A
Perth Market	Small	1	No	0	0	0	0	0	2	0	Within 3 months
Perth Theatre	Very small	1	No	0	0	0	0	0	0	0	N/A
Pilbara Dev	Small	2	No	0	0	0	0	0	0	0	N/A
Pilbara Institute	Small	1	No	0	0	0	0	0	4	1	Between 3 and 6 months
Planning	Medium	3	No	0	0	0	0	0	2	0	Information not available
Police	Large	1	Yes	2	0	0	0	0	30	0	Within 3 months
Polytechnic West	Large	1	No	0	0	0	0	0	0	7	Between 3 and 6 months
Potato Marketing	Very small	3	N/A	Information not available					0	0	N/A
Premier & Cabinet	Medium	2	Yes	0	1	2	0	1	4	4	Within 3 months
PSC	Small	3	No	0	0	0	0	0	0	0	N/A
Public Prosecutions	Medium	1	No	0	0	0	0	0	0	0	N/A
Public Transport	Large	1	Yes	2	0	0	Information not available		0	23	Information not available
QEII Medical Centre [1]	Very small	1	Yes	0	0	0	0	0	0	0	N/A
Racing, Gaming & Liquor	Small	3	No	0	0	0	0	0	2	0	Between 3 and 6 months
Regional Dev & Lands	Medium	2	No	0	0	0	0	0	1	0	Within 3 months
Rottnest Island	Small	1	No	0	0	0	0	0	5	0	Within 3 months
SCSA	Small	3	No	0	0	0	0	0	1	0	Between 6 and 12 months
Small Business	Small	2	No	0	0	0	0	0	0	0	N/A
South West Dev	Small	2	No	0	0	0	0	0	0	0	N/A
South West IT	Medium	1	No	0	0	0	0	0	0	0	N/A
Sport & Rec	Small	2	No	0	0	0	0	0	2	4	Between 6 and 12 months
State Development	Small	2	No	0	0	0	0	0	1	0	Within 3 months
State Library	Small	1	Yes	1	0	0	0	0	0	0	N/A
Tourism	Small	1	No	0	0	0	0	0	0	0	N/A
Training & Workforce Dev	Medium	1	Yes	1	0	0	0	0	6	0	Between 3 and 6 months

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	C3. Did your agency resolve internally (i.e. not refer to the Commission) any Breach of Standard claims in 2012–13?	C5. How many Breach of Standard claims were resolved internally for the following Standards during 2012–13?					C7. How many investigations into suspected breaches of discipline were completed in 2012–13?		C8. What was the average length of time taken to complete the investigations?
				a. Employment	b. Performance management	c. Grievance resolution	d. Redeployment	e. Termination	a. Under the *Public Sector Management Act 1994*	b. Under another instrument (e.g. industrial award, policy)	
Transport (Dept of)	Large	3	Yes	3	0	0	0	0	2	0	Within 3 months
Treasury	Medium	3	No	0	0	0	0	0	1	0	Within 3 months
VenuesWest	Medium	1	No	0	0	0	0	0	4	1	Within 3 months
Vet Surgeons	Very small	3	No	0	0	0	0	0	0	0	N/A
WAIRC	Small	3	No	0	0	0	0	0	2	0	Between 3 and 6 months
WA Museum	Small	1	Yes	1	0	0	0	0	2	0	Within 3 months
Water (Dept of)	Medium	2	Yes	2	0	0	0	0	0	0	N/A
West Coast IT	Medium	1	No	0	0	0	0	0	0	0	N/A
Wheatbelt Dev	Very small	2	No	0	0	0	0	0	0	0	N/A
WorkCover	Small	1	Yes	1	0	0	0	0	1	0	Within 3 months
Zoo	Small	1	No	0	0	0	0	0	0	2	Within 3 months
		Total	**23% yes**	**46**	**3**	**15**	**0**	**1**	**625**	**893**	**88% within 6 months** **5% in more than 6 months** **7% information not available**

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	C10. How many completed investigations into suspected breaches of discipline were substantiated (i.e. found to have been a breach of discipline)?		C13. Did your agency have the following strategies in place in 2012–13 to support grievance management?								C14. How many grievance cases were underway in your agency in 2012–13?		C16. How many grievance cases were completed by your agency in 2012–13?
			a. Under the *Public Sector Management Act 1994*	b. Under another instrument (e.g. industrial award, policy)	a. Clear policies and processes have been established for dealing with grievances	b. Policies and processes are communicated to all staff through email, the agency's intranet site or posters	c. Policies and processes are monitored and reviewed to ensure they are being appropriately applied	d. Senior management monitors and ensures that incidents are properly addressed	e. Managers are trained in grievance resolution	f. The agency has at least one grievance officer to whom employees can report incidents	g. The agency's grievance officers are trained in grievance resolution	h. Others	a. Number of cases carried over from 2011–12	b. Number of new cases lodged in 2012–13	
Aboriginal Affairs	Small	2	0	0	Yes - fully	Yes - fully	No	Yes - fully	Being developed	Yes - fully	Being developed	N/A	0	0	0
Agric Produce Comm [1]	Very small	3	0	0	No	No	No	Yes - fully	No	No	No	No	0	0	0
Agriculture & Food	Large	2	6	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	0	4	1
Animal Resources	Small	1	2	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	0	0	0
Aqwest	Small	3	0	0	Yes - fully	No	No	No	Yes - partially	No	No	N/A	0	0	0
Architects Board	Very small	3	0	0	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - fully	Yes - partially	N/A	0	0	0
Art Gallery	Small	1	0	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	0	0	0
Attorney General	Large	1	2	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	2	7	7
Auditor General	Small	3	0	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	Yes - fully	Yes - fully	N/A	0	0	0
Botanic Gardens	Small	1	0	1	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	0	0	0
Burswood Park	Very small	1	0	0	Yes - partially	No	Being developed	Being developed	Being developed	Yes - fully	Yes - partially	N/A	0	0	0
Busselton Water	Small	3	0	0	Yes - fully	No	No	Yes - fully	No	Yes - fully	No	N/A	0	0	0
C Y O'Connor Institute	Small	1	0	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	0	0	0
CCC	Small	3	0	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Being developed	Yes - fully	Yes - fully	N/A	0	0	0
Central IT	Large	1	3	6	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	Yes - fully	Yes - fully	N/A	1	5	4
Challenger IT	Medium	1	0	4	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	0	0	0
Chem Centre	Small	1	0	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	Yes - fully	Yes - fully	N/A	0	1	0
Child Protection	Large	1	21	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	No	No	N/A	2	3	5
Children & Young People	Very small	2	1	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - partially	Yes - fully	0	0	0
CHSHA	Small	1	0	1	Yes - fully	Yes - fully	Yes - partially	Yes - partially	Yes - partially	Yes - fully	Yes - fully	N/A	0	0	0
Commerce	Medium	3	5	0	Yes - partially	Yes - partially	Being developed	Being developed	Yes - partially	Yes - fully	Yes - fully	N/A	0	2	2
Communities	Medium	1	3	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	Yes - fully	Yes - fully	N/A	0	0	0
Conservation Comm [1]	Very small	2	0	0	No	No	No	No	No	No	No	No	0	0	0
Corrective Services	Large	1	6	23	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - partially	Yes - fully	Yes - fully	N/A	2	7	2
CTF	Very small	1	0	0	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	0	0	0
Culture & the Arts	Small	1	0	0	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - partially	Yes - fully	Yes - partially	N/A	0	1	1
Custodial Services	Very small	3	1	0	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Being developed	Yes - fully	Being developed	N/A	0	1	1
DFES	Large	1	0	5	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	3	23	21
Disability Services	Large	2	1	8	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	2	4	3
Drug & Alcohol	Small	2	0	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	0	1	0
Durack IT	Medium	1	0	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	0	1	1
Educ Services	Small	1	0	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	0	2	1
Education	Very large	1	56	7	Information not available	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - fully	N/A	Information not available		
Electoral Comm	Small	1	0	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	0	1	1
Env & Conservation	Large	3	5	2	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Being developed	Yes - fully	Yes - fully	N/A	3	1	2
Environment Protection	Small	3	0	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	0	1	0
Equal Opp	Small	2	0	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	0	0	0
ERA	Small	3	0	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Being developed	Yes - fully	Yes - fully	N/A	0	0	0
Finance	Large	3	1	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	Yes - fully	Yes - fully	N/A	1	1	2
Fisheries	Medium	3	4	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Being developed	Yes - fully	Yes - fully	Yes - fully	0	0	0
Forest Products	Small	2	0	0	Yes - fully	Yes - partially	No	Yes - fully	No	Yes - fully	Yes - fully	N/A	0	0	0
Gascoyne Dev	Very small	2	0	0	Yes - fully	No	Yes - fully	Yes - fully	Being developed	Yes - fully	Being developed	Yes - fully	0	0	0
GESB	Medium	1	1	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	0	0	0
GoldEsp Dev	Very small	2	0	0	Yes - fully	No	No	Yes - partially	Yes - partially	No	Yes - partially	N/A	Information not available	1	0
Goldfields IT	Small	1	0	1	Yes - fully	Yes - partially	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - fully	N/A	0	1	1
Gr Southern Dev	Very small	2	0	0	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - partially	Yes - fully	No	N/A	0	0	0
Great Southern IT	Small	1	0	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	Yes - fully	Yes - fully	N/A	0	0	0
HDSCO	Very small	1	0	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Being developed	Being developed	N/A	0	0	0
Health	Very large	1	18	231	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - partially	17	125	106

Agency	Size	Function (1 = Service; 2 = Policy, development and co-ordination; 3 = Oversight, regulatory and sector administration)	C10. How many completed investigations into suspected breaches of discipline were substantiated? a. Under the Public Sector Management Act 1994	C10. b. Under another instrument (e.g. industrial award, policy)	C13. a. Clear policies and processes have been established for dealing with grievances	C13. b. Policies and processes are communicated to all staff through email, the agency's intranet site or posters	C13. c. Policies and processes are monitored and reviewed to ensure they are being appropriately applied	C13. d. Senior management monitors and ensures that incidents are properly addressed	C13. e. Managers are trained in grievance resolution	C13. f. The agency has at least one grievance officer to whom employees can report incidents	C13. g. The agency's grievance officers are trained in grievance resolution	C13. h. Others	C14. a. Number of cases carried over from 2011–12	C14. b. Number of new cases lodged in 2012–13	C16. How many grievance cases were completed by your agency in 2012–13?
Healthway	Small	2	0	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	0	0	0
Heritage	Small	2	0	0	Yes - fully	Yes - fully	Yes - fully	No	Yes - partially	Yes - fully	Yes - partially	N/A	0	0	0
Housing	Large	1	2	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	2	8	6
Info Commissioner	Very small	3	0	0	Yes - fully	Yes - partially	Yes - partially	Yes - fully	Yes - partially	Yes - fully	Yes - partially	N/A	0	0	0
Insurance Comm	Medium	1	0	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	Yes - fully	Yes - fully	N/A	0	1	0
Keep Aus Beautiful [1]	Very small	2	0	0	Yes - fully	Yes - fully	Yes - partially	Being developed	Yes - partially	Yes - fully	Yes - fully	No	0	0	0
Kimberley Dev	Very small	2	0	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - partially	Yes - fully	0	0	0
Kimberley TI	Small	1	0	5	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	No	Yes - fully	0	0	0
Landgate	Medium	1	0	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	2	0	1
Law Reform	Very small	2	0	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	Yes - fully	No	N/A	0	0	0
Legal Aid	Medium	1	0	0	Yes - partially	No	Yes - partially	Yes - fully	No	Yes - fully	Yes - fully	No	0	1	0
Legal Prac	Small	3	0	0	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - fully	0	2	2
Local Govt	Small	3	0	0	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - partially	Yes - fully	Yes - fully	N/A	0	1	0
Lotterywest	Small	1	0	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	Yes - fully	Yes - fully	N/A	0	1	1
Main Roads WA	Large	1	0	5	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	2	4	5
Meat Auth	Very small	3	0	0	Yes - fully	No	Yes - fully	Yes - fully	No	Yes - fully	No	N/A	0	0	0
Mental Health	Small	2	1	0	Being developed	No	Being developed	Yes - partially	No	Yes - fully	Yes - fully	N/A	0	0	0
Metro Cemeteries	Small	1	0	1	Yes - fully	Yes - fully	Being developed	Yes - partially	Being developed	Yes - fully	Yes - fully	N/A	0	0	0
Mid West Dev	Very small	2	0	0	Yes - fully	Yes - fully	No	Yes - partially	No	Yes - fully	No	N/A	0	0	0
Mines & Petroleum	Medium	2	1	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	0	3	3
MRA	Small	2	0	0	No	No	No	Yes - fully	No	Yes - fully	No	N/A	0	2	2
My Leave	Very small	3	0	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	Yes - fully	No	Yes - fully	0	0	0
National Trust	Small	1	0	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	0	0	0
Ombudsman	Small	3	0	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	0	0	0
Peel Dev	Very small	2	0	0	Yes - fully	Yes - partially	Yes - fully	Being developed	Being developed	Yes - fully	Being developed	Being developed	0	0	0
Perth Market	Small	1	1	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	0	0	0
Perth Theatre	Very small	1	0	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - partially	Being developed	N/A	0	0	0
Pilbara Dev	Small	2	0	0	Yes - fully	Yes - fully	No	Yes - partially	No	Yes - fully	Yes - fully	N/A	0	0	0
Pilbara Institute	Small	1	4	1	Yes - fully	Yes - partially	Yes - partially	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Information not available	1	0
Planning	Medium	3	2	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	Information not available	1	1
Police	Large	1	9	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	0	17	1
Polytechnic West	Large	1	0	6	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	1	10	11
Potato Marketing	Very small	3	0	0	Yes - partially	No	No	Yes - partially	Being developed	Being developed	Being developed	N/A	0	0	0
Premier & Cabinet	Medium	2	4	4	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	0	4	3
PSC	Small	3	0	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	0	0	0
Public Prosecutions	Medium	1	0	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	N/A	0	1	1
Public Transport	Large	1	0	10	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	Information not available	18	16
QEII Medical Centre [1]	Very small	1	0	0	Yes - fully	Yes - partially	Yes - fully	Yes - partially	No	No	Yes - partially	N/A	1	4	5
Racing, Gaming & Liquor	Small	3	2	0	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	1	2	3
Regional Dev & Lands	Medium	2	1	0	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Being developed	Yes - fully	Yes - fully	N/A	0	0	0
Rottnest Island	Small	1	5	0	Being developed	Being developed	Being developed	Being developed	Being developed	Yes - fully	Yes - fully	N/A	0	2	2
SCSA	Small	3	1	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	0	1	1
Small Business	Small	2	0	0	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	0	0	0
South West Dev	Small	2	0	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - partially	Being developed	N/A	0	0	0
South West IT	Medium	1	0	0	Yes - fully	Yes - fully	No	No	No	No	No	N/A	0	0	0
Sport & Rec	Small	2	2	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - partially	0	9	8

Agency	Size	Function	C10. How many completed investigations into suspected breaches of discipline were substantiated (i.e. found to have been a breach of discipline)?		C13. Did your agency have the following strategies in place in 2012–13 to support grievance management?								C14. How many grievance cases were underway in your agency in 2012–13?		C16. How many grievance cases were completed by your agency in 2012–13?
		1 = Service; 2 = Policy, development and co-ordination; 3 = Oversight, regulatory and sector administration	a. Under the Public Sector Management Act 1994	b. Under another instrument (e.g. industrial award, policy)	a. Clear policies and processes have been established for dealing with grievances	b. Policies and processes are communicated to all staff through email, the agency's intranet site or posters	c. Policies and processes are monitored and reviewed to ensure they are being appropriately applied	d. Senior management monitors and ensures that incidents are properly addressed	e. Managers are trained in grievance resolution	f. The agency has at least one grievance officer to whom employees can report incidents	g. The agency's grievance officers are trained in grievance resolution	h. Others	a. Number of cases carried over from 2011-12	b. Number of new cases lodged in 2012-13	
State Development	Small	2	1	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Being developed	Yes - fully	Yes - fully	N/A	0	1	1
State Library	Small	1	0	0	Yes - fully	Yes - fully	Yes - partially	Yes - fully	No	Yes - fully	Yes - partially	N/A	0	0	0
Tourism	Small	1	0	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	Yes - fully	Yes - fully	N/A	0	0	0
Training & Workforce Dev	Medium	1	4	0	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - partially	Yes - fully	Yes - fully	N/A	2	0	1
Transport (Dept of)	Large	3	2	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - partially	N/A	Information not available		
Treasury	Medium	3	0	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	2	2	2
VenuesWest	Medium	1	4	0	Yes - fully	Yes - fully	Yes - partially	Yes - fully	No	Yes - fully	Yes - fully	N/A	0	0	0
Vet Surgeons	Very small	3	0	0	Yes - fully	No	Yes - fully	Yes - fully	No	No	No	N/A	0	0	0
WAIRC	Small	3	2	0	Yes - fully	Yes - fully	Yes - partially	Yes - partially	No	Yes - fully	Being developed	N/A	0	0	0
WA Museum	Small	1	0	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	Yes - fully	Yes - fully	N/A	0	2	2
Water (Dept of)	Medium	2	0	0	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - partially	Yes - fully	Yes - fully	N/A	0	0	0
West Coast IT	Medium	1	0	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	0	2	2
Wheatbelt Dev	Very small	2	0	0	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	0	0	0
WorkCover	Small	1	1	0	Yes - fully	Yes - fully	No	Yes - fully	No	Yes - fully	Yes - fully	N/A	0	0	0
Zoo	Small	1	0	2	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Being developed	Yes - fully	Yes - fully	N/A	0	0	0
		Total	185	328	91% fully 5% partially	78% fully 9% partially	69% fully 15% partially	75% fully 16% partially	15% fully 45% partially	86% fully 4% partially	68% fully 11% partially	7% fully 2% partially	46	294	241

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	C17. What was the average length of time taken to complete the grievance cases?	C19. How many of the completed grievance cases were substantiated by your agency in 2012-13?	C20. Disagreement with a decision of the agency	Unfair treatment	performance feedback or assessment	Access to leave or other conditions of employment	Procedural issues relating to selection exercises	Interpersonal conflict	Bullying	Discrimination	Inappropriate behaviour in the workplace	Workplace change (e.g. changes in duties)	Others	C21. Not available	No actions taken	Commencement of a discipline process	Commencement of an industrial process	Commencement of a substandard performance process	Referral to the agency's occupational health and safety policies and processes	Referral to the Equal Opportunity Commission	Training	Counselling	Others
Aboriginal Affairs	Small	2	N/A	N/A						N/A										N/A					
Agric Produce Comm [1]	Very small	3	N/A	N/A						N/A										N/A					
Agriculture & Food	Large	2	Between 3 and 6 months	1						×	×		×										×	×	
Animal Resources	Small	1	N/A	N/A						N/A										N/A					
Aqwest	Small	3	N/A	N/A						N/A										N/A					
Architects Board	Very small	3	N/A	N/A						N/A										N/A					
Art Gallery	Small	1	N/A	N/A						N/A										N/A					
Attorney General	Large	1	Within 3 months	0						N/A								×							
Auditor General	Small	3	N/A	N/A						N/A										N/A					
Botanic Gardens	Small	1	N/A	N/A						N/A										N/A					
Burswood Park	Very small	1	N/A	N/A						N/A										N/A					
Busselton Water	Small	3	N/A	N/A						N/A										N/A					
C Y O'Connor Institute	Small	1	N/A	N/A						N/A										N/A					
CCC	Small	3	N/A	N/A						N/A										N/A					
Central IT	Large	1	Within 3 months	1						×			×										×	×	×
Challenger IT	Medium	1	N/A	N/A						N/A										N/A					
Chem Centre	Small	1	N/A	N/A						N/A										N/A					
Child Protection	Large	1	Within 3 months	1	×					×	×	×	×							×		×			
Children & Young People	Very small	2	N/A	N/A						N/A										N/A					
CHSHA	Small	1	N/A	N/A						N/A										N/A					
Commerce	Medium	3	Within 3 months	0						N/A															×
Communities	Medium	1	N/A	N/A						N/A										N/A					
Conservation Comm [1]	Very small	2	N/A	N/A						N/A										N/A					
Corrective Services	Large	1	Information not available	2						×			×										×	×	
CTF	Very small	1	N/A	N/A						N/A										N/A					
Culture & the Arts	Small	1	Between 3 and 6 months	1						×	×													×	×
Custodial Services	Very small	3	Within 3 months	0						N/A								×							
DFES	Large	1	Within 3 months	0						N/A										×	×		×	×	×
Disability Services	Large	2	Between 3 and 6 months	0						N/A										×					×
Drug & Alcohol	Small	2	N/A	N/A						N/A										N/A					
Durack IT	Medium	1	Within 3 months	0						N/A														×	
Educ Services	Small	1	Within 3 months	0						N/A															×
Education	Very large	1	Information not available	Information not available						N/A						×									
Electoral Comm	Small	1	Within 3 months	0						N/A															×
Env & Conservation	Large	3	Information not available	2	×		×			×	×	×								×		×		×	
Environment Protection	Small	3	N/A	N/A						N/A										N/A					
Equal Opp	Small	2	N/A	N/A						N/A										N/A					
ERA	Small	3	N/A	N/A						N/A										N/A					
Finance	Large	3	Between 3 and 6 months	0						N/A															×
Fisheries	Medium	3	N/A	N/A						N/A										N/A					
Forest Products	Small	2	N/A	N/A						N/A										N/A					
Gascoyne Dev	Very small	2	N/A	N/A						N/A										N/A					
GESB	Medium	1	N/A	N/A						N/A										N/A					
GoldEsp Dev	Very small	2	N/A	N/A						N/A										N/A					
Goldfields IT	Small	1	Within 3 months	0						N/A												×		×	×
Gr Southern Dev	Very small	2	N/A	N/A						N/A										N/A					
Great Southern IT	Small	1	N/A	N/A						N/A										N/A					

Agency	Size	Function (1 = Service; 2 = Policy, development and co-ordination; 3 = Oversight, regulatory and sector administration)	C17. What was the average length of time taken to complete the grievance cases?	C19. How many of the completed grievance cases were substantiated by your agency in 2012–13?	C20. Disagreement with a decision of the agency	Unfair treatment	performance feedback or assessment	Access to leave or other conditions of employment	Procedural issues relating to selection exercises	Interpersonal conflict	Bullying	Discrimination	Inappropriate behaviour in the workplace	Workplace change (e.g. changes in duties)	Others	C21. Not available	No actions taken	Commencement of a discipline process	Commencement of an industrial process	Commencement of a substandard performance process	Referral to the agency's occupational health and safety policies and processes	Referral to the Equal Opportunity Commission	Training	Counselling	Others
HDSCO	Very small	1	N/A	N/A						N/A						N/A									
Health	Very large	1	Between 3 and 6 months	42	×	×	×	×	×	×	×		×	×	×			×	×				×	×	×
Healthway	Small	2	N/A	N/A						N/A						N/A									
Heritage	Small	2	N/A	N/A						N/A						N/A									
Housing	Large	1	Between 3 and 6 months	4	×	×	×			×	×		×										×	×	×
Info Commissioner	Very small	3	N/A	N/A						N/A						N/A									
Insurance Comm	Medium	1	N/A	N/A						N/A						N/A									
Keep Aus Beautiful [1]	Very small	2	N/A	N/A						N/A						N/A									
Kimberley Dev	Very small	2	N/A	N/A						N/A						N/A									
Kimberley TI	Small	1	N/A	N/A						N/A						N/A									
Landgate	Medium	1	More than 12 months	0						N/A										×					
Law Reform	Very small	2	N/A	N/A						N/A						N/A									
Legal Aid	Medium	1	N/A	N/A						N/A										×					
Legal Prac	Small	3	Within 3 months	0						N/A								×							
Local Govt	Small	3	N/A	N/A						N/A						N/A									
Lotterywest	Small	1	Within 3 months	0						N/A													×	×	
Main Roads WA	Large	1	Between 3 and 6 months	1						×			×								×				
Meat Auth	Very small	3	N/A	N/A						N/A						N/A									
Mental Health	Small	2	N/A	N/A						N/A						N/A									
Metro Cemeteries	Small	1	N/A	N/A						N/A						N/A									
Mid West Dev	Very small	2	N/A	N/A						N/A						N/A									
Mines & Petroleum	Medium	2	Between 3 and 6 months	1									×												×
MRA	Small	2	Within 3 months	2									×												×
My Leave	Very small	3	N/A	N/A						N/A						N/A									
National Trust	Small	1	N/A	N/A						N/A						N/A									
Ombudsman	Small	3	N/A	N/A						N/A						N/A									
Peel Dev	Very small	2	N/A	N/A						N/A						N/A									
Perth Market	Small	1	N/A	N/A						N/A						N/A									
Perth Theatre	Very small	1	N/A	N/A						N/A						N/A									
Pilbara Dev	Small	2	N/A	N/A						N/A						N/A									
Pilbara Institute	Small	1	N/A	N/A						N/A						N/A									
Planning	Medium	3	Within 3 months	0						N/A								×							
Police	Large	1	Within 3 months	0						N/A								×							
Polytechnic West	Large	1	Within 3 months	2		×	×			×	×		×	×									×	×	
Potato Marketing	Very small	3	N/A	N/A						N/A						N/A									
Premier & Cabinet	Medium	2	Within 3 months	0						N/A															×
PSC	Small	3	N/A	N/A						N/A						N/A									
Public Prosecutions	Medium	1	Within 3 months	0						N/A								×							
Public Transport	Large	1	Information not available	0		×				×	×	×	×	×		×	×								
QEII Medical Centre [1]	Very small	1	Between 3 and 6 months	1		×	×																		×
Racing, Gaming & Liquor	Small	3	Information not available	1									×							×					
Regional Dev & Lands	Medium	2	N/A	N/A						N/A						N/A									
Rottnest Island	Small	1	Within 3 months	0						N/A														×	
SCSA	Small	3	Within 3 months	0						N/A								×							
Small Business	Small	2	N/A	N/A						N/A						N/A									
South West Dev	Small	2	N/A	N/A						N/A						N/A									
South West IT	Medium	1	N/A	N/A						N/A						N/A									
Sport & Rec	Small	2	Between 3 and 6 months	6		×				×	×	×	×							×			×	×	×
State Development	Small	2	Within 3 months	1		×				×	×		×										×	×	×

Agency	Size	Function	C17. What was the average length of time taken to complete the grievance cases?	C19. How many of the completed grievance cases were substantiated by your agency in 2012–13?	C20. Which of the following matters were contained within the grievance cases substantiated by your agency?											C21. Which other actions were taken in response to the grievance cases completed by your agency?									
		1 = Service; 2 = Policy, development and co-ordination; 3 = Oversight, regulatory and sector administration			Disagreement with a decision of the agency	Unfair treatment	performance feedback or assessment	Access to leave or other conditions of employment	Procedural issues relating to selection exercises	Interpersonal conflict	Bullying	Discrimination	Inappropriate behaviour in the workplace	Workplace change (e.g. changes in duties)	Others	Not available	No actions taken	Commencement of a discipline process	Commencement of an industrial process	Commencement of a substandard performance process	Referral to the agency's occupational health and safety policies and processes	Referral to the Equal Opportunity Commission	Training	Counselling	Others
State Library	Small	1	N/A	N/A						N/A											N/A				
Tourism	Small	1	N/A	N/A						N/A											N/A				
Training & Workforce Dev	Medium	1	Between 3 and 6 months	0						N/A											×		×	×	
Transport (Dept of)	Large	3	Information not available	N/A						N/A						×									
Treasury	Medium	3	Between 3 and 6 months	0						N/A													×	×	×
VenuesWest	Medium	1	N/A	N/A						N/A											N/A				
Vet Surgeons	Very small	3	N/A	N/A						N/A											N/A				
WAIRC	Small	3	N/A	N/A						N/A											N/A				
WA Museum	Small	1	Within 3 months	0						N/A								×							
Water (Dept of)	Medium	2	N/A	N/A						N/A											N/A				
West Coast IT	Medium	1	Within 3 months	1									×										×	×	
Wheatbelt Dev	Very small	2	N/A	N/A						N/A											N/A				
WorkCover	Small	1	N/A	N/A						N/A											N/A				
Zoo	Small	1	N/A	N/A						N/A											N/A				
		Total	83% within 6 months; 2% in more than 6 months; 14% information not available	70	11%	33%	22%	17%	6%	72%	56%	22%	83%	11%	11%	9%	21%	14%	5%	2%	9%	5%	33%	37%	42%

Agency	Size	Function (1 = Service; 2 = Policy, development and co-ordination; 3 = Oversight, regulatory and sector administration)	C22. Did your agency have the following strategies in place in 2012–13 to assist managers to effectively manage employee performance?							C23. Overall, what proportion of your agency's Tier 2 and 3 managers (within your agency's hierarchy) participated in formal, documented performance management meetings conducted by their manager in 2012–13?	
			a. A timeline defined within the agency's policies for the completion of the performance management process	b. Key performance indicators relating to performance management included in managers' performance agreements	c. Agency-wide performance indicators relating to performance management set and promoted by corporate executive	d. Compliance with agency performance management directives tested (e.g. in staff surveys)	e. An electronic system (e.g. computer based performance management system)	f. Regular reporting to corporate executive	g. Others	a. Tier 2 and 3 managers participating in one documented meeting	b. Tier 2 and 3 managers participating in two or more documented meetings
Aboriginal Affairs	Small	2	Being developed	Yes - fully	Yes - fully	No	Being developed	Yes - fully	N/A	0-19%	0-19%
Agric Produce Comm [1]	Very small	3	Yes - fully	No	No	No	No	Yes - fully	No	0-19%	0-19%
Agriculture & Food	Large	2	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	80-100%	80-100%
Animal Resources	Small	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	40-59%	40-59%
Aqwest	Small	3	Yes - fully	Yes - fully	Yes - fully	Yes - partially	No	Yes - fully	N/A	80-100%	0-19%
Architects Board	Very small	3	Yes - partially	Yes - fully	No	No	No	Yes - fully	N/A	80-100%	0-19%
Art Gallery	Small	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	Yes - fully	N/A	0-19%	0-19%
Attorney General	Large	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Being developed	Yes - fully	N/A	80-100%	80-100%
Auditor General	Small	3	Yes - fully	Yes - partially	Yes - fully	Yes - fully	No	Yes - fully	N/A	80-100%	80-100%
Botanic Gardens	Small	1	Yes - partially	No	No	Being developed	No	Yes - partially	N/A	80-100%	Information not available
Burswood Park	Very small	1	Being developed	No	No	No	No	No	N/A	0-19%	0-19%
Busselton Water	Small	3	Yes - fully	Yes - fully	Yes - partially	Being developed	No	Yes - fully	N/A	80-100%	0-19%
C Y O'Connor Institute	Small	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	Yes - fully	N/A	80-100%	80-100%
CCC	Small	3	Yes - fully	Yes - partially	Yes - fully	Yes - fully	No	Yes - fully	N/A	80-100%	80-100%
Central IT	Large	1	Being developed	No	No	Yes - partially	Being developed	No	N/A	Information not available	
Challenger IT	Medium	1	Yes - fully	Yes - partially	Yes - fully	No	No	Yes - fully	N/A	Information not available	80-100%
Chem Centre	Small	1	No	Yes - partially	Being developed	Yes - partially	No	Yes - fully	N/A	80-100%	80-100%
Child Protection	Large	1	Yes - fully	No	No	Yes - fully	Yes - fully	Yes - partially	N/A	20-39%	0-19%
Children & Young People	Very small	2	Yes - fully	No	Yes - partially	No	Yes - partially	No	N/A	60-79%	60-79%
CHSHA	Small	1	Yes - partially	Yes - partially	Yes - partially	No	No	No	Yes - fully	40-59%	40-59%
Commerce	Medium	3	Yes - fully	No	No	Yes - partially	No	No	N/A	80-100%	60-79%
Communities	Medium	1	Yes - fully	Yes - fully	No	No	No	No	Yes - fully	80-100%	80-100%
Conservation Comm [1]	Very small	2	No	No	No	No	No	No	Yes - fully	0-19%	0-19%
Corrective Services	Large	1	Yes - fully	No	Yes - fully	Yes - fully	Yes - partially	Yes - fully	N/A	80-100%	Information not available
CTF	Very small	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	80-100%	80-100%
Culture & the Arts	Small	1	Yes - fully	Yes - partially	Being developed	Being developed	Being developed	Yes - fully	N/A	40-59%	0-19%
Custodial Services	Very small	3	Yes - fully	Being developed	Being developed	No	No	Yes - partially	N/A	60-79%	0-19%
DFES	Large	1	Being developed	No	Being developed	Being developed	No	Being developed	No	80-100%	80-100%
Disability Services	Large	2	Yes - fully	Yes - fully	Yes - fully	Yes - partially	No	Yes - partially	N/A	80-100%	80-100%
Drug & Alcohol	Small	2	Yes - fully	Yes - partially	Yes - fully	Yes - fully	No	Yes - fully	N/A	80-100%	Information not available
Durack IT	Medium	1	Yes - fully	No	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	60-79%	Information not available
Educ Services	Small	1	Yes - fully	Being developed	Being developed	No	No	Yes - partially	N/A	60-79%	Information not available
Education	Very large	1	No	Yes - fully	Yes - fully	Yes - fully	No	Yes - fully	N/A	60-79%	40-59%
Electoral Comm	Small	1	Yes - partially	No	Yes - fully	Yes - partially	No	Yes - partially	N/A	80-100%	0-19%
Env & Conservation	Large	3	Yes - fully	No	Yes - partially	Being developed	No	Yes - fully	N/A	0-19%	0-19 %
Environment Protection	Small	3	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Being developed	Yes - fully	N/A	60-79%	20-39%
Equal Opp	Small	2	Yes - fully	Yes - partially	No	No	No	Yes - fully	N/A	80-100%	0-19%
ERA	Small	3	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Being developed	Yes - fully	N/A	80-100%	80-100%
Finance	Large	3	Yes - fully	No	Yes - fully	No	Yes - fully	Yes - fully	N/A	60-79%	60-79%
Fisheries	Medium	3	Yes - fully	Yes - partially	Being developed	Being developed	Being developed	Yes - fully	N/A	20-39%	20-39%
Forest Products	Small	2	Yes - partially	No	Being developed	Yes - fully	Yes - partially	Being developed	N/A	20-39%	Information not available
Gascoyne Dev	Very small	2	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	Yes - fully	N/A	80-100%	0-19%
GESB	Medium	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	Yes - partially	N/A	80-100%	80-100%
GoldEsp Dev	Very small	2	Yes - fully	No	Yes - fully	No	No	No	N/A	Information not available	
Goldfields IT	Small	1	Being developed	Being developed	Being developed	Being developed	No	Being developed	N/A	40-59%	0-19%
Gr Southern Dev	Very small	2	Yes - partially	Yes - partially	Yes - fully	Yes - partially	No	Yes - fully	N/A	0-19%	0-19%
Great Southern IT	Small	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	Yes - fully	N/A	0-19%	40-59%
HDSCO	Very small	1	Yes - fully	Yes - fully	Yes - fully	Being developed	Yes - fully	Yes - fully	N/A	80-100%	80-100%
Health	Very large	1	Yes - fully	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - partially	40-59%	20-39%
Healthway	Small	2	Yes - partially	Yes - partially	Yes - partially	No	No	Yes - partially	N/A	20-39%	0-19%
Heritage	Small	2	Yes - fully	Yes - partially	Yes - fully	No	Yes - partially	Yes - partially	N/A	80-100%	80-100%
Housing	Large	1	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Information not available	
Info Commissioner	Very small	3	Yes - fully	No	No	No	No	No	Yes - fully	Information not available	
Insurance Comm	Medium	1	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	80-100%	40-59%
Keep Aus Beautiful [1]	Very small	2	Yes - partially	Yes - partially	No	No	No	No	Yes - partially	Information not available	
Kimberley Dev	Very small	2	Being developed	Being developed	Being developed	No	No	Yes - fully	Yes - fully	40-59%	0-19%
Kimberley TI	Small	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	Yes - fully	N/A	80-100%	0-19%
Landgate	Medium	1	Yes - fully	Being developed	Being developed	Being developed	Yes - partially	Yes - partially	N/A	Information not available	

Agency	Size	Function (1 = Service; 2 = Policy, development and co-ordination; 3 = Oversight, regulatory and sector administration)	C22. Did your agency have the following strategies in place in 2012–13 to assist managers to effectively manage employee performance?							C23. Overall, what proportion of your agency's Tier 2 and 3 managers (within your agency's hierarchy) participated in formal, documented performance management meetings conducted by their manager in 2012–13?	
			a. A timeline defined within the agency's policies for the completion of the performance management process	b. Key performance indicators included in managers' performance agreements	c. Agency-wide performance indicators relating to performance management set and promoted by corporate executive	d. Compliance with agency performance management directives tested (e.g. in staff surveys)	e. An electronic system (e.g. computer based performance management system)	f. Regular reporting to corporate executive	g. Others	a. Tier 2 and 3 managers participating in one documented meeting	b. Tier 2 and 3 managers participating in two or more documented meetings
Law Reform	Very small	2	No	No	No	No	No	Yes - fully	N/A	0-19%	0-19%
Legal Aid	Medium	1	Yes - fully	Yes - partially	No	Being developed	Being developed	Being developed	No	20-39%	0-19%
Legal Prac	Small	3	Yes - fully	Yes - partially	Yes - partially	No	No	Yes - fully	N/A	Information not available	
Local Govt	Small	3	Yes - fully	Yes - fully	Yes - partially	No	Being developed	Yes - fully	N/A	60-79%	0-19%
Lotterywest	Small	1	Yes - fully	Being developed	Being developed	No	Yes - fully	Yes - partially	N/A	80-100%	0-19%
Main Roads WA	Large	1	Yes - fully	Being developed	Yes - partially	Yes - fully	Being developed	Yes - fully	N/A	80-100%	80-100%
Meat Auth	Very small	3	Yes - fully	Yes - fully	Yes - fully	No	No	Yes - fully	N/A	80-100%	80-100%
Mental Health	Small	2	Yes - fully	Yes - partially	Being developed	Yes - partially	No	Yes - partially	N/A	60-79%	0-19%
Metro Cemeteries	Small	1	Yes - fully	Being developed	Yes - fully	Being developed	No	Being developed	Yes - fully	40-59%	Information not available
Mid West Dev	Very small	2	No	No	No	No	No	Yes - partially	N/A	0-19%	0-19%
Mines & Petroleum	Medium	2	Yes - fully	Yes - fully	Yes - fully	No	Yes - fully	Yes - fully	N/A	80-100%	80-100%
MRA	Small	2	No	No	No	No	No	No	N/A	0-19%	0-19%
My Leave	Very small	3	No	No	No	No	No	Yes - partially	N/A	0-19%	0-19%
National Trust	Small	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	N/A	80-100%	80-100%
Ombudsman	Small	3	Yes - fully	Yes - fully	Yes - fully	No	No	Yes - fully	N/A	80-100%	0-19%
Peel Dev	Very small	2	Yes - partially	Being developed	Being developed	Being developed	No	Being developed	Yes - partially	80-100%	Information not available
Perth Market	Small	1	Yes - partially	Being developed	Being developed	Yes - partially	Being developed	Yes - partially	N/A	0-19%	0-19%
Perth Theatre	Very small	1	Yes - fully	Yes - partially	Being developed	Being developed	Yes - fully	Yes - fully	N/A	80-100%	0-19%
Pilbara Dev	Small	2	Yes - partially	No	No	No	No	No	N/A	60-79%	0-19%
Pilbara Institute	Small	1	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Being developed	Yes - fully	N/A	40-59%	20-39%
Planning	Medium	3	Yes - fully	Being developed	Yes - fully	Yes - fully	No	Yes - fully	N/A	0-19%	0-19%
Police	Large	1	Yes - fully	Yes - fully	Yes - fully	Being developed	No	Being developed	N/A	80-100%	80-100%
Polytechnic West	Large	1	Yes - fully	Yes - partially	Yes - fully	No	No	Yes - fully	N/A	80-100%	Information not available
Potato Marketing	Very small	3	No	No	No	No	No	Yes - fully	N/A	Information not available	
Premier & Cabinet	Medium	2	Yes - fully	Yes - fully	Yes - partially	Yes - partially	No	Yes - fully	N/A	20-39%	0-19%
PSC	Small	3	Yes - fully	No	Yes - fully	Yes - fully	No	Yes - fully	N/A	60-79%	0-19%
Public Prosecutions	Medium	1	Being developed	Being developed	Being developed	Being developed	Being developed	Being developed	N/A	0-19%	0-19%
Public Transport	Large	1	Yes - fully	Yes - fully	Yes - partially	Yes - partially	Yes - fully	Yes - fully	Yes - fully	80-100%	80-100%
QEII Medical Centre [1]	Very small	1	Yes - fully	Yes - fully	Yes - fully	No	No	Yes - fully	N/A	20-39%	Information not available
Racing, Gaming & Liquor	Small	3	Being developed	Yes - partially	Yes - partially	No	No	Yes - partially	N/A	0-19%	0-19%
Regional Dev & Lands	Medium	2	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	N/A	80-100%	20-39%
Rottnest Island	Small	1	Yes - partially	Being developed	Yes - fully	No	No	Being developed	N/A	40-59%	40-59%
SCSA	Small	3	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - partially	N/A	80-100%	0-19%
Small Business	Small	2	Yes - fully	Yes - partially	Being developed	Yes - fully	No	No	N/A	20-39%	0-19%
South West Dev	Small	2	Yes - partially	Yes - partially	Yes - partially	Being developed	Being developed	Yes - partially	N/A	20-39%	Information not available
South West IT	Medium	1	Yes - partially	Yes - partially	Yes - fully	No	No	No	N/A	80-100%	20-39%
Sport & Rec	Small	2	Yes - fully	No	No	No	Yes - fully	Yes - fully	N/A	20-39%	0-19%
State Development	Small	2	Yes - fully	No	No	No	No	Yes - fully	Yes - fully	20-39%	20-39%
State Library	Small	1	Yes - fully	No	No	No	No	Yes - partially	N/A	60-79%	0-19%
Tourism	Small	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	Yes - fully	N/A	80-100%	0-19%
Training & Workforce Dev	Medium	1	Yes - fully	Yes - partially	Yes - partially	Yes - fully	No	Yes - fully	N/A	80-100%	80-100%
Transport (Dept of)	Large	3	Yes - fully	Yes - fully	Yes - fully	No	No	Yes - fully	N/A	80-100%	80-100%
Treasury	Medium	3	Yes - fully	Yes - fully	Yes - partially	Yes - partially	No	Yes - fully	N/A	80-100%	80-100%
VenuesWest	Medium	1	Yes - fully	No	Yes - partially	Yes - partially	No	Yes - fully	N/A	80-100%	80-100%
Vet Surgeons	Very small	3	Yes - fully	Yes - fully	Yes - fully	No	No	Yes - fully	N/A	Information not available	
WAIRC	Small	3	Yes - fully	Being developed	Being developed	Being developed	No	Being developed	N/A	80-100%	0-19%
WA Museum	Small	1	Yes - fully	Yes - partially	Yes - fully	Yes - partially	No	Yes - partially	N/A	0-19%	0-19%
Water (Dept of)	Medium	2	Yes - fully	Yes - partially	Yes - fully	Being developed	No	Being developed	N/A	80-100%	80-100%
West Coast IT	Medium	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	80-100%	80-100%
Wheatbelt Dev	Very small	2	Yes - fully	Yes - fully	Yes - partially	Yes - fully	No	Being developed	N/A	80-100%	Information not available
WorkCover	Small	1	Yes - fully	No	Yes - fully	No	Yes - fully	Yes - fully	N/A	80-100%	80-100%
Zoo	Small	1	Yes - partially	Yes - partially	No	No	No	Being developed	N/A	80-100%	Information not available
Total			**72% fully 14% partially**	**34% fully 27% partially**	**47% fully 16% partially**	**29% fully 15% partially**	**15% fully 7% partially**	**55% fully 20% partially**	**7% fully 3% partially**	**57% reported 60-100%**	**28% reported 60-100%**

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Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	C24. Overall, what proportion of your agency's other staff participated in formal, documented performance management meetings conducted by their line manager in 2012–13?		C25. Did your agency have strategies in place in 2012–13 to assist managers to effectively handle substandard performance?	C26. How many staff in your agency are currently subject to a substandard performance process?		D1. Did your agency have an overarching professional development strategy or framework in place in 2012–13?	D2. What are the greatest workforce risks facing your agency in the next five years? (please choose up to five options only)									
			a. Other staff participating in one documented meeting	b. Other staff participating in two or more documented meetings		a. Under s79(6) of the *Public Sector Management Act 1994*	b. Under similar provisions (e.g. industrial award, policy)		Addressing capability gaps due to agency growth	Addressing capability gaps due to a reduction in agency size	Addressing capability gaps due to a changing operating environment	Inadequate resources for changing business needs	Dealing with changing business needs due to varying needs of clients	Skill shortages which impact on agency capability	Loss of public confidence or agency reputation	Long and costly recruitment	Recruiting appropriately skilled people	Loss of corporate knowledge or talent due to retirement
Aboriginal Affairs	Small	2	20-39%	0-19%	Yes - fully	0	0	Yes - fully	×	×							×	
Agric Produce Comm [1]	Very small	3	80-100%	0-19%	Yes - fully	0	0	Yes - fully										
Agriculture & Food	Large	2	80-100%	80-100%	Yes - fully	1	0	Yes - fully	×		×				×			×
Animal Resources	Small	1	0-19%	0-19%	Yes - fully	1	0	Yes - fully							×	×	×	
Aqwest	Small	3	80-100%	0-19%	Yes - fully	0	2	Being developed						×	×		×	
Architects Board	Very small	3	80-100%	0-19%	Yes - fully	0	0	No										×
Art Gallery	Small	1	0-19%	0-19%	Yes - partially	0	0	Yes - partially	×					×				×
Attorney General	Large	1	80-100%	80-100%	Yes - fully	0	0	Yes - fully						×			×	×
Auditor General	Small	3	80-100%	80-100%	Yes - fully	0	0	Yes - fully							×		×	×
Botanic Gardens	Small	1	80-100%	Information not available	Yes - partially	0	Information not available	No						×				
Burswood Park	Very small	1	0-19%	0-19%	Being developed	0	0	Being developed										
Busselton Water	Small	3	80-100%	0-19%	Yes - fully	0	1	Yes - partially									×	
C Y O'Connor Institute	Small	1	80-100%	80-100%	Yes - fully	0	0	Yes - fully						×		×		
CCC	Small	3	80-100%	80-100%	Yes - fully	1	0	Yes - fully						×			×	
Central IT	Large	1	Information not available		Yes - fully	0	1	Being developed						×		×	×	×
Challenger IT	Medium	1	Information not available	80-100%	Yes - fully	0	0	Yes - fully						×	×		×	×
Chem Centre	Small	1	60-79%	20-39%	Yes - fully	0	0	Being developed						×	×	×		
Child Protection	Large	1	20-39%	0-19%	Yes - fully	0	0	Yes - fully							×		×	×
Children & Young People	Very small	2	60-79%	60-79%	Yes - fully	0	0	Yes - fully	×								×	
CHSHA	Small	1	60-79%	20-39%	Yes - fully	0	0	Yes - partially					×		×		×	×
Commerce	Medium	3	Information not available		Yes - fully	1	0	Yes - partially						×				×
Communities	Medium	1	20-39%	40-59%	Yes - fully	0	0	Being developed	×	×								
Conservation Comm [1]	Very small	2	0-19%	0-19%	Yes - fully	0	0	No										
Corrective Services	Large	1	60-79%	40-59%	Yes - fully	Information not available		Yes - fully						×		×		
CTF	Very small	1	80-100%	80-100%	Yes - partially	0	0	Yes - fully	×					×			×	
Culture & the Arts	Small	1	40-59%	0-19%	Yes - fully	0	0	Yes - partially						×		×	×	
Custodial Services	Very small	3	60-79%	0-19%	Yes - fully	0	0	No						×			×	×
DFES	Large	1	Information not available		Yes - partially	1	1	Being developed	×		×						×	
Disability Services	Large	2	80-100%	80-100%	Yes - fully	Information not available		Yes - fully	×	×						×		×
Drug & Alcohol	Small	2	80-100%	Information not available	Yes - partially	0	0	Being developed						×		×		
Durack IT	Medium	1	60-79%	Information not available	Yes - partially	0	0	Yes - fully	×		×			×				
Educ Services	Small	1	60-79%	Information not available	Yes - fully	0	0	Yes - fully	×		×	×						
Education	Very large	1	80-100%	40-59%	Yes - fully	3	3	Yes - fully	×				×		×			×
Electoral Comm	Small	1	60-79%	0-19%	Yes - partially	0	0	Yes - partially						×			×	×
Env & Conservation	Large	3	0-19%	0-19%	Yes - fully	1	0	Yes - partially	×	×								×
Environment Protection	Small	3	60-79%	20-39%	Yes - fully	0	0	Yes - partially						×		×	×	
Equal Opp	Small	2	80-100%	0-19%	Yes - fully	0	0	No	×								×	
ERA	Small	3	80-100%	80-100%	Yes - fully	0	0	Yes - fully								×	×	×
Finance	Large	3	80-100%	40-59%	Yes - fully	1	0	Yes - fully						×		×	×	×
Fisheries	Medium	3	20-39%	0-19%	Yes - fully	0	0	Being developed	×									
Forest Products	Small	2	20-39%	Information not available	Yes - fully	0	0	Being developed	×	×								
Gascoyne Dev	Very small	2	80-100%	0-19%	Yes - fully	0	0	Yes - fully						×	×		×	
GESB	Medium	1	80-100%	80-100%	Yes - fully	0	0	Yes - fully	×		×	×	×					
GoldEsp Dev	Very small	2	80-100%	Information not available	Yes - partially	Information not available		No						×			×	×
Goldfields IT	Small	1	0-19%	0-19%	Being developed	0	0	Being developed	×		×			×		×		
Gr Southern Dev	Very small	2	40-59%	0-19%	Yes - fully	0	0	Being developed		×	×	×						
Great Southern IT	Small	1	60-79%	20-39%	Yes - fully	0	0	Yes - fully						×		×		
HDSCO	Very small	1	80-100%	80-100%	Being developed	0	0	Yes - fully							×		×	×
Health	Very large	1	40-59%	20-39%	Yes - partially	1	11	Yes - partially						×		×		×
Healthway	Small	2	20-39%	0-19%	Yes - partially	0	0	Yes - partially									×	
Heritage	Small	2	80-100%	80-100%	Yes - fully	0	0	Yes - partially						×			×	
Housing	Large	1	80-100%	80-100%	Yes - fully	0	0	Yes - partially						×		×	×	×
Info Commissioner	Very small	3	80-100%	0-19%	No	0	0	Yes - partially						×			×	×

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Agency	Size	Function (1 = Service; 2 = Policy, development and co-ordination; 3 = Oversight, regulatory and sector administration)	C24. a. Other staff participating in one documented meeting	C24. b. Other staff participating in two or more documented meetings	C25. Did your agency have strategies in place in 2012–13 to assist managers to effectively handle substandard performance?	C26. a. Under s79(6) of the *Public Sector Management Act 1994*	C26. b. Under similar provisions (e.g. industrial award, policy)	D1. Did your agency have an overarching professional development strategy or framework in place in 2012–13?	D2. Addressing capability gaps due to agency growth	D2. Addressing capability gaps due to a reduction in agency size	D2. Addressing capability gaps due to a changing operating environment	D2. Inadequate resources for changing business needs	D2. Dealing with changing business needs due to varying needs of clients	D2. Skill shortages which impact on agency capability	D2. Loss of public confidence or agency reputation	D2. Long and costly recruitment	D2. Recruiting appropriately skilled people	D2. Loss of corporate knowledge or talent due to retirement
Insurance Comm	Medium	1	80-100%	80-100%	Yes - fully	0	6	Yes - fully						×	×		×	×
Keep Aus Beautiful [1]	Very small	2	80-100%	0-19%	Yes - partially	0	0	Yes - partially		×	×	×						
Kimberley Dev	Very small	2	60-79%	0-19%	Yes - fully	0	0	Yes - fully			×							×
Kimberley TI	Small	1	60-79%	0-19%	Yes - fully	0	5	Yes - fully	×		×						×	
Landgate	Medium	1	Information not available		Yes - fully	Information not available		Yes - fully			×					×		×
Law Reform	Very small	2	0-19%	0-19%	No	0	0	No			×						×	×
Legal Aid	Medium	1	20-39%	0-19%	Yes - partially	0	1	Yes - partially			×				×			×
Legal Prac	Small	3	60-79%	60-79%	Yes - partially	Information not available		Yes - partially	×						×		×	×
Local Govt	Small	3	40-59%	0-19%	Yes - partially	0	0	Being developed			×				×			×
Lotterywest	Small	1	60-79%	20-39%	Yes - partially	0	0	Yes - fully										×
Main Roads WA	Large	1	60-79%	40-59%	Yes - fully	0	4	Yes - fully									×	
Meat Auth	Very small	3	Information not available		Yes - partially	0	0	Yes - fully			×	×			×	×	×	
Mental Health	Small	2	60-79%	20-39%	Being developed	0	0	Being developed			×					×	×	×
Metro Cemeteries	Small	1	0-19%	Information not available	Yes - fully	0	0	Yes - fully							×			
Mid West Dev	Very small	2	0-19%	0-19%	Yes - partially	0	0	No			×			×			×	
Mines & Petroleum	Medium	2	80-100%	60-79%	Yes - fully	1	0	Yes - partially						×		×	×	
MRA	Small	2	0-19%	0-19%	Being developed	0	0	Being developed							×		×	
My Leave	Very small	3	0-19%	0-19%	No	0	0	No	×		×		×					×
National Trust	Small	1	80-100%	80-100%	Yes - fully	0	0	Yes - partially	×			×					×	
Ombudsman	Small	3	80-100%	0-19%	Yes - fully	0	0	Yes - fully						×			×	
Peel Dev	Very small	2	80-100%	Information not available	No	0	0	Being developed		×	×							×
Perth Market	Small	1	0-19%	0-19%	Yes - fully	0	0	Yes - partially	×		×							
Perth Theatre	Very small	1	80-100%	0-19%	Yes - fully	0	0	Yes - partially			×						×	
Pilbara Dev	Small	2	60-79%	0-19%	Yes - fully	0	0	Yes - partially						×				
Pilbara Institute	Small	1	40-59%	20-39%	Yes - partially	0	0	Yes - fully			×		×	×				
Planning	Medium	3	20-39%	0-19%	No	0	0	Yes - fully						×		×	×	
Police	Large	1	80-100%	80-100%	Yes - partially	0	0	Yes - partially			×					×	×	×
Polytechnic West	Large	1	20-39%	Information not available	Yes - fully	0	0	Yes - fully	×	×	×		×	×				
Potato Marketing	Very small	3	Information not available		Yes - partially	Information not available		Being developed			×						×	×
Premier & Cabinet	Medium	2	40-59%	0-19%	Yes - partially	0	0	No	×		×							×
PSC	Small	3	40-59%	0-19%	No	0	0	No			×						×	×
Public Prosecutions	Medium	1	0-19%	0-19%	Yes - fully	0	0	Yes - fully						×				×
Public Transport	Large	1	60-79%	60-79%	Yes - fully	0	0	Yes - partially	×						×			×
QEII Medical Centre [1]	Very small	1	20-39%	Information not available	Yes - fully	0	3	Yes - fully						×			×	
Racing, Gaming & Liquor	Small	3	0-19%	0-19%	Being developed	0	0	Yes - partially			×			×				×
Regional Dev & Lands	Medium	2	60-79%	0-19%	Yes - fully	1	0	Yes - fully		×								×
Rottnest Island	Small	1	20-39%	0-19%	Being developed	0	0	Being developed			×			×				
SCSA	Small	3	80-100%	0-19%	Yes - fully	Information not available		Being developed	×		×	×						
Small Business	Small	2	40-59%	20-39%	Yes - fully	0	0	Yes - partially			×			×	×		×	×
South West Dev	Small	2	Information not available		Being developed	0	0	Yes - fully	×	×	×							
South West IT	Medium	1	40-59%	Information not available	Yes - partially	0	0	Yes - partially			×			×	×		×	×
Sport & Rec	Small	2	40-59%	20-39%	Yes - fully	0	0	Yes - fully			×	×						×
State Development	Small	2	60-79%	20-39%	Yes - fully	0	0	Yes - fully			×						×	×
State Library	Small	1	60-79%	20-39%	Yes - partially	0	0	Yes - partially			×	×			×		×	×
Tourism	Small	1	80-100%	0-19%	Yes - partially	0	0	No		×	×							
Training & Workforce Dev	Medium	1	80-100%	80-100%	Yes - fully	0	0	Yes - fully							×			×
Transport (Dept of)	Large	3	80-100%	Information not available	Yes - partially	Information not available	0	Yes - fully							×			×
Treasury	Medium	3	80-100%	80-100%	Yes - partially	0	0	Yes - fully			×							×
VenuesWest	Medium	1	60-79%	40-59%	Yes - partially	Information not available		Yes - partially	×		×	×						
Vet Surgeons	Very small	3	80-100%	80-100%	Being developed	0	0	No	×									×
WAIRC	Small	3	80-100%	40-59%	Being developed	1	0	Yes - fully							×			×
WA Museum	Small	1	40-59%	0-19%	Yes - fully	0	0	Yes - partially	×		×	×						×
Water (Dept of)	Medium	2	80-100%	80-100%	Being developed	0	0	Yes - fully		×	×							×

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	C24. Overall, what proportion of your agency's other staff participated in formal, documented performance management meetings conducted by their line manager in 2012–13?		C25. Did your agency have strategies in place in 2012–13 to assist managers to effectively handle substandard performance?	C26. How many staff in your agency are currently subject to a substandard performance process?		D1. Did your agency have an overarching professional development strategy or framework in place in 2012–13?	D2. What are the greatest workforce risks facing your agency in the next five years? (please choose up to five options only)									
			a. Other staff participating in one documented meeting	b. Other staff participating in two or more documented meetings		a. Under s79(6) of the *Public Sector Management Act 1994*	b. Under similar provisions (e.g. industrial award, policy)		Addressing capability gaps due to agency growth	Addressing capability gaps due to a reduction in agency size	Addressing capability gaps due to a changing operating environment	Inadequate resources for changing business needs	Dealing with changing business needs due to varying needs of clients	Skill shortages which impact on agency capability	Loss of public confidence or agency reputation	Long and costly recruitment	Recruiting appropriately skilled people	Loss of corporate knowledge or talent due to retirement
West Coast IT	Medium	1	40-59%	0-19%	Yes - fully	1	0	Yes - fully			×	×	×	×			×	
Wheatbelt Dev	Very small	2	80-100%	Information not available	Yes - partially	0	0	Yes - partially		×		×			×			
WorkCover	Small	1	80-100%	80-100%	Yes - fully	0	0	Yes - fully					×		×			
Zoo	Small	1	80-100%	Information not available	Being developed	0	1	Yes - fully				×						×
		Total	**59% reported 60-100%**	**23% reported 60-100%**	**58% fully** **25% partially**	**15**	**39**	**45% fully** **27% partially**	**16%**	**17%**	**51%**	**35%**	**21%**	**26%**	**9%**	**14%**	**41%**	**45%**

Table: D2. What are the greatest workforce risks facing your agency in the next five years? (please choose up to five options only); D3. Which of the following strategies did your agency use in 2012–13 to address or prevent skills shortages?; D4. Did your agency conduct the following training programs during 2012–13? (Please do not include capacity building programs managed by the Commission or other central government departments.)

Function: 1 = Service; 2 = Policy, development and co-ordination; 3 = Oversight, regulatory and sector administration

Agency	Size	Function	Loss of corporate knowledge or talent due to competition for staff	Retaining appropriately skilled employees	Underdeveloped management or leadership capability among line managers	Underdeveloped management or leadership capability among senior leaders	Lack of capable employees for future senior leadership roles	Retaining employees with a high potential for succession	Limited career advancement or mobility opportunities for employees	Inability to identify or manage talent	Lack of professional development opportunities	Others	Not applicable as no current or anticipated skills shortages	Improved attraction or recruitment strategies	Strategies aimed at improving retention or culture (e.g. flexible working arrangements)	Investment in professional development of the existing workforce	Investment in knowledge management initiatives	Strategies aimed at reducing the demand for skills (e.g. job redesign)	Strategies aimed at increasing the supply of skills (e.g. skilled migration, supported study)	Strategies aimed at better management of contractors or external service providers	Talent management strategy aimed at ensuring ongoing supply of suitably qualified, trained and experienced people for critical roles (either separately or within other workforce plans)	Others	Cadetship program	Graduate program	Apprenticeship program	Traineeship program	Agency specific executive development program
Aboriginal Affairs	Small	2		×				×						×	×					×			No	No	No	No	No
Agric Produce Comm [1]	Very small	3							×					×	×								No	No	No	No	No
Agriculture & Food	Large	2					×							×	×	×					×		Yes - fully	No	No	Yes - fully	Yes - fully
Animal Resources	Small	1				×				×						×							No	No	No	Yes - fully	No
Aqwest	Small	3				×	×						×										No	No	No	Yes - fully	No
Architects Board	Very small	3							×							×							No	No	No	No	No
Art Gallery	Small	1			×		×									×				×			No	No	No	No	Yes - fully
Attorney General	Large	1		×				×						×	×	×	×	×	×	×	×		No	Yes - fully	No	Yes - fully	Yes - fully
Auditor General	Small	3		×				×						×		×	×						No	Yes - fully	No	Yes - fully	Yes - fully
Botanic Gardens	Small	1		×				×	×							×							Yes - partially	No	No	Yes - fully	No
Burswood Park	Very small	1							×						×					×			No	No	No	No	No
Busselton Water	Small	3		×	×		×							×	×	×				×			No	No	No	No	No
C Y O'Connor Institute	Small	1												×	×	×							No	No	No	No	Yes - fully
CCC	Small	3												×	×	×	×			×	×		No	Yes - fully	No	Yes - fully	Yes - fully
Central IT	Large	1		×										×	×	×							No	Yes - partially	No	Yes - fully	Being developed
Challenger IT	Medium	1		×										×	×	×			×		×		No	No	No	Yes - fully	Yes - fully
Chem Centre	Small	1		×										×	×	×			×				No	No	No	No	Yes - partially
Child Protection	Large	1		×	×															×			Yes - fully	No	Yes - fully	Yes - fully	No
Children & Young People	Very small	2		×			×		×							×							No	No	No	Yes - fully	No
CHSHA	Small	1						×						×	×	×					×		No	No	No	No	No
Commerce	Medium	3	×	×						×				×	×	×							No	No	No	No	No
Communities	Medium	1				×			×		×			×	×					×			No	No	No	No	No
Conservation Comm [1]	Very small	2										×	×										No	No	No	No	No
Corrective Services	Large	1		×	×	×										×				×		×	Yes - fully	No	No	Yes - partially	Yes - partially
CTF	Very small	1	×						×					×	×								No	No	No	Yes - fully	No
Culture & the Arts	Small	1	×					×						×		×	×			×			No	No	No	No	Yes - partially
Custodial Services	Very small	3							×			×		×	×	×							No	No	No	No	No
DFES	Large	1			×	×								×	×	×	×	×	×	×	×		No	No	Yes - fully	Yes - fully	Yes - partially
Disability Services	Large	2										×		×	×	×	×	×	×	×	×		No	No	No	Yes - fully	Yes - partially
Drug & Alcohol	Small	2		×				×						×	×	×							Yes - fully	No	No	Yes - fully	No
Durack IT	Medium	1		×				×						×	×	×					×		No	No	No	Yes - fully	Yes - fully
Educ Services	Small	1			×											×	×		×	×			No	No	No	No	No
Education	Very large	1												×	×	×					×		No	Yes - partially	Yes - partially	Yes - fully	Yes - fully
Electoral Comm	Small	1					×		×					×	×	×							No	No	No	No	No
Env & Conservation	Large	3	×	×										×		×	×				×	×	Yes -	Yes - fully	No	Yes - fully	Yes - fully

Agency	Size	Function (1 = Service, 2 = Policy, development and co-ordination, 3 = Oversight, regulatory and sector administration)	D2. Loss of corporate knowledge or talent due to competition for staff	D2. Retaining appropriately skilled employees	D2. Underdeveloped management or leadership capability among line managers	D2. Underdeveloped management or leadership capability among senior leaders	D2. Lack of capable employees for future senior leadership roles	D2. Retaining employees with a high potential for succession	D2. Limited career advancement or mobility opportunities for employees	D2. Inability to identify or manage talent	D2. Lack of professional development opportunities	D2. Others	D3. Not applicable as no current or anticipated skills shortages	D3. Improved attraction or recruitment strategies	D3. Strategies aimed at improving retention or culture (e.g. flexible working arrangements)	D3. Investment in professional development of the existing workforce	D3. Investment in knowledge management initiatives	D3. Strategies aimed at reducing the demand for skills (e.g. job redesign)	D3. Strategies aimed at increasing the supply of skills (e.g. skilled migration, supported study)	D3. Strategies aimed at better management of contractors or external service providers	D3. Strategies aimed at better management of critical roles (either separately or within other workforce plans)	D3. Talent management strategy aimed at ensuring ongoing supply of suitably qualified, trained and experienced people for critical roles	D3. Others	D4. Cadetship program	D4. Graduate program	D4. Apprenticeship program	D4. Traineeship program	D4. Agency specific executive development program
																							fully					
Environment Protection	Small	3	×		×									×	×	×	×							No	Yes - fully	No	No	No
Equal Opp	Small	2		×			×			×				×	×	×		×	×					No	No	No	Yes - fully	No
ERA	Small	3		×				×						×	×	×	×		×		×	×		No	No	No	No	No
Finance	Large	3		×										×	×	×	×		×					Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Fisheries	Medium	3			×	×	×	×						×	×	×								No	No	No	No	Being developed
Forest Products	Small	2			×											×								No	No	No	No	No
Gascoyne Dev	Very small	2					×				×					×								No	No	No	No	Yes - fully
GESB	Medium	1												×	×	×	×					×		No	No	No	No	No
GoldEsp Dev	Very small	2			×		×									×								No	No	No	No	No
Goldfields IT	Small	1		×										×	×	×								No	No	No	Being developed	No
Gr Southern Dev	Very small	2					×		×							×					×			No	No	No	No	Yes - partially
Great Southern IT	Small	1	×											×	×	×					×			No	No	No	No	Yes - fully
HDSCO	Very small	1		×				×						×	×	×	×	×			×			No	Yes - partially	No	Yes - fully	No
Health	Very large	1		×	×									×	×	×	×	×	×		×	×		Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - partially
Healthway	Small	2					×		×							×		×						No	No	No	No	Yes - partially
Heritage	Small	2	×	×				×								×	×				×			No	No	No	No	No
Housing	Large	1		×												×								Yes - fully	Being developed	No	Yes - fully	Yes - fully
Info Commissioner	Very small	3		×				×						×	×	×								No	No	No	No	No
Insurance Comm	Medium	1						×						×	×	×		×	×					No	No	No	No	No
Keep Aus Beautiful [1]	Very small	2		×			×			×				×	×				×	×			×	No	No	No	No	No
Kimberley Dev	Very small	2												×	×		×				×		×	No	No	No	No	No
Kimberley TI	Small	1			×			×						×	×	×					×			No	No	No	Yes - partially	No
Landgate	Medium	1				×		×							×	×			×					No	No	No	Yes - fully	Yes - fully
Law Reform	Very small	2		×								×	×											No	No	No	No	No
Legal Aid	Medium	1			×											×							×	Yes - fully	Yes - fully	No	Yes - fully	No
Legal Prac	Small	3		×				×								×								No	No	No	No	No
Local Govt	Small	3			×			×						×	×						×			No	Being developed	No	No	Being developed
Lotterywest	Small	1	×	×		×		×						×	×	×	×						×	No	No	No	No	Yes - partially
Main Roads WA	Large	1		×				×			×			×	×	×				×		×		Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Meat Auth	Very small	3														×								No	No	No	Yes - fully	No
Mental Health	Small	2		×										×	×	×			×				×	No	No	No	Yes - fully	No

Agency	Size	Function	D2. What are the greatest workforce risks facing your agency in the next five years? (please choose up to five options only)										D3. Which of the following strategies did your agency use in 2012–13 to address or prevent skills shortages?										D4. Did your agency conduct the following training programs during 2012–13? (Please do not include capacity building programs managed by the Commission or other central government departments.)				
		1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	Loss of corporate knowledge or talent due to competition for staff	Retaining appropriately skilled employees	Underdeveloped management or leadership capability among line managers	Underdeveloped management or leadership capability among senior leaders	Lack of capable employees for future senior leadership roles	Retaining employees with a high potential for succession	Limited career advancement or mobility opportunities for employees	Inability to identify or manage talent	Lack of professional development opportunities	Others	Not applicable as no current or anticipated skills shortages	Improved attraction or recruitment strategies	Strategies aimed at improving retention or culture (e.g. flexible working arrangements)	Investment in professional development of the existing workforce	Investment in knowledge management initiatives	Strategies aimed at reducing the demand for skills (e.g. job redesign)	Strategies aimed at increasing the supply of skills (e.g. skilled migration, supported study)	Strategies aimed at better management of contractors or external service providers	Talent management strategy aimed at ensuring ongoing supply of suitably qualified, trained and experienced people for critical roles (either separately or within other workforce plans)	Others	Cadetship program	Graduate program	Apprenticeship program	Traineeship program	Agency specific executive development program
Metro Cemeteries	Small	1		×	×			×	×					×	×	×				×	×	×	No	No	Yes - fully	Yes - fully	Yes - fully
Mid West Dev	Very small	2							×					×	×								No	No	No	No	No
Mines & Petroleum	Medium	2	×	×										×	×	×				×	×		No	Yes - fully	No	Yes - fully	Yes - fully
MRA	Small	2		×	×			×						×	×								Yes - partially	Being developed	No	No	No
My Leave	Very small	3							×							×	×				×		No	No	No	Yes - fully	No
National Trust	Small	1		×										×	×	×			×				No	No	No	No	Yes - partially
Ombudsman	Small	3												×	×				×		×		Yes - fully	No	No	No	No
Peel Dev	Very small	2						×	×					×	×						×		No	No	No	No	No
Perth Market	Small	1	×		×	×								×	×				×		×		No	No	No	Yes - fully	Yes - fully
Perth Theatre	Very small	1		×				×	×					×		×	×			×			No	No	No	No	Yes - partially
Pilbara Dev	Small	2		×				×						×									No	No	No	No	No
Pilbara Institute	Small	1			×					×				×	×					×			No	No	Yes - fully	Yes - fully	Yes - fully
Planning	Medium	3			×						×			×	×								No	No	No	No	No
Police	Large	1			×									×	×	×		×			×		Yes - fully	No	No	No	Yes - fully
Polytechnic West	Large	1												×	×	×		×					No	No	Yes - fully	Yes - fully	Yes - fully
Potato Marketing	Very small	3							×				×										No	No	No	No	No
Premier & Cabinet	Medium	2	×	×								×	×										No	Yes - fully	No	Yes - fully	No
PSC	Small	3		×					×					×	×	×			×		×		No	Yes - fully	No	Yes - fully	No
Public Prosecutions	Medium	1							×					×	×	×			×		×		No	Yes - fully	No	Yes - fully	Yes - fully
Public Transport	Large	1			×		×							×	×	×	×	×	×	×	×		No	Yes - fully	No	Yes - fully	Being developed
QEII Medical Centre [1]	Very small	1	×													×				×	×		No	Yes - fully	No	No	Yes - partially
Racing, Gaming & Liquor	Small	3	×	×										×	×				×	×	×		No	No	No	Yes - partially	Being developed
Regional Dev & Lands	Medium	2		×	×			×						×	×	×			×	×	×	×	No	Yes - fully	No	Yes - fully	Being developed
Rottnest Island	Small	1													×			×		×			Being developed	No	No	Yes - fully	Yes - fully
SCSA	Small	3						×	×					×	×	×							No	No	No	No	No
Small Business	Small	2												×	×	×			×				No	No	No	No	No
South West Dev	Small	2												×	×								No	No	No	No	No
South West IT	Medium	1			×														×				No	No	No	Yes - fully	Yes - partially
Sport & Rec	Small	2			×		×				×			×									Yes - fully	Yes - fully	No	Yes - fully	No
State Development	Small	2					×	×						×	×				×			×	No	Yes - fully	No	Yes - fully	Yes - fully
State Library	Small	1							×					×		×	×					×	No	Yes - fully	No	Yes - fully	No
Tourism	Small	1						×		×				×	×								No	No	No	No	No
Training & Workforce Dev	Medium	1		×					×					×	×	×					×		No	Yes - fully	No	Yes - fully	No
Transport (Dept of)	Large	3	×	×				×						×	×	×			×		×		No	Yes - fully	No	Yes - fully	No

D2. What are the greatest workforce risks facing your agency in the next five years? (please choose up to five options only)

- D2.1 Loss of corporate knowledge or talent due to competition for staff
- D2.2 Retaining appropriately skilled employees
- D2.3 Underdeveloped management or leadership capability among line managers
- D2.4 Underdeveloped management or leadership capability among senior leaders
- D2.5 Lack of capable employees for future senior leadership roles
- D2.6 Retaining employees with a high potential for succession
- D2.7 Limited career advancement or mobility opportunities for employees
- D2.8 Inability to identify or manage talent
- D2.9 Lack of professional development opportunities
- D2.10 Others

D3. Which of the following strategies did your agency use in 2012–13 to address or prevent skills shortages?

- D3.1 Not applicable as no current or anticipated skills shortages
- D3.2 Improved attraction or recruitment strategies
- D3.3 Strategies aimed at improving retention or culture (e.g. flexible working arrangements)
- D3.4 Investment in professional development of the existing workforce
- D3.5 Investment in knowledge management initiatives
- D3.6 Strategies aimed at reducing the demand for skills (e.g. job redesign)
- D3.7 Strategies aimed at increasing the supply of skills (e.g. skilled migration, supported study)
- D3.8 Strategies aimed at better management of contractors or external service providers
- D3.9 Talent management strategy aimed at ensuring ongoing supply of suitably qualified, trained and experienced people for critical roles (either experienced separately or within other workforce plans)
- D3.10 Others

D4. Did your agency conduct the following training programs during 2012–13? (Please do not include capacity building programs managed by the Commission or other central government departments.)

- D4.1 Cadetship program
- D4.2 Graduate program
- D4.3 Apprenticeship program
- D4.4 Traineeship program
- D4.5 Agency specific executive development program

Function: 1 = Service; 2 = Policy, development and co-ordination; 3 = Oversight, regulatory and sector administration

Agency	Size	Function	D2.1	D2.2	D2.3	D2.4	D2.5	D2.6	D2.7	D2.8	D2.9	D2.10	D3.1	D3.2	D3.3	D3.4	D3.5	D3.6	D3.7	D3.8	D3.9	D3.10	D4.1	D4.2	D4.3	D4.4	D4.5
Treasury	Medium	3	×		×				×					×	×	×	×		×		×	×	Yes - fully	Yes - fully	No	Yes - fully	Yes - partially
VenuesWest	Medium	1		×				×						×	×								No	No	No	No	No
Vet Surgeons	Very small	3							×					×				×					No	No	No	No	No
WAIRC	Small	3		×			×	×								×	×		×	×			No	No	No	Yes - fully	Yes - partially
WA Museum	Small	1			×									×		×	×						No	No	No	No	No
Water (Dept of)	Medium	2			×											×	×				×		No	No	No	No	No
West Coast IT	Medium	1										×			×	×	×	×					No	No	No	No	No
Wheatbelt Dev	Very small	2							×		×					×					×	×	No	Yes - fully	No	No	Yes - partially
WorkCover	Small	1		×			×		×					×		×					×		Yes - fully	Yes - fully	No	Yes - fully	Yes - fully
Zoo	Small	1		×			×		×				×										Yes - fully	Yes - partially	Being developed	Yes - fully	No
Total		**Total**	14%	41%	25%	6%	15%	28%	27%	1%	5%	11%	5%	56%	74%	85%	36%	16%	28%	26%	34%	13%	12% fully 3% partially	22% fully 5% partially	6% fully 2% partially	45% fully 4% partially	24% fully 15% partially

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	E1. Did your agency use the following strategies in 2012–13 to minimise the risk of injury or disease in the workplace?						E3. Did your agency use the following strategies in 2012–13 to minimise the risk of bullying in the workplace?					
			a. Policies are communicated to all staff through various awareness raising initiatives (e.g. email, intranet, posters)	b. Clear processes have been established for consultation with staff and dealing with issues	c. Managers receive training on how to respond to and manage workplace injuries	d. Senior management monitors and ensures that incidents are properly addressed	e. Senior management utilises safety, workers' compensation and injury management performance data to regularly monitor the success of associated strategies	f. Others	a. Policies are communicated to all staff through various awareness raising initiatives (e.g. email, intranet, posters)	b. Clear processes have been established for dealing with allegations	c. Managers receive training on how to respond to allegations of bullying	d. The agency has at least one bullying officer to whom employees can report incidents	e. Senior management monitors and ensures that incidents are properly addressed	f. Others
Aboriginal Affairs	Small	2	Yes - fully	Yes - fully	No	Yes - fully	No	N/A	Yes - fully	Yes - fully	Being developed	Yes - fully	Yes - fully	N/A
Agric Produce Comm [1]	Very small	3	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	Being developed	Being developed	Being developed	No	Yes - fully	No
Agriculture & Food	Large	2	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A
Animal Resources	Small	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A
Aqwest	Small	3	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	No	No	No	No	Yes - partially	N/A
Architects Board	Very small	3	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	N/A	Yes - fully	Yes - fully	Yes - fully	No	Yes - fully	N/A
Art Gallery	Small	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A
Attorney General	Large	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A
Auditor General	Small	3	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A
Botanic Gardens	Small	1	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A
Burswood Park	Very small	1	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - partially	N/A	Being developed	Being developed	Being developed	Yes - partially	Yes - partially	N/A
Busselton Water	Small	3	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	No	Yes - fully	Yes - fully	N/A
C Y O'Connor Institute	Small	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A
CCC	Small	3	Yes - fully	Yes - fully	Being developed	Yes - partially	No	N/A	Yes - fully	Yes - fully	Being developed	Yes - fully	Yes - fully	N/A
Central IT	Large	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	N/A
Challenger IT	Medium	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A
Chem Centre	Small	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A
Child Protection	Large	1	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	No	No	Yes - fully	N/A
Children & Young People	Very small	2	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	No	No	Yes - fully	N/A
CHSHA	Small	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A
Commerce	Medium	3	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - partially	Yes - partially	Yes - partially	No	Yes - partially	N/A
Communities	Medium	1	Being developed	Yes - fully	Yes - partially	Being developed	Being developed	Being developed	Yes - fully	Yes - fully	Being developed	Yes - fully	Being developed	N/A
Conservation Comm [1]	Very small	2	No	No	No	No	No	Yes - fully	No	No	No	No	No	Yes - fully
Corrective Services	Large	1	Yes - fully	Yes - partially	Yes - partially	Yes - partially	Yes - partially	N/A	Yes - partially	Yes - fully	Yes - partially	Yes - partially	Yes - fully	N/A
CTF	Very small	1	Yes - fully	Yes - fully	No	Yes - fully	No	N/A	Yes - fully	Yes - fully	No	Yes - fully	Yes - fully	N/A
Culture & the Arts	Small	1	Yes - partially	Yes - partially	Yes - partially	Yes - fully	Yes - partially	N/A	Yes - partially	Yes - fully	Being developed	Yes - fully	Yes - fully	N/A
Custodial Services	Very small	3	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	N/A	Yes - fully	Yes - fully	No	No	Yes - fully	N/A
DFES	Large	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - partially	N/A
Disability Services	Large	2	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - partially	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - partially
Drug & Alcohol	Small	2	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A
Durack IT	Medium	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - fully	No	Yes - fully	Yes - partially	N/A
Educ Services	Small	1	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	No	Yes - fully	No	Yes - fully	Yes - fully	N/A
Education	Very large	1	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - partially	N/A
Electoral Comm	Small	1	Yes - fully	Yes - fully	Yes - partially	Yes - fully	No	N/A	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A
Env & Conservation	Large	3	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A
Environment Protection	Small	3	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A
Equal Opp	Small	2	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Being developed	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	N/A
ERA	Small	3	Yes - fully	Yes - fully	Being developed	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Being developed	Yes - fully	Yes - fully	N/A
Finance	Large	3	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - partially	No	Yes - fully	N/A
Fisheries	Medium	3	Yes - fully	Yes - fully	Yes - partially	Yes - partially	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - partially	No	Yes - partially	N/A

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	E1. Did your agency use the following strategies in 2012–13 to minimise the risk of injury or disease in the workplace?						E3. Did your agency use the following strategies in 2012–13 to minimise the risk of bullying in the workplace?					
			a. Policies are communicated to all staff through various awareness raising initiatives (e.g. email, intranet, posters)	b. Clear processes have been established for consultation with staff and dealing with issues	c. Managers receive training on how to respond to and manage workplace injuries	d. Senior management monitors and ensures that incidents are properly addressed	e. Senior management utilises safety, workers' compensation and injury management performance data to regularly monitor the success of associated strategies	f. Others	a. Policies are communicated to all staff through various awareness raising initiatives (e.g. email, intranet, posters)	b. Clear processes have been established for dealing with allegations	c. Managers receive training on how to respond to allegations of bullying	d. The agency has at least one bullying officer to whom employees can report incidents	e. Senior management monitors and ensures that incidents are properly addressed	f. Others
Forest Products	Small	2	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	Yes - fully	Yes - fully	N/A
Gascoyne Dev	Very small	2	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Being developed	Yes - fully	Yes - fully	N/A
GESB	Medium	1	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A
GoldEsp Dev	Very small	2	No	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	No	Yes - fully	Yes - fully	N/A
Goldfields IT	Small	1	Yes - partially	Yes - partially	Being developed	Being developed	Being developed	N/A	Being developed	Being developed	Yes - partially	No	Being developed	N/A
Gr Southern Dev	Very small	2	Yes - fully	Yes - fully	Being developed	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	No	Yes - fully	Yes - fully	N/A
Great Southern IT	Small	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A
HDSCO	Very small	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	N/A	Yes - fully	Yes - partially	Yes - partially	Being developed	Yes - fully	N/A
Health	Very large	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - partially	Yes - partially	Yes - fully	Yes - partially	Yes - partially	Yes - partially	Yes - partially
Healthway	Small	2	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A
Heritage	Small	2	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	N/A	Yes - fully	Yes - fully	Yes - fully	No	Yes - fully	N/A
Housing	Large	1	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Being developed	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A
Info Commissioner	Very small	3	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	N/A	Yes - partially	Yes - fully	Yes - fully	No	No	N/A
Insurance Comm	Medium	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A
Keep Aus Beautiful [1]	Very small	2	No	No	No	No	No	No	No	No	No	No	No	No
Kimberley Dev	Very small	2	Yes - fully	Yes - partially	Yes - partially	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	Yes - fully	Yes - fully	Yes - fully
Kimberley TI	Small	1	Yes - partially	Yes - partially	Being developed	Yes - partially	Yes - partially	N/A	Yes - partially	Being developed	Being developed	Yes - partially	Yes - partially	N/A
Landgate	Medium	1	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - partially	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - partially	N/A
Law Reform	Very small	2	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	No	Yes - fully	Yes - fully	N/A
Legal Aid	Medium	1	No	Yes - fully	No	Yes - partially	Being developed	No	Yes - partially	Yes - fully	No	No	Yes - partially	No
Legal Prac	Small	3	Yes - partially	Yes - partially	Yes - partially	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - partially	Yes - partially	Yes - fully	Yes - fully
Local Govt	Small	3	Being developed	Being developed	Being developed	Being developed	Being developed	N/A	Being developed	Being developed	Being developed	Being developed	Being developed	N/A
Lotterywest	Small	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A
Main Roads WA	Large	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A
Meat Auth	Very small	3	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	No	Yes - fully	Yes - fully	N/A
Mental Health	Small	2	Being developed	Yes - partially	Being developed	Yes - fully	Yes - partially	N/A	Yes - partially	Being developed	Being developed	Yes - partially	Yes - fully	N/A
Metro Cemeteries	Small	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Being developed	Yes - fully	Yes - fully	Yes - fully
Mid West Dev	Very small	2	Yes - partially	No	No	Yes - fully	Yes - fully	N/A	Yes - partially	No	No	Yes - fully	Yes - fully	N/A
Mines & Petroleum	Medium	2	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A
MRA	Small	2	Yes - fully	Yes - fully	Being developed	Yes - fully	No	N/A	No	Being developed	Being developed	Being developed	Being developed	N/A
My Leave	Very small	3	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	Yes - partially	Yes - partially	No	Yes - fully	Yes - fully	N/A
National Trust	Small	1	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A
Ombudsman	Small	3	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A
Peel Dev	Very small	2	Yes - fully	Yes - partially	Being developed	Yes - fully	No	Yes - partially	Yes - fully	Being developed	No	Yes - partially	Yes - fully	N/A
Perth Market	Small	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A
Perth Theatre	Very small	1	Yes - partially	Yes - partially	Yes - partially	Yes - fully	Yes - partially	N/A	Yes - partially	Yes - fully	Being developed	Yes - fully	Yes - fully	N/A
Pilbara Dev	Small	2	Yes - fully	Yes - partially	Yes - partially	Yes - partially	No	N/A	Yes - fully	Yes - fully	No	Yes - fully	Yes - partially	N/A

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	E1. Did your agency use the following strategies in 2012–13 to minimise the risk of injury or disease in the workplace?						E3. Did your agency use the following strategies in 2012–13 to minimise the risk of bullying in the workplace?					
			a. Policies are communicated to all staff through various awareness raising initiatives (e.g. email, intranet, posters)	b. Clear processes have been established for consultation with staff and dealing with issues	c. Managers receive training on how to respond to and manage workplace injuries	d. Senior management monitors and ensures that incidents are properly addressed	e. Senior management utilises safety, workers' compensation and injury management performance data to regularly monitor the success of associated strategies	f. Others	a. Policies are communicated to all staff through various awareness raising initiatives (e.g. email, intranet, posters)	b. Clear processes have been established for dealing with allegations	c. Managers receive training on how to respond to allegations of bullying	d. The agency has at least one bullying officer to whom employees can report incidents	e. Senior management monitors and ensures that incidents are properly addressed	f. Others
Pilbara Institute	Small	1	Yes - partially	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Being developed	Yes - partially	Being developed	Yes - fully	Yes - partially	N/A
Planning	Medium	3	Yes - fully	Yes - fully	Yes - fully	Being developed	Being developed	N/A	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - partially	N/A
Police	Large	1	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A
Polytechnic West	Large	1	Yes - fully	Yes - fully	Yes - partially	Yes - fully	No	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A
Potato Marketing	Very small	3	Yes - partially	Yes - partially	No	Being developed	No	N/A	Yes - partially	Yes - partially	No	No	Yes - fully	N/A
Premier & Cabinet	Medium	2	Yes - fully	Yes - fully	Being developed	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A
PSC	Small	3	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A
Public Prosecutions	Medium	1	Yes - fully	Yes - fully	Being developed	Yes - partially	No	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	N/A
Public Transport	Large	1	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	No	Yes - partially	N/A
QEII Medical Centre [1]	Very small	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	N/A
Racing, Gaming & Liquor	Small	3	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A
Regional Dev & Lands	Medium	2	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A
Rottnest Island	Small	1	Yes - partially	Yes - partially	Being developed	Yes - partially	Yes - fully	N/A	Yes - fully	Yes - fully	Being developed	Yes - fully	Yes - partially	N/A
SCSA	Small	3	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A
Small Business	Small	2	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - partially	Yes - partially	Yes - fully	N/A
South West Dev	Small	2	Yes - fully	Yes - fully	Being developed	Yes - fully	Being developed	N/A	Yes - partially	Yes - partially	No	Yes - partially	Yes - partially	N/A
South West IT	Medium	1	Yes - partially	Yes - fully	Yes - fully	Yes - partially	Yes - partially	N/A	Yes - partially	Yes - fully	No	No	Yes - fully	N/A
Sport & Rec	Small	2	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
State Development	Small	2	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Being developed	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A
State Library	Small	1	Yes - partially	Yes - fully	Being developed	Yes - fully	No	N/A	Yes - partially	Yes - fully	Yes - fully	No	Yes - partially	N/A
Tourism	Small	1	Yes - partially	Being developed	Yes - partially	Yes - partially	Being developed	N/A	Yes - partially	Yes - partially	No	Yes - fully	Yes - partially	N/A
Training & Workforce Dev	Medium	1	Yes - fully	Yes - fully	Yes - partially	Yes - partially	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - partially	N/A
Transport (Dept of)	Large	3	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A
Treasury	Medium	3	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Being developed	N/A	Yes - partially	Yes - fully	Yes - fully	Yes - fully	Yes - partially	N/A
VenuesWest	Medium	1	Yes - fully	Yes - fully	No	No	No	N/A	No	Yes - partially	No	No	Yes - partially	N/A
Vet Surgeons	Very small	3	No	No	No	Yes - fully	No	N/A	Yes - fully	Yes - fully	No	No	Yes - fully	N/A
WAIRC	Small	3	Yes - fully	Yes - fully	Being developed	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	No	Being developed	Being developed	N/A
WA Museum	Small	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	No	No	Yes - fully	N/A
Water (Dept of)	Medium	2	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A
West Coast IT	Medium	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A
Wheatbelt Dev	Very small	2	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	N/A	Yes - fully	Yes - fully	Being developed	Yes - fully	Yes - partially	N/A
WorkCover	Small	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - fully	Yes - partially	No	Yes - fully	N/A
Zoo	Small	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	No	Yes - fully	Yes - fully	N/A
Total			**80% fully 13% partially**	**82% fully 13% partially**	**48% fully 30% partially**	**79% fully 14% partially**	**54% fully 19% partially**	**12% fully 2% partially**	**73% fully 17% partially**	**82% fully 7% partially**	**28% fully 29% partially**	**64% fully 12% partially**	**72% fully 21% partially**	**5% fully 2% partially**

2.3 Innovation

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	F1. Did your agency undertake the following initiatives in 2012–13 to reduce the regulatory burden on business and the community?							F4. Did your agency use the following innovation strategies during 2012–13?			
			a. Undertake an associated review or regulatory impact assessment	b. Develop target timeframes for specific decision making processes	c. Publish or communicate internal policies and guidelines used in decision making processes with the aim of increasing awareness (e.g. email, internet, information sessions)	d. Take direct action to reduce regulatory burden or improve regulation making processes specific to a core area of the agency's business	e. Develop online systems to reduce paperwork and/or speed up processes	f. Undertake critical path or workflow analysis to simplify tasks, systems and processes	g. Others	a. Specific goals/targets for innovation activities	b. A process for identifying innovation	c. Regular evaluations of innovation processes	d. A process for rewarding employees for innovations
Aboriginal Affairs	Small	2	Yes - partially	Yes - partially	Yes - fully	Yes - partially	Yes - partially	No	N/A	Yes - partially	Yes - partially	No	No
Agric Produce Comm [1]	Very small	3	No	Yes - partially	Yes - partially	No	No	No	N/A	No	No	No	Being developed
Agriculture & Food	Large	2	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - fully	Being developed	N/A	Yes - fully	Yes - partially	Being developed	No
Animal Resources	Small	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Being developed	Yes - fully	N/A	Yes - partially	Yes - partially	Yes - partially	No
Aqwest	Small	3	No	No	Yes - fully	No	No	No	N/A	No	No	No	No
Architects Board	Very small	3	No	Yes - partially	Yes - partially	Being developed	Being developed	Yes - partially	N/A	Yes - partially	Yes - partially	No	No
Art Gallery	Small	1	No	No	No	No	No	No	No	Yes - fully	Yes - fully	Yes - fully	Yes - partially
Attorney General	Large	1	Yes - partially	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Auditor General	Small	3	No	No	No	No	No	No	N/A	Yes - partially	Yes - partially	Yes - partially	Yes - partially
Botanic Gardens	Small	1	No	No	No	No	Yes - partially	No	N/A	No	No	No	Yes - partially
Burswood Park	Very small	1	No	No	No	Yes - partially	Yes - partially	No	N/A	Being developed	Being developed	Being developed	No
Busselton Water	Small	3	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Being developed	Being developed	Being developed	Yes - fully
C Y O'Connor Institute	Small	1	Yes - fully	No	Yes - fully	Yes - fully	Yes - fully	No	Yes - partially	Yes - fully	Yes - fully	Yes - fully	Yes - fully
CCC	Small	3	Being developed	Yes - partially	Yes - partially	Being developed	Yes - partially	Being developed	N/A	Being developed	Yes - partially	Yes - partially	Yes - fully
Central IT	Large	1	No	No	No	No	Yes - partially	Yes - partially	N/A	No	Yes - partially	Being developed	No
Challenger IT	Medium	1	No	Yes - fully	Yes - fully	No	Yes - partially	Yes - partially	N/A	No	Yes - fully	Yes - fully	Yes - partially
Chem Centre	Small	1	No	No	No	No	No	No	No	No	Being developed	No	No
Child Protection	Large	1	No	No	No	No	No	No	N/A	No	Yes - fully	No	No
Children & Young People	Very small	2	No	No	No	No	No	No	N/A	No	No	No	No
CHSHA	Small	1	No	No	Yes - fully	No	Yes - fully	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - fully	No
Commerce	Medium	3	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - partially	Yes - partially	Medium	Being developed	Yes - partially	Being developed	Being developed
Communities	Medium	1	No	No	Yes - partially	No	Being developed	No	N/A	Being developed	Yes - partially	No	No
Conservation Comm [1]	Very small	2	No	Yes - partially	No	No	No	Being developed	Yes - fully	No	No	No	No
Corrective Services	Large	1	No	Yes - fully	Yes - fully	Yes - partially	Yes - partially	Yes - partially	N/A	Yes - partially	Yes - partially	Yes - partially	Yes - fully
CTF	Very small	1	No	Yes - partially	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - partially	Yes - partially	Yes - fully	No
Culture & the Arts	Small	1	Yes - partially	Being developed	Yes - partially	Yes - partially	Yes - partially	Yes - partially	N/A	Yes - partially	Being developed	Being developed	Being developed
Custodial Services	Very small	3	No	No	Yes - fully	Yes - partially	Yes - partially	No	N/A	No	No	No	No
DFES	Large	1	Yes - partially	Being developed	Being developed	Being developed	No	Yes - partially	N/A	Being developed	Yes - fully	Yes - partially	Being developed
Disability Services	Large	2	Yes - partially	Yes - fully	Yes - fully	Yes - partially	Yes - partially	Yes - partially	N/A	Yes - fully	Yes - partially	Yes - partially	Yes - partially
Drug & Alcohol	Small	2	Yes - partially	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - fully	N/A	No	Being developed	Yes - fully	Yes - partially
Durack IT	Medium	1	No	No	Yes - partially	No	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - fully	Yes - fully	Yes - fully
Educ Services	Small	1	Yes - fully	No	Yes - fully	No	Being developed	No	N/A	No	No	No	No
Education	Very large	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - partially	Yes - partially	Yes - partially	Yes - partially
Electoral Comm	Small	1	No	Yes - partially	Yes - fully	Yes - partially	Yes - fully	No	N/A	Yes - fully	Yes - partially	Yes - partially	Being developed
Env & Conservation	Large	3	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - partially	N/A	Yes - partially	Yes - partially	Yes - partially	Yes - partially
Environment Protection	Small	3	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Being developed	Yes - partially	N/A	Yes - partially	Yes - partially	Yes - partially	No
Equal Opp	Small	2	No	No	Yes - partially	Yes - partially	Yes - partially	No	N/A	No	No	No	No
ERA	Small	3	No	No	Yes - fully	Yes - fully	Yes - fully	No	N/A	No	No	No	No
Finance	Large	3	Yes - partially	Being developed	Yes - fully	Yes - fully	Yes - partially	Yes - partially	Large	Yes - partially	Yes - partially	Yes - partially	Yes - partially
Fisheries	Medium	3	Yes - partially	Yes - partially	Yes - fully	Yes - fully	Yes - partially	Yes - partially	N/A	Yes - partially	Yes - partially	Yes - partially	Yes - partially
Forest Products	Small	2	No	Yes - partially	Being developed	Being developed	Being developed	Yes - partially	N/A	Yes - partially	No	No	Yes - fully
Gascoyne Dev	Very small	2	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	No	No	No	No
GESB	Medium	1	Yes - partially	No	No	Yes - partially	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
GoldEsp Dev	Very small	2	No	No	Yes - fully	No	Yes - partially	Yes - fully	N/A	No	No	No	No
Goldfields IT	Small	1	No	Yes - fully	Being developed	No	Yes - fully	No	N/A	No	Yes - partially	No	Yes - partially
Gr Southern Dev	Very small	2	No	Yes - fully	Yes - fully	Yes - partially	No	Yes - partially	N/A	Being developed	Yes - partially	Being developed	Yes - fully
Great Southern IT	Small	1	Being developed	Being developed	Being developed	Being developed	Being developed	Being developed	N/A	Yes - partially	Yes - partially	Being developed	No
HDSCO	Very small	1	No	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - partially
Health	Very large	1	Yes - partially	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	N/A	Yes - partially	Yes - partially	Yes - partially	Yes - partially
Healthway	Small	2	No	No	Yes - partially	Yes - partially	Yes - partially	Yes - partially	N/A	Being developed	Yes - partially	Being developed	Being developed
Heritage	Small	2	No	No	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	No	No	No	Yes - partially
Housing	Large	1	Yes - partially	Being developed	Yes - partially	Yes - partially	Being developed	Yes - partially	N/A	Yes - partially	Being developed	Being developed	Being developed
Info Commissioner	Very small	3	No	No	No	No	No	No	N/A	Yes - fully	No	No	No

Agency	Size	Function	F1. Did your agency undertake the following initiatives in 2012–13 to reduce the regulatory burden on business and the community?							F4. Did your agency use the following innovation strategies during 2012–13?			
		1 = Service; 2 = Policy, development and co-ordination; 3 = Oversight, regulatory and sector administration	a. Undertake an associated review or regulatory impact assessment	b. Develop target timeframes for specific decision making processes	c. Publish or communicate internal policies and guidelines used in decision making processes with the aim of increasing awareness (e.g. email, internet, information sessions)	d. Take direct action to reduce regulatory burden or improve regulation making processes specific to a core area of the agency's business	e. Develop online systems to reduce paperwork and/or speed up processes	f. Undertake critical path or workflow analysis to simplify tasks, systems and processes	g. Others	a. Specific goals/targets for innovation activities	b. A process for identifying innovation	c. Regular evaluations of innovation processes	d. A process for rewarding employees for innovations
Insurance Comm	Medium	1	No	No	Yes - fully	No	Yes - partially	Yes - partially	N/A	Being developed	Yes - partially	Yes - partially	Yes - fully
Keep Aus Beautiful [1]	Very small	2	No	No	Yes - fully	Yes - partially	Yes - partially	Yes - partially	No	Yes - partially	Yes - partially	Yes - partially	No
Kimberley Dev	Very small	2	No	No	No	No	Yes - fully	No	Yes - fully	Yes - fully	Yes - partially	Yes - partially	Yes - partially
Kimberley TI	Small	1	Yes - partially	Yes - partially	Yes - fully	Yes - partially	Yes - partially	Yes - partially	N/A	Yes - partially	Yes - partially	Yes - partially	Being developed
Landgate	Medium	1	Yes - fully	Yes - partially	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	Yes - partially	Yes - fully	Yes - partially	Yes - fully
Law Reform	Very small	2	No	No	No	No	No	No	N/A	No	No	No	No
Legal Aid	Medium	1	No	No	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Medium	Yes - fully	No	No	No
Legal Prac	Small	3	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - partially	Being developed	No	No
Local Govt	Small	3	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - partially	N/A	Yes - partially	Yes - partially	Yes - partially	Yes - fully
Lotterywest	Small	1	No	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - partially	N/A	Being developed	Being developed	Being developed	Being developed
Main Roads WA	Large	1	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - partially	Yes - partially	Yes - partially	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Meat Auth	Very small	3	No	Yes - fully	No	No	Yes - partially	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - fully	No
Mental Health	Small	2	Yes - partially	Yes - fully	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Being developed	No	Yes - partially	Yes - partially
Metro Cemeteries	Small	1	Yes - partially	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - partially	N/A	Yes - partially	Yes - fully	Yes - fully	Yes - fully
Mid West Dev	Very small	2	No	No	No	No	No	No	N/A	No	No	No	No
Mines & Petroleum	Medium	2	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Medium	Yes - partially	Yes - fully	Yes - partially	Yes - partially
MRA	Small	2	Being developed	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	No
My Leave	Very small	3	No	No	Yes - partially	No	Yes - partially	Yes - partially	No	No	No	No	Yes - fully
National Trust	Small	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - partially	Yes - partially	Being developed	Being developed
Ombudsman	Small	3	No	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Peel Dev	Very small	2	No	No	No	No	No	No	Yes - partially	No	No	No	No
Perth Market	Small	1	Being developed	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - partially	N/A	Yes - partially	Being developed	Being developed	Being developed
Perth Theatre	Very small	1	No	No	Yes - fully	No	Yes - partially	No	N/A	No	Being developed	No	No
Pilbara Dev	Small	2	No	No	No	No	No	No	N/A	Being developed	Being developed	No	No
Pilbara Institute	Small	1	Being developed	Being developed	Yes - partially	Yes - partially	Yes - partially	Yes - partially	N/A	Being developed	Being developed	Being developed	Being developed
Planning	Medium	3	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Being developed	Being developed	N/A	Yes - partially	Yes - partially	No	No
Police	Large	1	No	Yes - fully	Yes - fully	Yes - partially	Yes - partially	Yes - partially	N/A	No	No	No	No
Polytechnic West	Large	1	No	No	Yes - partially	No	Yes - partially	Yes - partially	N/A	Yes - partially	No	Yes - partially	Yes - partially
Potato Marketing	Very small	3	No	No	No	Being developed	Being developed	Being developed	N/A	Yes - partially	No	No	No
Premier & Cabinet	Medium	2	Yes - partially	Yes - partially	Yes - fully	Yes - partially	Yes - partially	Yes - partially	N/A	No	No	No	No
PSC	Small	3	No	No	No	No	No	No	No	No	Being developed	Being developed	Yes - partially
Public Prosecutions	Medium	1	No	No	No	No	No	No	No	No	No	No	No
Public Transport	Large	1	No	No	Yes - fully	Yes - partially	Yes - partially	Yes - partially	N/A	No	No	No	Yes - fully
QEII Medical Centre [1]	Very small	1	No	No	Yes - partially	No	No	No	N/A	No	Being developed	No	No
Racing, Gaming & Liquor	Small	3	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - partially	Yes - partially	N/A	No	No	No	Yes - fully
Regional Dev & Lands	Medium	2	Yes - partially	Yes - partially	Yes - fully	No	Yes - fully	Yes - fully	N/A	Being developed	Yes - fully	Being developed	Yes - partially
Rottnest Island	Small	1	No	Yes - partially	Yes - fully	Being developed	Yes - partially	Being developed	N/A	Yes - fully	Yes - fully	Yes - partially	Yes - partially
SCSA	Small	3	No	No	No	No	Yes - partially	Yes - partially	N/A	Yes - partially	Yes - partially	Yes - partially	No
Small Business	Small	2	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - fully	Yes - partially	N/A	Being developed	Yes - partially	No	No
South West Dev	Small	2	No	Yes - partially	Yes - partially	No	Yes - partially	Yes - partially	N/A	No	No	No	No
South West IT	Medium	1	No	No	No	No	Yes - fully	Yes - fully	N/A	No	Yes - partially	Yes - partially	Yes - partially
Sport & Rec	Small	2	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	No
State Development	Small	2	No	No	No	No	No	No	N/A	No	No	No	No
State Library	Small	1	No	Yes - partially	Yes - partially	Yes - partially	No	No	N/A	No	No	No	No
Tourism	Small	1	No	No	No	No	No	No	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially
Training & Workforce Dev	Medium	1	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Medium	Yes - partially	No		
Transport (Dept of)	Large	3	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - partially	N/A	Being developed	Being developed	Being developed	Yes - fully
Treasury	Medium	3	Yes - partially	Yes - partially	Yes - fully	Yes - partially	Yes - partially	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - partially	Yes - partially
VenuesWest	Medium	1	No	Yes - fully	Yes - fully	Yes - fully	Being developed	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - partially
Vet Surgeons	Very small	3	Being developed	Yes - partially	Yes - fully	Yes - fully	Being developed	Yes - partially	N/A	No	No	No	No
WAIRC	Small	3	No	No	Yes - fully	No	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Being developed	No
WA Museum	Small	1	No	No	Being developed	Being developed	Being developed	No	N/A	No	No	No	No
Water (Dept of)	Medium	2	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - partially	N/A	No	No	No	No
West Coast IT	Medium	1	Yes - fully	Being developed	Yes - fully	Yes - fully	Yes - fully	Yes - partially	N/A	Yes - fully	Yes - partially	Yes - partially	Yes - partially
Wheatbelt Dev	Very small	2	No	No	No	No	No	No	Yes - fully	No	No	No	No

Agency	Size	Function	F1. Did your agency undertake the following initiatives in 2012–13 to reduce the regulatory burden on business and the community?							F4. Did your agency use the following innovation strategies during 2012–13?			
		1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	a. Undertake an associated review or regulatory impact assessment	b. Develop target timeframes for specific decision making processes	c. Publish or communicate internal policies and guidelines used in decision making processes with the aim of increasing awareness (e.g. email, internet, information sessions)	d. Take direct action to reduce regulatory burden or improve regulation making processes specific to a core area of the agency's business	e. Develop online systems to reduce paperwork and/or speed up processes	f. Undertake critical path or workflow analysis to simplify tasks, systems and processes	g. Others	a. Specific goals/targets for innovation activities	b. A process for identifying innovation	c. Regular evaluations of innovation processes	d. A process for rewarding employees for innovations
WorkCover	Small	1	No	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - partially	N/A	No	Yes - partially	Yes - partially	Being developed
Zoo	Small	1	No	Yes - partially	Yes - partially	Yes - fully	Yes - partially	Yes - partially	N/A	No	Yes - partially	Yes - partially	Being developed
		Total	**17% fully** **20% partially**	**25% fully** **28% partially**	**47% fully** **25% partially**	**30% fully** **27% partially**	**26% fully** **41% partially**	**20% fully** **44% partially**	**4% fully** **5% partially**	**22% fully** **27% partially**	**23% fully** **32% partially**	**16% fully** **27% partially**	**16% fully** **24% partially**

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	F4. Did your agency use the following innovation strategies during 2012–13?			F8. Did your agency use the following collaboration strategies during 2012–13?							F10. Does your agency monitor whether its external customers, clients or stakeholders are satisfied with its services?
			e. The promotion of innovation was included as part of the agency's performance outcomes	f. Senior executive employees had the promotion of innovation as part of their performance agreements	g. Others	a. Specific goals/targets for collaboration activities	b. A process for identifying collaboration opportunities	c. Regular evaluations of collaborative processes	d. A process for recognising employees for collaborative efforts	e. Success in collaborative projects was included as part of the agency's performance outcomes	f. Senior executive employees had the promotion of collaboration as part of their performance agreements	g. Others	
Aboriginal Affairs	Small	2	No	No	N/A	Yes - partially	Yes - partially	Yes - partially	No	No	No	N/A	Yes
Agric Produce Comm [1]	Very small	3	No	No	N/A	No	Yes - partially	No	No	No	No	N/A	Yes
Agriculture & Food	Large	2	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	No	Yes - fully	Yes - fully	Yes - fully	N/A	Yes
Animal Resources	Small	1	No	No	N/A	No	No	No	No	No	No	N/A	Yes
Aqwest	Small	3	No	No	No	No	No	No	No	No	No	N/A	Yes
Architects Board	Very small	3	No	No	N/A	No	No	No	No	Yes - partially	No	N/A	No
Art Gallery	Small	1	Yes - fully	No	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	Yes
Attorney General	Large	1	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes
Auditor General	Small	3	Yes - partially	Being developed	N/A	Yes - partially	Yes - fully	Yes - partially	Yes - partially	No	No	N/A	Yes
Botanic Gardens	Small	1	No	No	N/A	No	Yes - partially	Yes - partially	No	No	No	N/A	Yes
Burswood Park	Very small	1	No	No	N/A	No	No	No	No	No	No	N/A	Yes
Busselton Water	Small	3	Being developed	Being developed	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	Yes - fully	N/A	Yes
C Y O'Connor Institute	Small	1	No	No	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes
CCC	Small	3	No	Yes - fully	N/A	Yes - fully	Yes - partially	Yes - partially	Yes - partially	No	Yes - fully	N/A	Yes
Central IT	Large	1	Yes - partially	No	N/A	Yes - partially	Yes - partially	Yes - partially	No	No	No	N/A	Yes
Challenger IT	Medium	1	No	No	N/A	No	Yes - fully	Yes - partially	Yes - fully	No	No	N/A	Yes
Chem Centre	Small	1	No	No	N/A	Yes - fully	Yes - fully	No	Yes - partially	No	No	N/A	Yes
Child Protection	Large	1	No	Yes - partially	N/A	No	Yes - partially	No	No	Yes - partially	No	N/A	Yes
Children & Young People	Very small	2	No	No	N/A	No	Yes - fully	Yes - fully	Yes - fully	No	No	Yes - fully	Yes
CHSHA	Small	1	No	No	N/A	Yes - fully	Yes - partially	Yes - partially	No	No	Being developed	N/A	Yes
Commerce	Medium	3	Yes - fully	No	N/A	Yes - partially	Yes - partially	Yes - partially	No	No	No	N/A	Yes
Communities	Medium	1	No	No	N/A	Yes - partially	Yes - partially	No	No	No	No	N/A	Yes
Conservation Comm [1]	Very small	2	No	No	Yes - fully	Yes - fully	Yes - partially	Yes - partially	No	No	No	Yes - fully	No
Corrective Services	Large	1	No	No	N/A	Being developed	Being developed	Being developed	Yes - fully	No	No	N/A	No
CTF	Very small	1	No	No	N/A	Yes - partially	Yes - fully	Yes - fully	No	No	No	N/A	Yes
Culture & the Arts	Small	1	Being developed	No	N/A	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - partially	N/A	Yes
Custodial Services	Very small	3	No	No	N/A	No	No	No	No	No	No	N/A	No
DFES	Large	1	Yes - partially	No	N/A	Yes - partially	Being developed	Yes - partially	No	Yes - partially	No	N/A	Yes
Disability Services	Large	2	Yes - partially	Yes - partially	N/A	Yes - partially	Yes - partially	Yes - partially	Yes - fully	Yes - partially	Yes - partially	N/A	Yes
Drug & Alcohol	Small	2	Yes - partially	No	N/A	Yes - fully	Yes - fully	Yes - partially	Yes - partially	Yes - partially	Yes - partially	N/A	Yes
Durack IT	Medium	1	No	No	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - partially	No	Yes - partially	N/A	Yes
Educ Services	Small	1	No	No	N/A	No	No	No	No	No	No	N/A	Yes
Education	Very large	1	Yes - partially	Yes - partially	N/A	No	Yes - partially	No	No	No	No	N/A	Yes
Electoral Comm	Small	1	Yes - partially	Yes - partially	N/A	Yes - fully	Yes - partially	Yes - partially	Being developed	Yes - partially	No	N/A	Yes
Env & Conservation	Large	3	No	No	N/A	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - partially	No	N/A	Yes
Environment Protection	Small	3	Yes - partially	Yes - partially	N/A	Yes - partially	Yes - partially	Yes - partially	No	Yes - partially	Yes - partially	N/A	Yes
Equal Opp	Small	2	No	No	N/A	No	No	No	No	No	No	N/A	No
ERA	Small	3	No	No	N/A	No	Being developed	No	No	No	Being developed	N/A	Yes
Finance	Large	3	Yes - fully	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	No	N/A	Yes
Fisheries	Medium	3	Being developed	Being developed	N/A	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Being developed	Being developed	N/A	Yes
Forest Products	Small	2	Yes - partially	No	N/A	Yes - partially	No	No	No	Yes - partially	No	N/A	Yes
Gascoyne Dev	Very small	2	No	No	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	Yes - fully	Yes - fully	N/A	Yes
GESB	Medium	1	No	No	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	No	N/A	Yes
GoldEsp Dev	Very small	2	No	Yes - fully	No	No	No	No	No	No	No	N/A	Yes
Goldfields IT	Small	1	Yes - partially	No	N/A	No	No	No	Yes - partially	No	No	N/A	Yes
Gr Southern Dev	Very small	2	No	No	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes
Great Southern IT	Small	1	Being developed	No	N/A	Yes - partially	Yes - partially	Yes - partially	Being developed	Being developed	Being developed	N/A	Yes
HDSCO	Very small	1	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes
Health	Very large	1	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes
Healthway	Small	2	Yes - partially	Yes - partially	N/A	Yes - partially	Yes - partially	Yes - partially	Being developed	Being developed	Yes - partially	N/A	Yes
Heritage	Small	2	No	No	No	No	No	No	No	No	No	N/A	Yes
Housing	Large	1	Being developed	Yes - partially	N/A	Being developed	Being developed	Being developed	Being developed	Being developed	No	N/A	Yes
Info Commissioner	Very small	3	Yes - fully	No	N/A	No	Yes - partially	No	No	No	No	N/A	Yes
Insurance Comm	Medium	1	Yes - fully	No	N/A	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - partially	N/A	Yes
Keep Aus Beautiful [1]	Very small	2	No	No	N/A	No	Being developed	Being developed	Being developed	Being developed	No	Yes - partially	Yes
Kimberley Dev	Very small	2	No	No	Yes - fully	Yes - fully	Yes - partially	Yes - fully	No	No	No	Yes - fully	Yes
Kimberley TI	Small	1	Yes - partially	Yes - fully	N/A	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - fully	N/A	Yes

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	F4. Did your agency use the following innovation strategies during 2012–13?			F8. Did your agency use the following collaboration strategies during 2012–13?							F10. Does your agency monitor whether its external customers, clients or stakeholders are satisfied with its services?
			e. The promotion of innovation was included as part of the agency's performance outcomes	f. Senior executive employees had the promotion of innovation as part of their performance agreements	g. Others	a. Specific goals/targets for collaboration activities	b. A process for identifying collaboration opportunities	c. Regular evaluations of collaborative processes	d. A process for recognising employees for collaborative efforts	e. Success in collaborative projects was included as part of the agency's performance outcomes	f. Senior executive employees had the promotion of collaboration as part of their performance agreements	g. Others	
Landgate	Medium	1	No	No	Yes - fully	Yes - fully	Yes - partially	Yes - partially	No	Yes - fully	Yes - partially	N/A	Yes
Law Reform	Very small	2	No	No	N/A	No	No	No	No	No	No	N/A	Yes
Legal Aid	Medium	1	No	No	N/A	No	Yes - partially	No	No	No	Yes - fully	No	Yes
Legal Prac	Small	3	No	No	N/A	No	No	No	No	No	No	No	No
Local Govt	Small	3	Yes - partially	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes
Lotterywest	Small	1	Being developed	No	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - partially	N/A	Yes
Main Roads WA	Large	1	Yes - fully	Yes - fully	N/A	Yes - partially	Yes - partially	Being developed	Yes - partially	Being developed	Being developed	N/A	Yes
Meat Auth	Very small	3	Yes - partially	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - fully	No	Yes - fully	Yes - partially	N/A	Yes
Mental Health	Small	2	Yes - partially	No	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Being developed	N/A	No
Metro Cemeteries	Small	1	No	Being developed	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	N/A	Yes
Mid West Dev	Very small	2	No	No	N/A	No	No	No	No	No	No	N/A	Yes
Mines & Petroleum	Medium	2	No	No	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	N/A	Yes
MRA	Small	2	Yes - partially	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes
My Leave	Very small	3	No	Yes - fully	N/A	No	No	No	Yes - fully	No	Yes - fully	N/A	Yes
National Trust	Small	1	Being developed	No	N/A	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - partially	No	N/A	Yes
Ombudsman	Small	3	No	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes
Peel Dev	Very small	2	No	No	Being developed	Being developed	Being developed	Being developed	Being developed	Being developed	Being developed	Yes - fully	Yes
Perth Market	Small	1	No	Being developed	N/A	Yes - fully	Yes - fully	Yes - fully	No	No	No	No	Yes
Perth Theatre	Very small	1	No	No	N/A	Being developed	Being developed	Being developed	No	Being developed	No	N/A	Yes
Pilbara Dev	Small	2	Being developed	No	N/A	Being developed	Yes - partially	Being developed	No	Being developed	No	N/A	Yes
Pilbara Institute	Small	1	Being developed	No	N/A	Being developed	Being developed	Being developed	Being developed	No	No	N/A	Yes
Planning	Medium	3	No	No	N/A	Yes - partially	Yes - partially	Yes - partially	Being developed	Yes - partially	Yes - fully	N/A	Yes
Police	Large	1	No	No	N/A	Yes - partially	Yes - partially	No	No	Yes - partially	No	N/A	Yes
Polytechnic West	Large	1	Yes - partially	No	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes
Potato Marketing	Very small	3	No	No	N/A	No	No	No	No	No	No	N/A	Yes
Premier & Cabinet	Medium	2	Yes - partially	Being developed	N/A	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Being developed	Being developed	N/A	Yes
PSC	Small	3	No	Yes - partially	N/A	Yes - partially	Yes - fully	Yes - partially	Yes - partially	No	Yes - partially	N/A	Yes
Public Prosecutions	Medium	1	No	No	N/A	No	Yes - partially	Yes - partially	Being developed	No	No	N/A	Yes
Public Transport	Large	1	No	No	N/A	No	Yes - partially	Yes - fully	Yes - fully	No	No	N/A	Yes
QEII Medical Centre [1]	Very small	1	No	No	N/A	Yes - partially	No	Being developed	No	No	No	N/A	Yes
Racing, Gaming & Liquor	Small	3	Being developed	Yes - partially	N/A	No	No	Yes - partially	Yes - partially	No	No	N/A	Yes
Regional Dev & Lands	Medium	2	Yes - partially	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes
Rottnest Island	Small	1	Yes - fully	No	N/A	Yes - fully	Yes - fully	No	No	Yes - fully	No	N/A	Yes
SCSA	Small	3	No	No	N/A	Yes - fully	Being developed	Yes - partially	No	No	No	N/A	Yes
Small Business	Small	2	Yes - partially	No	N/A	Yes - partially	Yes - fully	Yes - fully	Yes - fully	No	No	N/A	Yes
South West Dev	Small	2	No	No	N/A	Yes - fully	Yes - fully	Being developed	Yes - partially	Yes - fully	Being developed	N/A	Yes
South West IT	Medium	1	Yes - partially	No	N/A	Yes - partially	Yes - fully	Yes - fully	Yes - fully	Yes - partially	No	N/A	Yes
Sport & Rec	Small	2	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes
State Development	Small	2	No	No	N/A	No	Being developed	No	No	No	No	N/A	No
State Library	Small	1	No	No	N/A	Yes - partially	Yes - fully	Yes - partially	No	Yes - partially	No	N/A	Yes
Tourism	Small	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Being developed	Yes - fully	Yes - fully	Yes - fully	Yes
Training & Workforce Dev	Medium	1	No	No	N/A	Yes - fully	Yes - partially	Yes - fully	Yes - partially	No	No	N/A	Yes
Transport (Dept of)	Large	3	Being developed	Yes - partially	Being developed	Yes - partially	Yes - partially	Yes - partially	Yes - fully	No	Yes - partially	N/A	Yes
Treasury	Medium	3	No	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	Yes - partially	N/A	Yes
VenuesWest	Medium	1	Yes - partially	Yes - partially	N/A	Yes - fully	Yes - partially	Yes - partially	Yes - partially	Yes - fully	Yes - partially	N/A	Yes
Vet Surgeons	Very small	3	No	No	N/A	No	No	Being developed	No	No	No	N/A	No
WAIRC	Small	3	No	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Being developed	Yes - fully	Yes - fully	N/A	Yes
WA Museum	Small	1	No	No	N/A	No	No	No	No	No	No	N/A	Yes
Water (Dept of)	Medium	2	No	No	N/A	Yes - partially	Yes - partially	Being developed	No	No	Yes - partially	N/A	Yes
West Coast IT	Medium	1	Yes - partially	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - partially	Yes - partially	Yes - fully	Yes - partially	N/A	Yes
Wheatbelt Dev	Very small	2	No	No	Yes - fully	Yes - fully	Yes - fully	Yes - partially	No	Yes - partially	Yes - partially	N/A	Yes
WorkCover	Small	1	Being developed	Being developed	N/A	No	No	Yes - partially	No	No	Being developed	N/A	Yes
Zoo	Small	1	No	No	N/A	Yes - fully	Yes - partially	Yes - fully	Yes - partially	Yes - partially	Yes - partially	N/A	Yes
		Total	13% fully 20% partially	13% fully 15% partially	5% fully 0% partially	40% fully 25% partially	37% fully 35% partially	31% fully 32% partially	21% fully 26% partially	22% fully 20% partially	21% fully 16% partially	5% fully 1% partially	92% yes

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	F11. Did your agency use the following strategies to monitor satisfaction with services?						
			a. Telephone survey	b. Hard copy mail survey	c. Online survey	d. Focus groups	e. Public forums	f. Social media	g. Others
Aboriginal Affairs	Small	2	Yes - fully	No	No	No	Yes - fully	No	N/A
Agric Produce Comm [1]	Very small	3	No	Yes - fully	No	No	No	No	N/A
Agriculture & Food	Large	2	Yes - fully	No	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A
Animal Resources	Small	1	Yes - partially	Yes - fully	Yes - fully	No	No	No	N/A
Aqwest	Small	3	Yes - fully	No	No	No	No	No	N/A
Architects Board	Very small	3	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Art Gallery	Small	1	Yes - fully	No	No	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Attorney General	Large	1	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A
Auditor General	Small	3	No	No	Yes - fully	No	No	No	N/A
Botanic Gardens	Small	1	No	No	Yes - partially	No	No	No	Yes - fully
Burswood Park	Very small	1	No	Yes - partially	No	No	No	No	Yes - fully
Busselton Water	Small	3	No	Yes - fully	No	Yes - fully	No	No	Being developed
C Y O'Connor Institute	Small	1	No	Yes - fully	Yes - fully	No	Yes - fully	Yes - fully	N/A
CCC	Small	3	No	No	Yes - fully	No	Yes - fully	No	N/A
Central IT	Large	1	Yes - partially	No	Yes - fully	Yes - partially	Being developed	Yes - fully	N/A
Challenger IT	Medium	1	Yes - partially	Yes - partially	Yes - partially	Yes - partially	No	Yes - partially	N/A
Chem Centre	Small	1	Yes - fully	No	Yes - fully	No	No	Yes - partially	N/A
Child Protection	Large	1	No	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	N/A
Children & Young People	Very small	2	No	No	No	Yes - partially	No	No	Yes - fully
CHSHA	Small	1	No	Yes - fully	No	No	No	No	Yes - fully
Commerce	Medium	3	Yes - partially	Yes - partially	Yes - partially	No	No	Yes - partially	N/A
Communities	Medium	1	No	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - fully	N/A
Conservation Comm [1]	Very small	2	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Corrective Services	Large	1	N/A	N/A	N/A	N/A	N/A	N/A	N/A
CTF	Very small	1	No	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	N/A
Culture & the Arts	Small	1	Yes - partially	Yes - partially	No	Yes - partially	Yes - partially	Yes - partially	N/A
Custodial Services	Very small	3	N/A	N/A	N/A	N/A	N/A	N/A	N/A
DFES	Large	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	N/A
Disability Services	Large	2	Yes - fully	No	No	Yes - fully	No	No	N/A
Drug & Alcohol	Small	2	No	No	Yes - fully	Yes - partially	Yes - fully	Yes - partially	N/A
Durack IT	Medium	1	No	Yes - fully	Yes - fully	Yes - fully	No	Yes - partially	N/A
Educ Services	Small	1	No	No	Yes - fully	Yes - fully	Yes - fully	No	N/A
Education	Very large	1	No	No	Yes - fully	Yes - fully	No	No	N/A
Electoral Comm	Small	1	Yes - fully	Yes - fully	Yes - fully	Yes - partially	No	Yes - fully	Yes - partially
Env & Conservation	Large	3	No	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - partially	N/A
Environment Protection	Small	3	No	No	No	Yes - fully	No	Yes - partially	Yes - fully
Equal Opp	Small	2	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ERA	Small	3	Yes - fully	No	No	No	No	No	N/A
Finance	Large	3	Yes - fully	No	Yes - fully	Yes - fully	Yes - fully	No	N/A
Fisheries	Medium	3	No	No	Being developed	Being developed	Yes - partially	Yes - partially	N/A
Forest Products	Small	2	No	No	Being developed	Yes - partially	Yes - partially	No	Yes - partially
Gascoyne Dev	Very small	2	No	Yes - fully	Yes - fully	Yes - partially	Yes - partially	No	Yes - fully
GESB	Medium	1	No	No	Yes - fully	Yes - partially	No	No	N/A
GoldEsp Dev	Very small	2	No	No	Yes - fully	No	No	No	N/A
Goldfields IT	Small	1	No	Yes - fully	Yes - fully	No	No	Yes - fully	N/A
Gr Southern Dev	Very small	2	Yes - fully	No	No	No	Yes - fully	No	N/A
Great Southern IT	Small	1	No	No	Yes - fully	No	No	No	N/A
HDSCO	Very small	1	Being developed	Yes - fully	Being developed	Being developed	Being developed	Being developed	N/A
Health	Very large	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	N/A
Healthway	Small	2	No	No	Yes - fully	Yes - partially	Yes - partially	Yes - partially	Yes - partially
Heritage	Small	2	No	No	No	No	No	No	Yes - fully
Housing	Large	1	No	No	No	Yes - partially	Yes - partially	Yes - partially	N/A
Info Commissioner	Very small	3	No	Yes - fully	Yes - fully	No	Yes - partially	No	N/A
Insurance Comm	Medium	1	Yes - partially	No	Yes - fully	No	No	No	N/A
Keep Aus Beautiful [1]	Very small	2	Yes - fully	Yes - fully	Yes - fully	Yes - partially	No	Yes - partially	Yes - partially
Kimberley Dev	Very small	2	No	Yes - fully	No	No	No	No	Yes - fully
Kimberley TI	Small	1	No	No	Yes - fully	No	No	No	Yes - fully
Landgate	Medium	1	Yes - fully	No	Yes - fully	No	No	Yes - partially	N/A
Law Reform	Very small	2	No	No	No	No	No	No	Yes - fully
Legal Aid	Medium	1	No	Yes - fully	No	No	No	No	No
Legal Prac	Small	3	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	F11. Did your agency use the following strategies to monitor satisfaction with services?						
			a. Telephone survey	b. Hard copy mail survey	c. Online survey	d. Focus groups	e. Public forums	f. Social media	g. Others
Local Govt	Small	3	Yes - fully	Yes - fully	No	No	No	No	N/A
Lotterywest	Small	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Main Roads WA	Large	1	Yes - fully	No	Yes - fully	Yes - partially	No	Being developed	N/A
Meat Auth	Very small	3	Yes - partially	Yes - partially	Yes - partially	Yes - partially	No	Yes - partially	N/A
Mental Health	Small	2	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Metro Cemeteries	Small	1	No	Yes - fully	No	No	No	No	No
Mid West Dev	Very small	2	Yes - fully	No	Yes - fully	No	No	No	N/A
Mines & Petroleum	Medium	2	No	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	N/A
MRA	Small	2	No	No	No	Yes - partially	Yes - partially	Yes - fully	Yes - fully
My Leave	Very small	3	No	No	No	No	Yes - partially	No	N/A
National Trust	Small	1	No	Yes - fully	Yes - partially	Yes - partially	Yes - partially	Yes - fully	N/A
Ombudsman	Small	3	No	No	No	No	Yes - fully	No	Yes - fully
Peel Dev	Very small	2	Yes - fully	No	Yes - fully	No	No	Yes - partially	No
Perth Market	Small	1	Yes - fully	No	Yes - partially	Yes - fully	Yes - fully	Yes - fully	N/A
Perth Theatre	Very small	1	Yes - fully	No	Yes - fully	Yes - fully	Yes - partially	No	Yes - fully
Pilbara Dev	Small	2	No	No	Yes - fully	No	No	No	N/A
Pilbara Institute	Small	1	No	Yes - fully	Yes - fully	Yes - partially	Being developed	No	N/A
Planning	Medium	3	No	No	Yes - fully	No	Yes - fully	Yes - fully	N/A
Police	Large	1	Yes - fully	No	No	No	No	No	N/A
Polytechnic West	Large	1	Yes - partially	Yes - fully	Yes - fully	No	No	Yes - partially	N/A
Potato Marketing	Very small	3	No	No	No	No	No	No	Yes - fully
Premier & Cabinet	Medium	2	No	Yes - fully	Yes - fully	No	No	No	Yes - partially
PSC	Small	3	No	Yes - fully	Yes - partially	Yes - partially	No	No	Yes - partially
Public Prosecutions	Medium	1	No	No	No	No	No	No	Yes - fully
Public Transport	Large	1	No	No	No	No	Yes - fully	Yes - fully	Yes - fully
QEII Medical Centre [1]	Very small	1	No	No	Yes - fully	Yes - partially	No	No	Yes - partially
Racing, Gaming & Liquor	Small	3	Yes - fully	No	No	Yes - partially	Yes - partially	Being developed	N/A
Regional Dev & Lands	Medium	2	Yes - fully	Yes - fully	Yes - fully	No	No	No	N/A
Rottnest Island	Small	1	Being developed	Yes - partially	Yes - fully	Being developed	Yes - fully	Yes - fully	Yes - fully
SCSA	Small	3	No	No	No	Yes - fully	Yes - fully	Yes - fully	SCSA
Small Business	Small	2	Yes - fully	No	Yes - fully	Yes - partially	Yes - partially	Being developed	N/A
South West Dev	Small	2	No	No	Yes - fully	No	No	No	N/A
South West IT	Medium	1	No	No	Yes - fully	No	No	No	Yes - fully
Sport & Rec	Small	2	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	N/A
State Development	Small	2	N/A	N/A	N/A	N/A	N/A	N/A	N/A
State Library	Small	1	No	Yes - fully	Being developed	No	Yes - partially	Yes - partially	Yes - fully
Tourism	Small	1	No	No	No	No	Yes - fully	Yes - fully	Yes - fully
Training & Workforce Dev	Medium	1	Yes - fully	Yes - fully	Yes - fully	No	Yes - partially	No	Yes - fully
Transport (Dept of)	Large	3	Yes - fully	No	Yes - fully	Yes - fully	No	No	N/A
Treasury	Medium	3	No	No	Yes - fully	Yes - partially	No	No	Yes - partially
VenuesWest	Medium	1	Yes - fully	Yes - partially	Yes - fully	No	Yes - partially	No	N/A
Vet Surgeons	Very small	3	N/A	N/A	N/A	N/A	N/A	N/A	N/A
WAIRC	Small	3	No	Yes - fully	Being developed	No	No	No	N/A
WA Museum	Small	1	Yes - fully	No	No	Yes - partially	No	Yes - partially	N/A
Water (Dept of)	Medium	2	Yes - partially	Yes - partially	Being developed	No	No	No	N/A
West Coast IT	Medium	1	Yes - fully	No	Yes - fully	Yes - fully	No	Yes - partially	N/A
Wheatbelt Dev	Very small	2	Yes - fully	No	No	No	No	No	N/A
WorkCover	Small	1	Yes - fully	No	No	o	No	Being developed	N/A
Zoo	Small	1	Yes - fully	No	Being developed	Yes - fully	No	Yes - fully	Yes - fully
Total			**35% fully** **9% partially**	**33% fully** **10% partially**	**51% fully** **9% partially**	**24% fully** **24% partially**	**25% fully** **17% partially**	**18% fully** **21% partially**	**24% fully** **8% partially**

2.4 Governance and administration

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	G3. Which one of the following options best reflects the nature of strategic planning in your agency? a. The agency does not have a strategic plan and has no current plans to develop one. b. The agency does not have a strategic plan but processes are underway to develop one. c. The agency has a strategic plan that includes clear, achievable and measurable objectives and strategies. However, its objectives and strategies need to be refined to address either changes in policy direction or changes in the operating environment. d. The agency has a strategic plan and is confident that its objectives and strategies are relevant to the agency's policy direction and operating environment, and that they are clear, achievable and measurable. As yet, there has been limited formal evaluation of progress against the plan. e. The agency has a strategic plan and is confident that its objectives and strategies are relevant to the agency's policy direction and operating environment, and that they are clear, achievable and measurable. Established systems are in place to periodically evaluate progress against the plan. f. The agency has a strategic plan and is confident that its objectives and strategies are relevant to the agency's policy direction and operating environment and that they are clear, achievable and measurable. Established systems are in place to regularly evaluate progress against the plan. These evaluation systems include reference to a variety of stakeholder perspectives. g. None of the above reasonably reflect the nature of strategic planning in the agency.
Aboriginal Affairs	Small	2	Option e
Agric Produce Comm [1]	Very small	3	Option e
Agriculture & Food	Large	2	Option c
Animal Resources	Small	1	Option d
Aqwest	Small	3	Option d
Architects Board	Very small	3	Option b
Art Gallery	Small	1	Option f
Attorney General	Large	1	Option f
Auditor General	Small	3	Option f
Botanic Gardens	Small	1	Option e
Burswood Park	Very small	1	Option c
Busselton Water	Small	3	Option f
C Y O'Connor Institute	Small	1	Option f
CCC	Small	3	Option e
Central IT	Large	1	Option e
Challenger IT	Medium	1	Option e
Chem Centre	Small	1	Option e
Child Protection	Large	1	Option e
Children & Young People	Very small	2	Option f
CHSHA	Small	1	Option g
Commerce	Medium	3	Option e
Communities	Medium	1	Option d
Conservation Comm [1]	Very small	2	Option g
Corrective Services	Large	1	Option e
CTF	Very small	1	Option f
Culture & the Arts	Small	1	Option f
Custodial Services	Very small	3	Option g
DFES	Large	1	Option e
Disability Services	Large	2	Option f
Drug & Alcohol	Small	2	Option e
Durack IT	Medium	1	Option f
Educ Services	Small	1	Option g
Education	Very large	1	Option f
Electoral Comm	Small	1	Option f
Env & Conservation	Large	3	Option c
Environment Protection	Small	3	Option f
Equal Opp	Small	2	Option c
ERA	Small	3	Option e
Finance	Large	3	Option f
Fisheries	Medium	3	Option f
Forest Products	Small	2	Option e
Gascoyne Dev	Very small	2	Option f
GESB	Medium	1	Option f
GoldEsp Dev	Very small	2	Option b
Goldfields IT	Small	1	Option d
Gr Southern Dev	Very small	2	Option e
Great Southern IT	Small	1	Option f
HDSCO	Very small	1	Option f
Health	Very large	1	Option f
Healthway	Small	2	Option e
Heritage	Small	2	Option e
Housing	Large	1	Option e
Info Commissioner	Very small	3	Option e
Insurance Comm	Medium	1	Option f
Keep Aus Beautiful [1]	Very small	2	Option e

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	**G3. Which one of the following options best reflects the nature of strategic planning in your agency?** a. The agency does not have a strategic plan and has no current plans to develop one. b. The agency does not have a strategic plan but processes are underway to develop one. c. The agency has a strategic plan that includes clear, achievable and measurable objectives and strategies. However, its objectives and strategies need to be refined to address either changes in policy direction or changes in the operating environment. d. The agency has a strategic plan and is confident that its objectives and strategies are relevant to the agency's policy direction and operating environment, and that they are clear, achievable and measurable. As yet, there has been limited formal evaluation of progress against the plan. e. The agency has a strategic plan and is confident that its objectives and strategies are relevant to the agency's policy direction and operating environment, and that they are clear, achievable and measurable. Established systems are in place to periodically evaluate progress against the plan. f. The agency has a strategic plan and is confident that its objectives and strategies are relevant to the agency's policy direction and operating environment and that they are clear, achievable and measurable. Established systems are in place to regularly evaluate progress against the plan. These evaluation systems include reference to a variety of stakeholder perspectives. g. None of the above reasonably reflect the nature of strategic planning in the agency.
Kimberley Dev	Very small	2	Option g
Kimberley TI	Small	1	Option f
Landgate	Medium	1	Option f
Law Reform	Very small	2	Option d
Legal Aid	Medium	1	Option d
Legal Prac	Small	3	Option f
Local Govt	Small	3	Option f
Lotterywest	Small	1	Option f
Main Roads WA	Large	1	Option f
Meat Auth	Very small	3	Option f
Mental Health	Small	2	Option e
Metro Cemeteries	Small	1	Option f
Mid West Dev	Very small	2	Option g
Mines & Petroleum	Medium	2	Option f
MRA	Small	2	Option b
My Leave	Very small	3	Option c
National Trust	Small	1	Option e
Ombudsman	Small	3	Option f
Peel Dev	Very small	2	Option c
Perth Market	Small	1	Option f
Perth Theatre	Very small	1	Option c
Pilbara Dev	Small	2	Option c
Pilbara Institute	Small	1	Option e
Planning	Medium	3	Option g
Police	Large	1	Option c
Polytechnic West	Large	1	Option f
Potato Marketing	Very small	3	Option e
Premier & Cabinet	Medium	2	Option f
PSC	Small	3	Option c
Public Prosecutions	Medium	1	Option d
Public Transport	Large	1	Option f
QEII Medical Centre [1]	Very small	1	Option c
Racing, Gaming & Liquor	Small	3	Option e
Regional Dev & Lands	Medium	2	Option f
Rottnest Island	Small	1	Option f
SCSA	Small	3	Option d
Small Business	Small	2	Option e
South West Dev	Small	2	Option e
South West IT	Medium	1	Option c
Sport & Rec	Small	2	Option f
State Development	Small	2	Option c
State Library	Small	1	Option e
Tourism	Small	1	Option f
Training & Workforce Dev	Medium	1	Option f
Transport (Dept of)	Large	3	Option f
Treasury	Medium	3	Option f
VenuesWest	Medium	1	Option f
Vet Surgeons	Very small	3	Option b
WAIRC	Small	3	Option e
WA Museum	Small	1	Option f
Water (Dept of)	Medium	2	Option e
West Coast IT	Medium	1	Option f
Wheatbelt Dev	Very small	2	Option d
WorkCover	Small	1	Option e
Zoo	Small	1	Option f
		Total	**0% responded A, 4% responded B, 12% responded C, 8% responded D, 28% responded E, 42% responded F, 6% responded G**

Agency	Size	Function	G4. Which one of the following options best reflects the connection between strategic and operational planning in your agency? a. The agency does not have an operational plan and/or strategic plan. b. The agency does not have a common operational plan and/or strategic plan. However, business units have developed operational and/or strategic plans to align their particular area of activity to strategic goals and these are shared at the executive level. c. The agency has a common operational plan to optimise the alignment of business activity to the common strategic plan. There is some common internal reporting against strategic objectives but this could not be considered to be uniform, comprehensive or highly integrated. d. The agency has a common operational plan to ensure the alignment of business activity to the common strategic plan. All business units apply the operational plan in a consistent way and common internal reporting against strategic objectives provides for uniform, comprehensive and centralised monitoring of progress. e. The agency has a common operational plan to ensure the alignment of business activity to the common strategic plan. All business units apply the operational plan in a consistent way with uniform, comprehensive and centralised monitoring of progress. Relevant performance metrics have been established for all business functions and these are connected to whole of agency key performance indicators. f. The agency has a common operational plan to ensure the alignment of business activity to the common strategic plan. All business units apply the operational plan in a consistent way with uniform, comprehensive and centralised monitoring of progress. Relevant performance metrics established for all business functions and connected to whole of agency key performance indicators are routinely used as an integral part of continuous improvement activities in the agency. g. None of the above reasonably reflect the connection between strategic and operational planning in the agency.
		1 = Service **2 = Policy, development and co-ordination** **3 = Oversight, regulatory and sector administration**	
Aboriginal Affairs	Small	2	Option c
Agric Produce Comm [1]	Very small	3	Option c
Agriculture & Food	Large	2	Option b
Animal Resources	Small	1	Option f
Aqwest	Small	3	Option d
Architects Board	Very small	3	Option a
Art Gallery	Small	1	Option f
Attorney General	Large	1	Option b
Auditor General	Small	3	Option f
Botanic Gardens	Small	1	Option d
Burswood Park	Very small	1	Option c
Busselton Water	Small	3	Option f
C Y O'Connor Institute	Small	1	Option f
CCC	Small	3	Option d
Central IT	Large	1	Option e
Challenger IT	Medium	1	Option e
Chem Centre	Small	1	Option d
Child Protection	Large	1	Option f
Children & Young People	Very small	2	Option e
CHSHA	Small	1	Option d
Commerce	Medium	3	Option g
Communities	Medium	1	Option d
Conservation Comm [1]	Very small	2	Option g
Corrective Services	Large	1	Option d
CTF	Very small	1	Option f
Culture & the Arts	Small	1	Option e
Custodial Services	Very small	3	Option g
DFES	Large	1	Option d
Disability Services	Large	2	Option e
Drug & Alcohol	Small	2	Option e
Durack IT	Medium	1	Option d
Educ Services	Small	1	Option g
Education	Very large	1	Option f
Electoral Comm	Small	1	Option d
Env & Conservation	Large	3	Option b
Environment Protection	Small	3	Option f
Equal Opp	Small	2	Option b
ERA	Small	3	Option f
Finance	Large	3	Option e
Fisheries	Medium	3	Option f
Forest Products	Small	2	Option e
Gascoyne Dev	Very small	2	Option f
GESB	Medium	1	Option c
GoldEsp Dev	Very small	2	Option d
Goldfields IT	Small	1	Option c
Gr Southern Dev	Very small	2	Option d
Great Southern IT	Small	1	Option e
HDSCO	Very small	1	Option f
Health	Very large	1	Option e
Healthway	Small	2	Option c
Heritage	Small	2	Option f
Housing	Large	1	Option g

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	G4. Which one of the following options best reflects the connection between strategic and operational planning in your agency? a. The agency does not have an operational plan and/or strategic plan. b. The agency does not have a common operational plan and/or strategic plan. However, business units have developed operational and/or strategic plans to align their particular area of activity to strategic goals and these are shared at the executive level. c. The agency has a common operational plan to optimise the alignment of business activity to the common strategic plan. There is some common internal reporting against strategic objectives but this could not be considered to be uniform, comprehensive or highly integrated. d. The agency has a common operational plan to ensure the alignment of business activity to the common strategic plan. All business units apply the operational plan in a consistent way and common internal reporting against strategic objectives provides for uniform, comprehensive and centralised monitoring of progress. e. The agency has a common operational plan to ensure the alignment of business activity to the common strategic plan. All business units apply the operational plan in a consistent way with uniform, comprehensive and centralised monitoring of progress. Relevant performance metrics have been established for all business functions and these are connected to whole of agency key performance indicators. f. The agency has a common operational plan to ensure the alignment of business activity to the common strategic plan. All business units apply the operational plan in a consistent way with uniform, comprehensive and centralised monitoring of progress. Relevant performance metrics established for all business functions and connected to whole of agency key performance indicators are routinely used as an integral part of continuous improvement activities in the agency. g. None of the above reasonably reflect the connection between strategic and operational planning in the agency.
Info Commissioner	Very small	3	Option d
Insurance Comm	Medium	1	Option f
Keep Aus Beautiful [1]	Very small	2	Option d
Kimberley Dev	Very small	2	Option g
Kimberley TI	Small	1	Option e
Landgate	Medium	1	Option f
Law Reform	Very small	2	Option d
Legal Aid	Medium	1	Option c
Legal Prac	Small	3	Option g
Local Govt	Small	3	Option f
Lotterywest	Small	1	Option d
Main Roads WA	Large	1	Option f
Meat Auth	Very small	3	Option f
Mental Health	Small	2	Option c
Metro Cemeteries	Small	1	Option f
Mid West Dev	Very small	2	Option a
Mines & Petroleum	Medium	2	Option f
MRA	Small	2	Option f
My Leave	Very small	3	Option c
National Trust	Small	1	Option e
Ombudsman	Small	3	Option f
Peel Dev	Very small	2	Option d
Perth Market	Small	1	Option e
Perth Theatre	Very small	1	Option b
Pilbara Dev	Small	2	Option b
Pilbara Institute	Small	1	Option e
Planning	Medium	3	Option d
Police	Large	1	Option c
Polytechnic West	Large	1	Option c
Potato Marketing	Very small	3	Option f
Premier & Cabinet	Medium	2	Option d
PSC	Small	3	Option b
Public Prosecutions	Medium	1	Option b
Public Transport	Large	1	Option f
QEII Medical Centre [1]	Very small	1	Option c
Racing, Gaming & Liquor	Small	3	Option c
Regional Dev & Lands	Medium	2	Option e
Rottnest Island	Small	1	Option f
SCSA	Small	3	Option d
Small Business	Small	2	Option d
South West Dev	Small	2	Option b
South West IT	Medium	1	Option e
Sport & Rec	Small	2	Option f
State Development	Small	2	Option b
State Library	Small	1	Option g
Tourism	Small	1	Option f
Training & Workforce Dev	Medium	1	Option f
Transport (Dept of)	Large	3	Option d
Treasury	Medium	3	Option e
VenuesWest	Medium	1	Option e
Vet Surgeons	Very small	3	Option g
WAIRC	Small	3	Option c
WA Museum	Small	1	Option d
Water (Dept of)	Medium	2	Option c
West Coast IT	Medium	1	Option f
Wheatbelt Dev	Very small	2	Option c

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	G4. Which one of the following options best reflects the connection between strategic and operational planning in your agency? a. The agency does not have an operational plan and/or strategic plan. b. The agency does not have a common operational plan and/or strategic plan. However, business units have developed operational and/or strategic plans to align their particular area of activity to strategic goals and these are shared at the executive level. c. The agency has a common operational plan to optimise the alignment of business activity to the common strategic plan. There is some common internal reporting against strategic objectives but this could not be considered to be uniform, comprehensive or highly integrated. d. The agency has a common operational plan to ensure the alignment of business activity to the common strategic plan. All business units apply the operational plan in a consistent way and common internal reporting against strategic objectives provides for uniform, comprehensive and centralised monitoring of progress. e. The agency has a common operational plan to ensure the alignment of business activity to the common strategic plan. All business units apply the operational plan in a consistent way with uniform, comprehensive and centralised monitoring of progress. Relevant performance metrics have been established for all business functions and these are connected to whole of agency key performance indicators. f. The agency has a common operational plan to ensure the alignment of business activity to the common strategic plan. All business units apply the operational plan in a consistent way with uniform, comprehensive and centralised monitoring of progress. Relevant performance metrics established for all business functions and connected to whole of agency key performance indicators are routinely used as an integral part of continuous improvement activities in the agency. g. None of the above reasonably reflect the connection between strategic and operational planning in the agency.
WorkCover	Small	1	Option g
Zoo	Small	1	Option e
Total			**2% responded A, 9% responded B, 15% responded C, 21% responded D, 17% responded E, 27% responded F, 9% responded G**

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	**G5. Which one of the following options best reflects the scope of your agency's internal audit and evaluation program?** a. The agency's internal audit and/or evaluation program is non-existent or ad hoc. b. The agency has an internal audit and/or evaluation function and a plan that is based on identified risks. Activity is limited to testing essential compliance controls. c. The agency has a well-established internal audit and/or evaluation function with a program of activity addressing internal controls and systems auditing. This does not routinely extend to more comprehensive evaluation activity to assess the effectiveness and efficiency of programs or activities. d. The agency has a well-established internal audit and/or evaluation function with a program of activity addressing internal controls and systems auditing. More comprehensive evaluation activity does occur from time to time via separate processes not connected to the internal audit and/or evaluation function. e. The agency has a well-established internal audit and/or evaluation function with a program of activity addressing internal controls and systems auditing, using a range of internal and external expertise. Separate processes are in place to regularly assess the effectiveness and efficiency of key programs or activities. f. The agency has a well-established internal audit and/or evaluation function with a program of activity addressing internal controls and systems auditing, using a range of internal and external expertise. This includes more comprehensive program evaluation that assesses the effectiveness and efficiency of key programs and/or activities. The internal audit and/or evaluation function is integrated and connected to both risk management and continuous improvement processes. g. None of the above reasonably reflect the nature and scope of the internal audit and evaluation program in this agency.
Aboriginal Affairs	Small	2	Option d
Agric Produce Comm [1]	Very small	3	Option g
Agriculture & Food	Large	2	Option f
Animal Resources	Small	1	Option f
Aqwest	Small	3	Option d
Architects Board	Very small	3	Option b
Art Gallery	Small	1	Option e
Attorney General	Large	1	Option f
Auditor General	Small	3	Option f
Botanic Gardens	Small	1	Option e
Burswood Park	Very small	1	Option f
Busselton Water	Small	3	Option f
C Y O'Connor Institute	Small	1	Option f
CCC	Small	3	Option f
Central IT	Large	1	Option f
Challenger IT	Medium	1	Option f
Chem Centre	Small	1	Option b
Child Protection	Large	1	Option f
Children & Young People	Very small	2	Option f
CHSHA	Small	1	Option f
Commerce	Medium	3	Option e
Communities	Medium	1	Option e
Conservation Comm [1]	Very small	2	Option g
Corrective Services	Large	1	Option c
CTF	Very small	1	Option f
Culture & the Arts	Small	1	Option d
Custodial Services	Very small	3	Option f
DFES	Large	1	Option d
Disability Services	Large	2	Option f
Drug & Alcohol	Small	2	Option e
Durack IT	Medium	1	Option d
Educ Services	Small	1	Option f
Education	Very large	1	Option e
Electoral Comm	Small	1	Option f
Env & Conservation	Large	3	Option f
Environment Protection	Small	3	Option g
Equal Opp	Small	2	Option f
ERA	Small	3	Option f
Finance	Large	3	Option e
Fisheries	Medium	3	Option f
Forest Products	Small	2	Option f
Gascoyne Dev	Very small	2	Option f
GESB	Medium	1	Option f
GoldEsp Dev	Very small	2	Option b
Goldfields IT	Small	1	Option c
Gr Southern Dev	Very small	2	Option f
Great Southern IT	Small	1	Option d
HDSCO	Very small	1	Option f
Health	Very large	1	Option f
Healthway	Small	2	Option f
Heritage	Small	2	Option e
Housing	Large	1	Option e
Info Commissioner	Very small	3	Option d
Insurance Comm	Medium	1	Option e
Keep Aus Beautiful [1]	Very small	2	Option c
Kimberley Dev	Very small	2	Option d
Kimberley TI	Small	1	Option e

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	**G5. Which one of the following options best reflects the scope of your agency's internal audit and evaluation program?** a. The agency's internal audit and/or evaluation program is non-existent or ad hoc. b. The agency has an internal audit and/or evaluation function and a plan that is based on identified risks. Activity is limited to testing essential compliance controls. c. The agency has a well-established internal audit and/or evaluation function with a program of activity addressing internal controls and systems auditing. This does not routinely extend to more comprehensive evaluation activity to assess the effectiveness and efficiency of programs or activities. d. The agency has a well-established internal audit and/or evaluation function with a program of activity addressing internal controls and systems auditing. More comprehensive evaluation activity does occur from time to time via separate processes not connected to the internal audit and/or evaluation function. e. The agency has a well-established internal audit and/or evaluation function with a program of activity addressing internal controls and systems auditing, using a range of internal and external expertise. Separate processes are in place to regularly assess the effectiveness and efficiency of key programs or activities. f. The agency has a well-established internal audit and/or evaluation function with a program of activity addressing internal controls and systems auditing, using a range of internal and external expertise. This includes more comprehensive program evaluation that assesses the effectiveness and efficiency of key programs and/or activities. The internal audit and/or evaluation function is integrated and connected to both risk management and continuous improvement processes. g. None of the above reasonably reflect the nature and scope of the internal audit and evaluation program in this agency.
Landgate	Medium	1	Option e
Law Reform	Very small	2	Option a
Legal Aid	Medium	1	Option e
Legal Prac	Small	3	Option c
Local Govt	Small	3	Option c
Lotterywest	Small	1	Option e
Main Roads WA	Large	1	Option f
Meat Auth	Very small	3	Option c
Mental Health	Small	2	Option d
Metro Cemeteries	Small	1	Option f
Mid West Dev	Very small	2	Option c
Mines & Petroleum	Medium	2	Option f
MRA	Small	2	Option f
My Leave	Very small	3	Option e
National Trust	Small	1	Option f
Ombudsman	Small	3	Option f
Peel Dev	Very small	2	Option a
Perth Market	Small	1	Option b
Perth Theatre	Very small	1	Option d
Pilbara Dev	Small	2	Option e
Pilbara Institute	Small	1	Option b
Planning	Medium	3	Option f
Police	Large	1	Option f
Polytechnic West	Large	1	Option e
Potato Marketing	Very small	3	Option e
Premier & Cabinet	Medium	2	Option f
PSC	Small	3	Option b
Public Prosecutions	Medium	1	Option e
Public Transport	Large	1	Option f
QEII Medical Centre [1]	Very small	1	Option a
Racing, Gaming & Liquor	Small	3	Option e
Regional Dev & Lands	Medium	2	Option e
Rottnest Island	Small	1	Option c
SCSA	Small	3	Option f
Small Business	Small	2	Option d
South West Dev	Small	2	Option c
South West IT	Medium	1	Option e
Sport & Rec	Small	2	Option e
State Development	Small	2	Option c
State Library	Small	1	Option f
Tourism	Small	1	Option e
Training & Workforce Dev	Medium	1	Option f
Transport (Dept of)	Large	3	Option c
Treasury	Medium	3	Option f
VenuesWest	Medium	1	Option d
Vet Surgeons	Very small	3	Option b
WAIRC	Small	3	Option f
WA Museum	Small	1	Option e
Water (Dept of)	Medium	2	Option e
West Coast IT	Medium	1	Option f
Wheatbelt Dev	Very small	2	Option c
WorkCover	Small	1	Option f
Zoo	Small	1	Option f
Total			3% responded A, 6% responded B, 11% responded C, 11% responded D, 24% responded E, 43% responded F, 3% responded G

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	G6. Which one of the following options best reflects the nature of risk management in your agency? a. While the agency recognises the importance of risk management, the systems in place for assessing and managing risk are limited. The agency relies on experience and managerial expertise to identify and manage risks. b. Some policies and procedures are in place to ensure a common approach to assessing and managing risk. There are pockets of good practice across the agency however other areas rely on experience and managerial expertise to identify and manage risks. c. The agency has a common risk management framework and promotes a consistent approach to the identification and assessment of risks. All business units are expected to apply the framework in a consistent way. An overall risk profile exists for the agency that documents material risks, controls and planned mitigation strategies. d. The agency has a common risk management framework which is consistently applied. Some employees have been trained in the identification and assessment of risks and/or in the development of appropriate mitigation strategies. There is periodic monitoring and reporting on the overall risk profile. e. The agency has a common risk management framework which is consistently applied. All relevant employees have been trained in the identification and assessment of risks and in the development of appropriate mitigation strategies. There is integrated monitoring and reporting on the overall risk profile. f. None of the above reasonably reflect the nature of risk management in the agency.
Aboriginal Affairs	Small	2	Option b
Agric Produce Comm [1]	Very small	3	Option d
Agriculture & Food	Large	2	Option b
Animal Resources	Small	1	Option e
Aqwest	Small	3	Option e
Architects Board	Very small	3	Option c
Art Gallery	Small	1	Option c
Attorney General	Large	1	Option e
Auditor General	Small	3	Option e
Botanic Gardens	Small	1	Option e
Burswood Park	Very small	1	Option e
Busselton Water	Small	3	Option d
C Y O'Connor Institute	Small	1	Option e
CCC	Small	3	Option c
Central IT	Large	1	Option d
Challenger IT	Medium	1	Option d
Chem Centre	Small	1	Option c
Child Protection	Large	1	Option d
Children & Young People	Very small	2	Option e
CHSHA	Small	1	Option c
Commerce	Medium	3	Option d
Communities	Medium	1	Option b
Conservation Comm [1]	Very small	2	Option f
Corrective Services	Large	1	Option d
CTF	Very small	1	Option e
Culture & the Arts	Small	1	Option b
Custodial Services	Very small	3	Option c
DFES	Large	1	Option b
Disability Services	Large	2	Option d
Drug & Alcohol	Small	2	Option e
Durack IT	Medium	1	Option d
Educ Services	Small	1	Option c
Education	Very large	1	Option e
Electoral Comm	Small	1	Option e
Env & Conservation	Large	3	Option c
Environment Protection	Small	3	Option e
Equal Opp	Small	2	Option c
ERA	Small	3	Option e
Finance	Large	3	Option d
Fisheries	Medium	3	Option e
Forest Products	Small	2	Option e
Gascoyne Dev	Very small	2	Option e
GESB	Medium	1	Option e
GoldEsp Dev	Very small	2	Option b
Goldfields IT	Small	1	Option c
Gr Southern Dev	Very small	2	Option e
Great Southern IT	Small	1	Option c
HDSCO	Very small	1	Option b
Health	Very large	1	Option d
Healthway	Small	2	Option d
Heritage	Small	2	Option b
Housing	Large	1	Option d
Info Commissioner	Very small	3	Option b
Insurance Comm	Medium	1	Option d
Keep Aus Beautiful [1]	Very small	2	Option c
Kimberley Dev	Very small	2	Option d
Kimberley TI	Small	1	Option d

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	G6. Which one of the following options best reflects the nature of risk management in your agency? a. While the agency recognises the importance of risk management, the systems in place for assessing and managing risk are limited. The agency relies on experience and managerial expertise to identify and manage risks. b. Some policies and procedures are in place to ensure a common approach to assessing and managing risk. There are pockets of good practice across the agency however other areas rely on experience and managerial expertise to identify and manage risks. c. The agency has a common risk management framework and promotes a consistent approach to the identification and assessment of risks. All business units are expected to apply the framework in a consistent way. An overall risk profile exists for the agency that documents material risks, controls and planned mitigation strategies. d. The agency has a common risk management framework which is consistently applied. Some employees have been trained in the identification and assessment of risks and/or in the development of appropriate mitigation strategies. There is periodic monitoring and reporting on the overall risk profile. e. The agency has a common risk management framework which is consistently applied. All relevant employees have been trained in the identification and assessment of risks and in the development of appropriate mitigation strategies. There is integrated monitoring and reporting on the overall risk profile. f. None of the above reasonably reflect the nature of risk management in the agency.
Landgate	Medium	1	Option d
Law Reform	Very small	2	Option c
Legal Aid	Medium	1	Option d
Legal Prac	Small	3	Option d
Local Govt	Small	3	Option b
Lotterywest	Small	1	Option e
Main Roads WA	Large	1	Option c
Meat Auth	Very small	3	Option c
Mental Health	Small	2	Option b
Metro Cemeteries	Small	1	Option e
Mid West Dev	Very small	2	Option b
Mines & Petroleum	Medium	2	Option e
MRA	Small	2	Option c
My Leave	Very small	3	Option d
National Trust	Small	1	Option e
Ombudsman	Small	3	Option e
Peel Dev	Very small	2	Option b
Perth Market	Small	1	Option e
Perth Theatre	Very small	1	Option c
Pilbara Dev	Small	2	Option b
Pilbara Institute	Small	1	Option b
Planning	Medium	3	Option e
Police	Large	1	Option d
Polytechnic West	Large	1	Option e
Potato Marketing	Very small	3	Option c
Premier & Cabinet	Medium	2	Option d
PSC	Small	3	Option c
Public Prosecutions	Medium	1	Option c
Public Transport	Large	1	Option e
QEII Medical Centre [1]	Very small	1	Option a
Racing, Gaming & Liquor	Small	3	Option e
Regional Dev & Lands	Medium	2	Option b
Rottnest Island	Small	1	Option c
SCSA	Small	3	Option e
Small Business	Small	2	Option c
South West Dev	Small	2	Option d
South West IT	Medium	1	Option c
Sport & Rec	Small	2	Option d
State Development	Small	2	Option b
State Library	Small	1	Option b
Tourism	Small	1	Option c
Training & Workforce Dev	Medium	1	Option d
Transport (Dept of)	Large	3	Option d
Treasury	Medium	3	Option d
VenuesWest	Medium	1	Option b
Vet Surgeons	Very small	3	Option f
WAIRC	Small	3	Option d
WA Museum	Small	1	Option e
Water (Dept of)	Medium	2	Option c
West Coast IT	Medium	1	Option c
Wheatbelt Dev	Very small	2	Option b
WorkCover	Small	1	Option d
Zoo	Small	1	Option e
Total			**1% responded A, 18% responded B, 24% responded C, 26% responded D, 29% responded E, 2% responded F.**

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	G7. Did your agency support public sector participation in the IEPNA in 2012–13 according to the following criteria?							G8. Did your agency use the following strategies in 2012–13 to ensure it meets the requirements of the *State Records Act 2000*?			
			a. The agency has specific programs and strategies in place to increase Aboriginal economic wellbeing	b. The agency has Reconciliation Action Plans (RAPs) incorporating Aboriginal economic participation strategies	c. The agency's procurement strategies are targeted to identify opportunities for Aboriginal employment and contracting of Aboriginal suppliers of goods and services	d. The agency has measureable Aboriginal workforce strategies (may include target driven recruitment strategies in the agency's Equal Employment Opportunity Management Plan)	e. The agency actively engages with Aboriginal clients to better understand their needs relevant to the agency's services	f. Staff have a contemporary understanding of Aboriginal people and culture and how this relates to the work of the agency	g. Others	a. Provide online advice about recordkeeping requirements	b. Provide in-house recordkeeping training	c. Monitor the usage of the agency's recordkeeping system	d. Provide employees with access to a copy of the agency's Recordkeeping Plan
Aboriginal Affairs	Small	2	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - fully	Being developed
Agric Produce Comm [1]	Very small	3	No	No	No	No	No	Yes - partially	No	No	No	No	No
Agriculture & Food	Large	2	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Being developed	No
Animal Resources	Small	1	No	No	No	No	No	No	N/A	Yes - partially	Yes - partially	Yes - fully	Yes - fully
Aqwest	Small	3	No	No	No	No	No	No	N/A	No	Yes - fully	Yes - fully	Yes - partially
Architects Board	Very small	3	No	No	No	No	No	No	N/A	No	Yes - partially	Yes - fully	Yes - fully
Art Gallery	Small	1	Yes - partially	No	No	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - partially	Yes - fully	Yes - fully
Attorney General	Large	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Auditor General	Small	3	No	No	No	No	No	No	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Botanic Gardens	Small	1	Yes - partially	Yes - fully	Yes - partially	Yes - partially	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Burswood Park	Very small	1	No	No	No	No	No	Being developed	N/A	No	Yes - partially	Yes - partially	Yes - partially
Busselton Water	Small	3	No	No	No	No	No	Yes - partially	N/A	Yes - partially	Yes - fully	Yes - fully	Being developed
C Y O'Connor Institute	Small	1	Yes - fully	Being developed	Being developed	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
CCC	Small	3	No	No	No	No	Yes - partially	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Central IT	Large	1	Being developed	Being developed	Yes - partially	Yes - fully	Yes - fully	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Challenger IT	Medium	1	Yes - fully	No	Yes - partially	Yes - partially	Yes - partially	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Chem Centre	Small	1	Yes - partially	No	No	Being developed	No	Yes - partially	N/A	Yes - partially	Yes - fully	No	No
Child Protection	Large	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - partially
Children & Young People	Very small	2	Yes - fully	No	Yes - partially	Yes - partially	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - partially	Yes - fully
CHSHA	Small	1	Yes - partially	No	No	No	Yes - partially	Yes - partially	N/A	No	Yes - fully	Yes - fully	Yes - fully
Commerce	Medium	3	Yes - partially	Yes - fully	No	Yes - partially	Yes - partially	Yes - partially	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Communities	Medium	1	No	Yes - fully	Being developed	Yes - fully	Yes - fully	Yes - partially	N/A	No	Being developed	Yes - fully	Yes - fully
Conservation Comm [1]	Very small	2	No	No	No	No	No	No	Yes - fully	No	No	No	No
Corrective Services	Large	1	Yes - partially	No	No	No	Yes - partially	Yes - partially	Yes - partially	Yes - fully	Yes - fully	Yes - fully	Yes - fully
CTF	Very small	1	Yes - fully	No	No	No	Yes - partially	Yes - partially	N/A	No	Yes - fully	Yes - fully	Yes - fully
Culture & the Arts	Small	1	Yes - partially	No	No	Yes - partially	Yes - partially	Yes - partially	N/A	Yes - partially	Yes - partially	Yes - fully	Being developed
Custodial Services	Very small	3	No	Yes - partially	Being developed	Yes - partially	Yes - fully	Yes - fully	N/A	Yes - partially	Yes - partially	Yes - fully	Yes - fully
DFES	Large	1	Yes - partially	Yes - partially	No	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - partially	Yes - fully	Yes - fully	Yes - fully
Disability Services	Large	2	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Drug & Alcohol	Small	2	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - partially	Being developed	Yes - fully
Durack IT	Medium	1	No	No	Yes - partially	Being developed	Yes - fully	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - fully	Being developed
Educ Services	Small	1	Yes - fully	No	No	Yes - partially	Yes - partially	Yes - partially	N/A	Yes - partially	Yes - fully	Yes - fully	Yes - fully
Education	Very large	1	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Electoral Comm	Small	1	No	Yes - fully	Yes - partially	No	Yes - partially	Yes - partially	N/A	Yes - partially	Yes - partially	Yes - partially	Yes - fully
Env & Conservation	Large	3	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Environment Protection	Small	3	No	No	Being developed	Being developed	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Being developed
Equal Opp	Small	2	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - partially	N/A	Yes - partially	Yes - partially	Yes - partially	Yes - partially
ERA	Small	3	No	Yes - fully	No	No	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Finance	Large	3	Yes - fully	Yes - fully	Yes - partially	Yes - partially	No	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Fisheries	Medium	3	Being developed	No	Yes - fully	Being developed	Yes - partially	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Forest Products	Small	2	No	No	No	No	Yes - fully	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Gascoyne Dev	Very small	2	Yes - fully	Yes - fully	Yes - fully	No	Yes - fully	Yes - fully	N/A	Being developed	Being developed	Yes - fully	Yes - fully
GESB	Medium	1	No	No	No	No	No	No	Medium	Yes - fully	Yes - fully	Yes - partially	Yes - fully
GoldEsp Dev	Very small	2	No	No	No	No	No	No	N/A	No	No	Yes - partially	Yes - fully
Goldfields IT	Small	1	No	Being developed	Being developed	Being developed	Yes - partially	Being developed	N/A	Yes - partially	Being developed	Being developed	Yes - fully
Gr Southern Dev	Very small	2	Yes - partially	No	Yes - partially	No	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Great Southern IT	Small	1	Yes - partially	No	No	Yes - partially	Yes - partially	Yes - partially	N/A	Yes - fully	Yes - fully	Being developed	Being developed
HDSCO	Very small	1	Being developed	Being developed	Being developed	No	Yes - partially	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - partially
Health	Very large	1	Yes - fully	Yes - fully	Being developed	Yes - fully	Yes - partially	Being developed	N/A	Yes - partially	Yes - fully	Yes - partially	Yes - partially
Healthway	Small	2	Yes - partially	No	No	Being developed	Yes - partially	Yes - partially	Yes - fully	Yes - partially	Yes - partially	Yes - fully	Yes - fully
Heritage	Small	2	No	No	No	No	No	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - partially	Yes - fully
Housing	Large	1	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Info Commissioner	Very small	3	No	No	No	No	No	No	N/A	No	No	No	Yes - fully
Insurance Comm	Medium	1	Yes - partially	Yes - partially	No	Yes - fully	No	Yes - partially	N/A	Yes - partially	Yes - partially	No	Yes - fully
Keep Aus Beautiful [1]	Very small	2	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	No	No	No	No
Kimberley Dev	Very small	2	Yes - fully	Yes - fully	No	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Kimberley TI	Small	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - partially

Agency	Size	Function	G7. Did your agency support public sector participation in the IEPNA in 2012–13 according to the following criteria?							G8. Did your agency use the following strategies in 2012–13 to ensure it meets the requirements of the *State Records Act 2000*?			
		1 = Service; 2 = Policy, development and co-ordination; 3 = Oversight, regulatory and sector administration	a. The agency has specific programs and strategies in place to increase Aboriginal economic wellbeing	b. The agency has Reconciliation Action Plans (RAPs) incorporating Aboriginal economic participation strategies	c. The agency's procurement strategies are targeted to identify opportunities for Aboriginal employment and contracting of Aboriginal suppliers of goods and services	d. The agency has measureable Aboriginal workforce strategies (may include target driven recruitment in the agency's Equal Employment Opportunity Management Plan)	e. The agency actively engages with Aboriginal clients to better understand their needs relevant to the agency's services	f. Staff have a contemporary understanding of Aboriginal people and culture and how this relates to the work of the agency	g. Others	a. Provide online advice about recordkeeping requirements	b. Provide in-house recordkeeping training	c. Monitor the usage of the agency's recordkeeping system	d. Provide employees with access to a copy of the agency's Recordkeeping Plan
Landgate	Medium	1	Yes - fully	Yes - fully	No	Yes - fully	Yes - partially	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Law Reform	Very small	2	No	No	No	No	No	Yes - fully	N/A	No	No	Yes - fully	Yes - fully
Legal Aid	Medium	1	No	Yes - fully	Yes - partially	Yes - partially	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - partially	No	Yes - fully
Legal Prac	Small	3	No	No	No	No	No	No	N/A	Being developed	Yes - fully	No	Yes - fully
Local Govt	Small	3	Yes - partially	Yes - partially	No	Yes - fully	Being developed	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - partially	No
Lotterywest	Small	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Main Roads WA	Large	1	Yes - fully	Yes - fully	No	Yes - partially	Yes - fully	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Meat Auth	Very small	3	No	No	No	No	No	No	N/A	No	Yes - partially	No	Yes - fully
Mental Health	Small	2	Yes - fully	No	No	Yes - partially	Yes - partially	Yes - partially	N/A	Yes - partially	Yes - partially	Yes - fully	Being developed
Metro Cemeteries	Small	1	No	No	No	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - partially	Yes - fully	Yes - fully
Mid West Dev	Very small	2	Yes - partially	No	No	No	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Mines & Petroleum	Medium	2	Yes - fully	Yes - fully	No	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - partially	Yes - fully
MRA	Small	2	No	Being developed	No	Being developed	No	No	N/A	Yes - partially	Yes - fully	Yes - fully	Yes - fully
My Leave	Very small	3	No	No	No	No	No	No	N/A	Yes - fully	Yes - fully	Yes - partially	Yes - fully
National Trust	Small	1	Yes - fully	Yes - fully	Being developed	Yes - partially	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Ombudsman	Small	3	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Peel Dev	Very small	2	Yes - partially	No	Yes - partially	Yes - partially	Yes - partially	Being developed	N/A	No	No	No	Yes - fully
Perth Market	Small	1	Being developed	Being developed	No	Yes - partially	No	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Perth Theatre	Very small	1	No	No	No	Yes - partially	Yes - fully	Yes - fully	N/A	Yes - partially	Yes - fully	Yes - fully	Being developed
Pilbara Dev	Small	2	Yes - partially	Yes - partially	No	Being developed	Yes - partially	Yes - partially	N/A	Yes - partially	Yes - partially	Yes - partially	Yes - fully
Pilbara Institute	Small	1	Yes - partially	Being developed	Being developed	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - partially	Yes - partially	Yes - fully	Yes - partially
Planning	Medium	3	Yes - fully	Yes - fully	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Medium	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Police	Large	1	No	No	No	Yes - partially	Yes - partially	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - partially	Yes - fully
Polytechnic West	Large	1	Yes - fully	Yes - fully	No	Yes - partially	Yes - fully	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Potato Marketing	Very small	3	No	No	No	No	No	No	N/A	No	No	Yes - partially	Being developed
Premier & Cabinet	Medium	2	Yes - fully	No	No	Yes - partially	Yes - fully	Yes - partially	No	Yes - fully	Yes - fully	Yes - fully	Yes - fully
PSC	Small	3	Yes - fully	No	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - partially	Yes - fully
Public Prosecutions	Medium	1	No	Yes - fully	No	Yes - fully	No	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Public Transport	Large	1	No	Yes - partially	Yes - partially	No	Yes - partially	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - partially	Yes - fully
QEII Medical Centre [1]	Very small	1	No	No	No	No	No	Yes - partially	N/A	Being developed	Being developed	Being developed	Being developed
Racing, Gaming & Liquor	Small	3	Yes - fully	Yes - partially	Being developed	No	Yes - partially	Yes - partially	N/A	No	Yes - fully	Yes - fully	Yes - fully
Regional Dev & Lands	Medium	2	Yes - fully	Being developed	Yes - partially	Yes - fully	Yes - partially	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Rottnest Island	Small	1	No	Yes - fully	Yes - partially	Yes - partially	Yes - partially	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - partially
SCSA	Small	3	No	No	No	Yes - partially	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Small Business	Small	2	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - partially	Yes - fully	Yes - fully	Yes - fully
South West Dev	Small	2	Yes - partially	No	Yes - partially	No	Yes - fully	Yes - partially	N/A	Yes - partially	Yes - partially	Yes - partially	Yes - partially
South West IT	Medium	1	No	Yes - partially	No	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Sport & Rec	Small	2	Yes - fully	No	Yes - fully	Yes - partially	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully
State Development	Small	2	Yes - partially	No	No	No	Yes - partially	Yes - partially	N/A	Yes - partially	Yes - partially	Being developed	Being developed
State Library	Small	1	No	Yes - partially	No	Yes - partially	Yes - partially	Yes - partially	Yes - fully	Yes - partially	Yes - partially	Yes - fully	No
Tourism	Small	1	Yes - fully	Yes - partially	No	No	Yes - fully	Yes - partially	Yes - fully	Yes - partially	Yes - fully	Yes - partially	Yes - fully
Training & Workforce Dev	Medium	1	Yes - fully	Being developed	Yes - partially	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Transport (Dept of)	Large	3	No	Yes - fully	No	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - fully	Yes - fully
Treasury	Medium	3	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Being developed	Being developed	N/A	Yes - fully	Yes - partially	Yes - partially	Yes - fully
VenuesWest	Medium	1	No	No	No	Yes - partially	No	No	N/A	Yes - fully	Yes - partially	No	Yes - fully
Vet Surgeons	Very small	3	No	No	No	No	No	No	N/A	No	Yes - partially	Yes - fully	Yes - fully
WAIRC	Small	3	Being developed	Yes - fully	Being developed	Being developed	Being developed	Yes - partially	N/A	Yes - fully	Yes - fully	Being developed	Yes - fully
WA Museum	Small	1	Being developed	Being developed	No	Yes - fully	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Water (Dept of)	Medium	2	No	No	No	No	No	No	Yes - fully	Yes - fully	Yes - partially	Yes - partially	Yes - partially
West Coast IT	Medium	1	No	Being developed	No	No	Yes - fully	Yes - fully	N/A	Being developed	Yes - fully	Yes - fully	Yes - partially
Wheatbelt Dev	Very small	2	No	No	No	No	Yes - partially	Yes - fully	Yes - fully	No	Yes - partially	No	Yes - fully
WorkCover	Small	1	No	Yes - fully	No	Yes - partially	No	No	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully
Zoo	Small	1	No	Yes - fully	Yes - partially	Being developed	Yes - partially	Being developed	Being developed	Yes - partially	Yes - fully	Yes - fully	Yes - fully
Total			**35% fully 18% partially**	**34% fully 10% partially**	**14% fully 20% partially**	**30% fully 26% partially**	**45% fully 27% partially**	**38% fully 40% partially**	**13% fully 1% partially**	**57% fully 23% partially**	**65% fully 24% partially**	**63% fully 20% partially**	**74% fully 10% partially**

Agency	Size	Function 1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	G8. Did your agency use the following strategies in 2012–13 to ensure it meets the requirements of the *State Records Act 2000*?			G10. Did your agency use social media platforms or networking tools in the following areas?						G12. What is the accessibility level of your agency's main website?
			e. Monitor allegations of non-compliance with the agency's Recordkeeping Plan	f. Include records management in the agency's internal audit plan	g. Others	a. Service delivery	b. Public consultation	c. Intra-agency collaboration	d. Inter-agency collaboration	e. Customer, client or stakeholder feedback	f. Others	
Aboriginal Affairs	Small	2	Yes - fully	Being developed	N/A	N/A	N/A	N/A	N/A	N/A	N/A	WCAG v2 AA
Agric Produce Comm [1]	Very small	3	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	Information not available
Agriculture & Food	Large	2	Being developed	Being developed	Yes - partially	No	No	Yes - partially	No	Yes - fully	Yes - fully	Information not available
Animal Resources	Small	1	Yes - partially	Yes - partially	N/A	N/A	N/A	N/A	N/A	N/A	N/A	WCAG v1 A
Aqwest	Small	3	Yes - fully	Yes - fully	N/A	N/A	N/A	N/A	N/A	N/A	N/A	None
Architects Board	Very small	3	Yes - fully	Yes - partially	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Information not available
Art Gallery	Small	1	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - partially	No	No	Yes - partially	N/A	Information not available
Attorney General	Large	1	Yes - fully	Yes - fully	N/A	No	No	No	Yes - fully	No	N/A	WCAG v2 AA
Auditor General	Small	3	Yes - fully	Yes - fully	N/A	Yes - partially	Yes - partially	Yes - partially	No	Yes - partially	Yes - partially	WCAG v2 AA
Botanic Gardens	Small	1	Yes - partially	Yes - fully	N/A	Yes - partially	No	No	No	Yes - partially	N/A	WCAG v1 A
Burswood Park	Very small	1	Yes - partially	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	WCAG v1 A
Busselton Water	Small	3	Being developed	Being developed	Yes - fully	N/A	N/A	N/A	N/A	N/A	N/A	Information not available
C Y O'Connor Institute	Small	1	Yes - partially	Yes - fully	N/A	Yes - fully	Yes - fully	No	No	Yes - fully	N/A	WCAG v1 AA
CCC	Small	3	Yes - fully	Yes - fully	N/A	N/A	N/A	N/A	N/A	N/A	N/A	WCAG v1 A
Central IT	Large	1	Yes - fully	Yes - fully	Being developed	Yes - partially	Yes - partially	Yes - partially	No	Yes - partially	N/A	WCAG v2 AA
Challenger IT	Medium	1	Yes - fully	Yes - fully	N/A	Yes - partially	Yes - partially	Yes - partially	Yes - partially	Yes - fully	N/A	WCAG v1 AA
Chem Centre	Small	1	No	Yes - fully	N/A	Yes - partially	Yes - partially	No	No	Yes - partially	N/A	WCAG v2 A
Child Protection	Large	1	Yes - partially	No	N/A	Yes - partially	Yes - partially	No	No	Yes - partially	N/A	WCAG v2 AA
Children & Young People	Very small	2	No	Yes - fully	N/A	Yes - partially	Yes - partially	No	Yes - partially	No	N/A	WCAG v2 AA
CHSHA	Small	1	Yes - fully	Yes - partially	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Commerce	Medium	3	Yes - fully	Yes - partially	Yes - fully	No	No	No	No	Yes - partially	N/A	WCAG v1 AA
Communities	Medium	1	Yes - partially	Yes - partially	N/A	Yes - partially	Yes - partially	Yes - fully	Yes - partially	Yes - fully	N/A	WCAG v1 AA
Conservation Comm [1]	Very small	2	No	No	Yes - fully	N/A	N/A	N/A	N/A	N/A	N/A	Information not available
Corrective Services	Large	1	Yes - fully	Being developed	N/A	N/A	N/A	N/A	N/A	N/A	N/A	WCAG v2 A
CTF	Very small	1	Yes - fully	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	WCAG v1 AAA
Culture & the Arts	Small	1	Being developed	Yes - fully	N/A	Yes - partially	Being developed	Being developed	Yes - partially	Yes - partially	Yes - partially	WCAG v2 A
Custodial Services	Very small	3	Yes - fully	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Information not available
DFES	Large	1	Being developed	Yes - fully	N/A	Yes - fully	Yes - partially	Yes - partially	Yes - partially	Yes - fully	N/A	WCAG v2 AA
Disability Services	Large	2	Yes - fully	Yes - fully	Yes - fully	Yes - partially	No	No	No	No	N/A	WCAG v2 AAA
Drug & Alcohol	Small	2	Yes - fully	Being developed	N/A	Yes - partially	Yes - partially	No	No	Yes - partially	N/A	WCAG v2 A
Durack IT	Medium	1	Yes - partially	Yes - fully	N/A	No	Being developed	Being developed	Yes - partially	Yes - partially	N/A	Information not available
Educ Services	Small	1	Yes - fully	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	WCAG v1 A
Education	Very large	1	Yes - partially	Yes - fully	N/A	Yes - partially	Yes - partially	Yes - partially	No	Yes - partially	N/A	None
Electoral Comm	Small	1	Yes - fully	Yes - fully	N/A	Yes - partially	Yes - partially	No	No	Yes - partially	N/A	WCAG v2 AA
Env & Conservation	Large	3	Yes - fully	Yes - fully	N/A	Yes - partially	Yes - partially	No	No	Yes - partially	N/A	WCAG v2 AA
Environment Protection	Small	3	Being developed	Being developed	Yes - fully	Yes - partially	Yes - partially	Being developed	Being developed	Yes - partially	N/A	WCAG v2 AA
Equal Opp	Small	2	Yes - partially	Yes - partially	N/A	N/A	N/A	N/A	N/A	N/A	N/A	WCAG v2 A
ERA	Small	3	Yes - fully	Yes - fully	N/A	N/A	N/A	N/A	N/A	N/A	N/A	WCAG v2 A
Finance	Large	3	Yes - fully	Yes - fully	N/A	Yes - partially	Being developed	Being developed	Being developed	Being developed	Yes - partially	Information not available
Fisheries	Medium	3	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - partially	Yes - partially	Yes - partially	Yes - fully	N/A	WCAG v2 AA
Forest Products	Small	2	Yes - fully	Yes - fully	N/A	No	Being developed	No	No	Being developed	Being developed	WCAG v2 AA
Gascoyne Dev	Very small	2	Yes - fully	Yes - fully	N/A	N/A	N/A	N/A	N/A	N/A	N/A	WCAG v1 A
GESB	Medium	1	Yes - fully	Yes - fully	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Information not available
GoldEsp Dev	Very small	2	No	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	WCAG v2 AA
Goldfields IT	Small	1	No	Being developed	N/A	Yes - fully	Yes - fully	No	No	Yes - fully	N/A	WCAG v2 A
Gr Southern Dev	Very small	2	Yes - fully	Yes - fully	N/A	N/A	N/A	N/A	N/A	N/A	N/A	WCAG v1 A
Great Southern IT	Small	1	Yes - fully	Yes - fully	N/A	Yes - partially	No	No	No	Yes - partially	N/A	WCAG v1 A
HDSCO	Very small	1	Yes - partially	Being developed	N/A	N/A	N/A	N/A	N/A	N/A	N/A	WCAG v1 AAA
Health	Very large	1	Yes - fully	Yes - fully	N/A	No	No	No	Yes - partially	Yes - partially	Yes - fully	None
Healthway	Small	2	Yes - fully	Yes - fully	N/A	Yes - partially	Yes - partially	No	No	Yes - partially	N/A	WCAG v2 AA
Heritage	Small	2	Yes - fully	Yes - fully	N/A	N/A	N/A	N/A	N/A	N/A	N/A	WCAG v2 AA
Housing	Large	1	Yes - fully	Yes - partially	N/A	No	No	No	No	Yes - partially	Yes - partially	WCAG v2 A
Info Commissioner	Very small	3	Yes - fully	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	WCAG v1 AAA
Insurance Comm	Medium	1	No	Yes - partially	N/A	N/A	N/A	N/A	N/A	N/A	N/A	WCAG v1 AA
Keep Aus Beautiful [1]	Very small	2	No	No	No	Yes - fully	Yes - fully	Yes - partially	Yes - partially	Yes - fully	No	WCAG v1 AA
Kimberley Dev	Very small	2	Yes - fully	No	Yes - fully	N/A	N/A	N/A	N/A	N/A	N/A	Information not available
Kimberley TI	Small	1	Yes - fully	Yes - fully	N/A	Yes - partially	No	Yes - partially	Yes - partially	Yes - partially	N/A	Information not available
Landgate	Medium	1	Yes - partially	Yes - fully	No	Yes - partially	No	No	No	Yes - partially	Yes - partially	Information not available
Law Reform	Very small	2	Yes - fully	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	None

Agency	Size	Function	G8. Did your agency use the following strategies in 2012–13 to ensure it meets the requirements of the *State Records Act 2000*?			G10. Did your agency use social media platforms or networking tools in the following areas?						G12. What is the accessibility level of your agency's main website?
		1 = Service 2 = Policy, development and co-ordination 3 = Oversight, regulatory and sector administration	e. Monitor allegations of non-compliance with the agency's Recordkeeping Plan	f. Include records management in the agency's internal audit plan	g. Others	a. Service delivery	b. Public consultation	c. Intra-agency collaboration	d. Inter-agency collaboration	e. Customer, client or stakeholder feedback	f. Others	
Legal Aid	Medium	1	No	Yes - fully	N/A	Yes - fully	No	No	No	No	N/A	None
Legal Prac	Small	3	No	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	WCAG v2 A
Local Govt	Small	3	No	Yes - fully	N/A	N/A	N/A	N/A	N/A	N/A	N/A	WCAG v1 AA
Lotterywest	Small	1	Yes - partially	Yes - partially	N/A	Yes - fully	Yes - fully	Being developed	Yes - fully	Yes - fully	N/A	WCAG v2 A
Main Roads WA	Large	1	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - partially	Yes - partially	Yes - partially	Yes - partially	No	None
Meat Auth	Very small	3	No	Being developed	N/A	Yes - fully	Yes - partially	No	No	Yes - fully	N/A	Information not available
Mental Health	Small	2	Being developed	Yes - fully	N/A	N/A	N/A	N/A	N/A	N/A	N/A	WCAG v2 A
Metro Cemeteries	Small	1	Yes - fully	Yes - fully	N/A	N/A	N/A	N/A	N/A	N/A	N/A	WCAG v2 A
Mid West Dev	Very small	2	Yes - fully	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	WCAG v1 A
Mines & Petroleum	Medium	2	Yes - fully	Yes - partially	N/A	N/A	N/A	N/A	N/A	N/A	N/A	WCAG v2 A
MRA	Small	2	No	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	Yes - fully	Yes - fully	N/A	WCAG v1 AA
My Leave	Very small	3	No	Yes - fully	N/A	N/A	N/A	N/A	N/A	N/A	N/A	WCAG v2 AA
National Trust	Small	1	Yes - fully	Yes - fully	N/A	Yes - fully	Yes - fully	Yes - fully	No	Yes - fully	N/A	WCAG v2 AAA
Ombudsman	Small	3	Yes - fully	Yes - fully	N/A	N/A	N/A	N/A	N/A	N/A	N/A	WCAG v1 A
Peel Dev	Very small	2	Yes - partially	Being developed	N/A	Yes - partially	Yes - fully	Yes - partially	No	Yes - fully	No	WCAG v1 A
Perth Market	Small	1	Yes - fully	Yes - fully	N/A	Being developed	Being developed	No	No	Yes - fully	Yes - fully	WCAG v2 A
Perth Theatre	Very small	1	No	Yes - fully	N/A	N/A	N/A	N/A	N/A	N/A	N/A	WCAG v2 A
Pilbara Dev	Small	2	No	Yes - partially	N/A	N/A	N/A	N/A	N/A	N/A	N/A	WCAG v2 A
Pilbara Institute	Small	1	Yes - fully	Yes - fully	N/A	N/A	N/A	N/A	N/A	N/A	N/A	WCAG v2 A
Planning	Medium	3	Yes - partially	Yes - fully	N/A	Yes - fully	No	No	No	No	N/A	WCAG v1 AA
Police	Large	1	Yes - partially	Yes - fully	N/A	Yes - fully	Yes - partially	No	Yes - fully	Yes - fully	N/A	WCAG v2 A
Polytechnic West	Large	1	Yes - fully	Yes - partially	N/A	Yes - partially	No	No	No	Yes - fully	N/A	None
Potato Marketing	Very small	3	Being developed	Yes - partially	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Information not available
Premier & Cabinet	Medium	2	Yes - fully	Yes - fully	N/A	Being developed	Yes - partially	No	No	Yes - partially	N/A	WCAG v2 A
PSC	Small	3	Yes - partially	No	N/A	No	No	Yes - partially	Yes - partially	Yes - partially	N/A	None
Public Prosecutions	Medium	1	Yes - fully	Yes - fully	N/A	N/A	N/A	N/A	N/A	N/A	N/A	WCAG v2 AA
Public Transport	Large	1	Yes - partially	Yes - fully	Yes - partially	Yes - partially	No	Yes - partially	Yes - partially	No	N/A	WCAG v2 AA
QEII Medical Centre [1]	Very small	1	Being developed	Being developed	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Information not available
Racing, Gaming & Liquor	Small	3	Being developed	Yes - fully	N/A	No	No	No	No	Yes - fully	N/A	WCAG v2 AA
Regional Dev & Lands	Medium	2	Being developed	Being developed	N/A	Being developed	Yes - partially	No	Being developed	Yes - partially	N/A	WCAG v2 A
Rottnest Island	Small	1	Yes - fully	Yes - partially	N/A	Yes - fully	Yes - fully	Yes - partially	Yes - partially	Yes - fully	N/A	WCAG v2 A
SCSA	Small	3	Yes - fully	Yes - fully	N/A	Yes - partially	Yes - partially	No	No	Yes - partially	N/A	WCAG v2 A
Small Business	Small	2	Yes - partially	No	N/A	Yes - fully	Yes - partially	No	Yes - partially	Yes - partially	N/A	WCAG v1 AA
South West Dev	Small	2	No	Being developed	N/A	Yes - partially	Yes - partially	No	Yes - partially	Yes - partially	N/A	WCAG v2 AAA
South West IT	Medium	1	Yes - fully	Yes - fully	N/A	Yes - partially	No	No	No	No	N/A	Information not available
Sport & Rec	Small	2	Yes - fully	Yes - fully	N/A	Yes - partially	Yes - partially	No	No	Yes - fully	N/A	None
State Development	Small	2	Being developed	Yes - fully	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Information not available
State Library	Small	1	No	No	N/A	Yes - fully	No	Yes - fully	No	Yes - fully	N/A	WCAG v2 A
Tourism	Small	1	Yes - partially	Being developed	Yes - fully	Yes - fully	No	No	No	Yes - fully	N/A	WCAG v1 AAA
Training & Workforce Dev	Medium	1	Yes - fully	Yes - fully	Yes - fully	Yes - partially	No	Yes - partially	No	Yes - partially	N/A	WCAG v1 A
Transport (Dept of)	Large	3	Yes - fully	Yes - fully	N/A	Yes - partially	No	No	No	No	Yes - fully	WCAG v1 AAA
Treasury	Medium	3	Yes - partially	No	N/A	No	No	No	No	No	Yes - partially	None
VenuesWest	Medium	1	Yes - partially	Yes - fully	N/A	Yes - fully	No	No	No	No	Yes - fully	WCAG v2 A
Vet Surgeons	Very small	3	Yes - fully	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Information not available
WAIRC	Small	3	Yes - partially	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	WCAG v2 AA
WA Museum	Small	1	No	No	N/A	Yes - fully	Yes - partially	Yes - partially	No	Yes - fully	N/A	WCAG v2 AA
Water (Dept of)	Medium	2	Yes - partially	Being developed	N/A	No	No	Yes - partially	No	No	N/A	WCAG v1 AAA
West Coast IT	Medium	1	Yes - partially	Yes - fully	N/A	No	Yes - partially	No	No	Yes - fully	N/A	Information not available
Wheatbelt Dev	Very small	2	No	Being developed	N/A	N/A	N/A	N/A	N/A	N/A	N/A	None
WorkCover	Small	1	Being developed	Yes - fully	Being developed	N/A	N/A	N/A	N/A	N/A	N/A	None
Zoo	Small	1	Yes - fully	Yes - fully	Yes - fully	No	No	No	No	Yes - partially	Yes - fully	WCAG v2 A
		Total	49% fully 22% partially	53% fully 13% partially	9% fully 2% partially	31% fully 45% partially	12% fully 42% partially	6% fully 26% partially	6% fully 25% partially	35% fully 46% partially	9% fully 9% partially	45% WCAG v2

3. Employee perception survey results

The employee perception survey (EPS) evaluates employee views about public sector management and administration, equity and diversity, and employment conditions. This information helps the Public Sector Commission to understand workplace culture, identify areas of concern and acknowledge good practice. The EPS is also a valuable tool for entities to assess employee awareness of codes of ethics and conduct, the PID Act, and the public sector standards in human resource management.

In this section, EPS results for agencies surveyed are aggregated and are provided for all respondents by age group, gender, diversity group, location, and managerial responsibility.

The EPS is typically conducted in each public sector body with more than 20 employees once every five years. Different regional areas or business units for the largest agencies, Department of Health and Department of Education, are surveyed every year.

In 2013, 17 entities, out of a possible 85 (with more than 20 employees), completed the survey (including two regional areas from the Department of Health and one from the Department of Education). The average response rate to the survey was 38%.

To improve the representativeness of the sample, entities were selected across a range of sizes and portfolios. However, care should be taken in interpreting the EPS results because the sample may not be entirely representative of the broader public sector.

Table 3.1 provides a comparison of the demographics of the EPS respondents with those of the wider public sector. Compared with the sector, EPS respondents were more likely to be male and working in a regional location.

Table 3.2 provides a list of the entities that completed the EPS in 2013 and their individual response rates.

Table 3.3 provides the summary of EPS results for those agencies surveyed.

Table 3.1   Comparison of EPS respondents and WA public sector employees, 2013

		EPS respondents (%)	WA public sector (%)
Gender	Men	38	28
	Women	62	72
Region	Metropolitan	63	76
	Regional	37	24
Age (years)	Under 30	11	14
	30 – 49	46	47
	50 – 64	40	35
	65 and over	3	4

Table 3.2   EPS response rates for entities, 2013

Participating entity	Surveys distributed	Surveys returned	Response rate (%)
Department of Aboriginal Affairs	318	82	26
Department of Agriculture and Food	1 235	653	53
Department of Education – Midwest Region	1 659	355	21
Department of Fisheries	560	212	38
Department of Health – Western Australia Country Health Service – Great Southern	1 870	356	19
Department of Health – Western Australia Country Health Service – Midwest	1 727	370	21
Department of Sport and Recreation	202	132	65
Department of the Attorney General	1 645	806	49
Durack Institute of Technology	229	135	59
Forest Products Commission	165	107	65
Great Southern Institute of Technology	211	119	56
Insurance Commission of Western Australia	350	173	49
Legal Aid Commission of Western Australia	324	134	41
Metropolitan Redevelopment Authority	106	68	64
Polytechnic West	1 139	473	42
Western Australia Police Service (unsworn)	1 900	979	52
Western Australian Tourism Commission	94	53	56
Total	**13 734**	**5 207**	**38**

Table 3.3   Summary of EPS results for participating agencies

Employee perception survey question	Response options	Overall	Where is your primary work location?		Gender		Age group			Do you have senior managerial responsibility?		Are you of Indigenous origin?		Do you consider yourself to be from an ethnic minority group?		Do you have an impairment that results in a permanent disability?	
			Metropolitan	Regional/Rural	Male	Female	24 years and under	25 to 44 years	45 years and over	Manager	Not a manager	Indigenous Australian	Not an Indigenous Australian	Ethnic minority	Not an ethnic minority	Disability	No disability
A1. In relation to your current job, please indicate your level of satisfaction with the following statements.	**The job overall**																
	Very satisfied	31%	28%	35%	29%	32%	28%	28%	33%	35%	30%	36%	31%	28%	31%	29%	31%
	Moderately satisfied	40%	39%	42%	38%	42%	44%	41%	39%	41%	40%	37%	40%	33%	41%	31%	41%
	Mildly satisfied	14%	16%	11%	16%	12%	16%	16%	12%	12%	14%	13%	14%	17%	13%	15%	14%
	Neither satisfied nor dissatisfied	4%	4%	3%	4%	3%	8%	4%	3%	2%	4%	4%	4%	6%	4%	7%	4%
	Mildly dissatisfied	5%	5%	4%	5%	5%	3%	5%	5%	5%	5%	4%	5%	6%	5%	7%	5%
	Moderately dissatisfied	4%	5%	3%	4%	4%	2%	4%	4%	3%	4%	4%	4%	5%	4%	5%	4%
	Very dissatisfied	2%	3%	2%	3%	2%	0%	2%	3%	1%	3%	3%	2%	5%	2%	7%	2%
	Your agency as an employer																
	Very satisfied	24%	23%	26%	21%	27%	34%	23%	25%	25%	24%	32%	24%	23%	25%	17%	25%
	Moderately satisfied	35%	34%	37%	32%	38%	36%	37%	34%	39%	34%	31%	35%	29%	36%	35%	35%
	Mildly satisfied	15%	16%	15%	17%	14%	17%	17%	15%	16%	15%	15%	15%	15%	15%	10%	16%
	Neither satisfied nor dissatisfied	6%	7%	4%	7%	5%	5%	6%	6%	5%	6%	7%	6%	10%	6%	8%	6%
	Mildly dissatisfied	8%	8%	7%	8%	7%	6%	7%	8%	7%	8%	5%	8%	6%	8%	12%	8%
	Moderately dissatisfied	6%	6%	6%	8%	5%	1%	6%	7%	5%	7%	6%	6%	9%	6%	9%	6%
	Very dissatisfied	5%	6%	4%	7%	4%	2%	4%	6%	4%	5%	4%	5%	9%	5%	9%	5%
A2. In relation to your current job, please indicate your level of agreement with the following statements.	**My job allows me to utilise my skills, knowledge and abilities**																
	Strongly agree	37%	34%	42%	34%	39%	28%	35%	39%	46%	34%	37%	37%	35%	37%	33%	37%
	Moderately agree	34%	34%	34%	34%	34%	36%	34%	34%	35%	34%	24%	34%	26%	35%	31%	34%
	Mildly agree	15%	16%	13%	16%	14%	24%	18%	12%	12%	16%	22%	15%	18%	15%	13%	15%
	Neither agree nor disagree	2%	3%	2%	2%	2%	5%	2%	2%	0%	3%	5%	2%	2%	2%	3%	2%
	Mildly disagree	5%	5%	4%	6%	4%	4%	5%	5%	3%	5%	4%	5%	6%	5%	7%	5%
	Moderately disagree	4%	4%	4%	5%	4%	1%	4%	4%	2%	4%	5%	4%	5%	4%	4%	4%
	Strongly disagree	3%	4%	2%	4%	3%	2%	3%	4%	2%	4%	3%	3%	8%	3%	8%	3%
	Don't know or does not apply	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	I am motivated to do the best possible work that I can																
	Strongly agree	44%	39%	51%	37%	48%	40%	39%	48%	49%	42%	50%	44%	42%	44%	40%	44%
	Moderately agree	29%	30%	28%	30%	29%	33%	31%	28%	31%	29%	25%	30%	22%	30%	33%	29%
	Mildly agree	12%	13%	10%	14%	10%	14%	15%	10%	10%	12%	12%	12%	13%	12%	11%	12%
	Neither agree nor disagree	4%	5%	2%	5%	3%	5%	4%	4%	2%	4%	5%	4%	5%	4%	3%	4%
	Mildly disagree	4%	5%	3%	5%	4%	5%	5%	4%	3%	4%	4%	4%	6%	4%	4%	4%
	Moderately disagree	3%	4%	3%	4%	3%	2%	4%	3%	2%	4%	2%	3%	5%	3%	4%	3%
	Strongly disagree	4%	4%	2%	5%	3%	2%	3%	4%	2%	4%	2%	4%	7%	3%	5%	3%
	Don't know or does not apply	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Employees in my agency feel they are valued for their contribution																
	Strongly agree	11%	10%	14%	9%	13%	20%	11%	11%	11%	11%	18%	11%	11%	11%	9%	11%
	Moderately agree	26%	24%	30%	23%	28%	24%	26%	27%	32%	25%	28%	26%	25%	26%	20%	26%
	Mildly agree	22%	22%	22%	22%	21%	23%	23%	20%	25%	21%	16%	22%	17%	22%	16%	22%
	Neither agree nor disagree	9%	10%	8%	10%	8%	12%	9%	9%	7%	10%	11%	9%	10%	9%	10%	9%
	Mildly disagree	13%	14%	10%	14%	12%	12%	13%	12%	12%	13%	8%	13%	14%	13%	14%	13%
	Moderately disagree	9%	9%	8%	10%	8%	4%	8%	9%	6%	10%	11%	9%	11%	9%	12%	9%
	Strongly disagree	9%	10%	7%	10%	8%	3%	8%	9%	6%	10%	7%	9%	11%	9%	17%	8%
	Don't know or does not apply	1%	2%	1%	1%	2%	1%	1%	2%	1%	2%	1%	1%	1%	1%	2%	1%
	I am proud to work in the Western Australian public sector																
	Strongly agree	38%	37%	38%	35%	40%	40%	34%	40%	39%	37%	47%	37%	44%	37%	37%	38%
	Moderately agree	29%	28%	31%	28%	30%	31%	30%	28%	32%	28%	27%	29%	21%	30%	23%	30%
	Mildly agree	14%	14%	13%	15%	13%	16%	15%	13%	13%	14%	8%	14%	12%	14%	15%	14%
	Neither agree nor disagree	12%	13%	12%	14%	11%	10%	13%	12%	10%	13%	13%	12%	13%	12%	11%	12%
	Mildly disagree	3%	3%	2%	3%	3%	2%	3%	3%	2%	3%	2%	3%	3%	3%	3%	3%
	Moderately disagree	3%	3%	3%	3%	2%	1%	2%	3%	2%	3%	2%	3%	2%	3%	8%	2%
	Strongly disagree	2%	2%	2%	2%	1%	1%	1%	2%	1%	2%	2%	2%	4%	1%	2%	2%
	Don't know or does not apply	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	I would recommend the Western Australian public sector as a good place to work																
	Strongly agree	30%	30%	30%	25%	33%	38%	29%	30%	31%	30%	41%	29%	36%	29%	26%	30%
	Moderately agree	32%	32%	33%	31%	33%	35%	34%	31%	33%	32%	26%	32%	25%	32%	27%	32%
	Mildly agree	17%	17%	16%	19%	15%	13%	18%	16%	17%	17%	13%	17%	15%	17%	19%	17%
	Neither agree nor disagree	11%	12%	11%	13%	11%	8%	11%	12%	10%	12%	13%	11%	12%	11%	12%	11%
	Mildly disagree	4%	4%	4%	5%	3%	4%	4%	4%	4%	4%	1%	4%	3%	4%	4%	4%
	Moderately disagree	3%	3%	3%	4%	3%	2%	3%	3%	2%	3%	3%	3%	3%	3%	6%	3%
	Strongly disagree	3%	3%	3%	4%	2%	1%	2%	3%	2%	3%	3%	3%	6%	3%	6%	3%
	Don't know or does not apply	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
B1. Please indicate your level of agreement with the following statements.	**In your work area, communication between senior managers and other employees is effective**																
	Strongly agree	18%	17%	19%	15%	20%	24%	18%	18%	21%	17%	23%	18%	17%	18%	14%	18%
	Moderately agree	28%	27%	30%	26%	29%	33%	27%	29%	37%	26%	23%	28%	25%	29%	29%	28%
	Mildly agree	19%	19%	20%	20%	18%	21%	20%	18%	18%	20%	19%	19%	19%	19%	14%	19%
	Neither agree nor disagree	5%	5%	5%	6%	5%	6%	5%	6%	4%	5%	8%	5%	6%	5%	4%	5%
	Mildly disagree	10%	10%	10%	11%	10%	7%	12%	9%	8%	11%	11%	10%	10%	10%	9%	10%
	Moderately disagree	8%	9%	7%	9%	7%	5%	8%	8%	6%	9%	7%	8%	7%	8%	9%	8%
	Strongly disagree	11%	12%	8%	12%	10%	4%	10%	11%	6%	12%	11%	11%	17%	10%	21%	10%
	Don't know or does not apply	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Your input is adequately sought and considered about decisions that directly affect you																
	Strongly agree	20%	18%	21%	18%	21%	19%	19%	20%	27%	17%	23%	19%	17%	20%	12%	20%
	Moderately agree	27%	25%	30%	24%	29%	34%	27%	27%	32%	26%	25%	27%	25%	27%	25%	27%
	Mildly agree	18%	18%	18%	18%	17%	19%	19%	17%	18%	18%	15%	18%	15%	18%	15%	18%
	Neither agree nor disagree	7%	7%	6%	8%	6%	13%	6%	6%	4%	7%	9%	6%	6%	6%	8%	6%
	Mildly disagree	10%	10%	9%	10%	10%	8%	11%	9%	8%	10%	11%	10%	10%	10%	11%	10%
	Moderately disagree	9%	9%	8%	10%	8%	3%	9%	9%	6%	9%	8%	9%	9%	9%	12%	9%
	Strongly disagree	10%	12%	7%	12%	9%	5%	8%	11%	5%	11%	8%	10%	16%	10%	16%	10%
	Don't know or does not apply	1%	1%	0%	0%	1%	0%	1%	0%	0%	1%	1%	1%	1%	1%	0%	1%
	Good information management practices are promoted and supported in your work area																
	Strongly agree	19%	18%	21%	16%	21%	27%	18%	19%	21%	19%	28%	19%	17%	19%	15%	19%
	Moderately agree	28%	27%	30%	26%	30%	30%	28%	28%	37%	26%	22%	28%	23%	29%	25%	28%
	Mildly agree	19%	19%	19%	20%	18%	19%	20%	18%	18%	19%	15%	19%	18%	19%	20%	19%
	Neither agree nor disagree	9%	9%	9%	11%	8%	11%	9%	9%	7%	10%	9%	9%	10%	9%	8%	9%
	Mildly disagree	9%	9%	7%	10%	8%	6%	10%	8%	8%	9%	10%	9%	10%	9%	8%	9%

SECTION A: GENERAL IMPRESSIONS

SECTION B: HUMAN RESOURCE MANAGEMENT AND AGENCY ADMINISTRATION

SECTION B: HUMAN RESOURCE MANAGEMENT AND AGENCY ADMINISTRATION

Employee perception survey question	Statement	Response options	Overall	Metropolitan	Regional/Rural	Male	Female	24 years and under	25 to 44 years	45 years and over	Manager	Not a manager	Indigenous Australian	Not an Indigenous Australian	Ethnic minority	Not an ethnic minority	Disability	No disability
		Moderately disagree	7%	8%	6%	7%	7%	3%	7%	8%	4%	8%	6%	7%	7%	7%	9%	7%
		Strongly disagree	9%	10%	7%	10%	8%	3%	8%	9%	5%	10%	8%	9%	14%	8%	15%	8%
		Don't know or does not apply	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%
B2. Please indicate your level of agreement with the following statements. Your immediate supervisor:	Keeps you informed of what is going on	Strongly agree	35%	35%	37%	32%	37%	47%	37%	34%	41%	34%	41%	35%	32%	36%	31%	36%
		Moderately agree	28%	28%	29%	29%	28%	26%	29%	28%	30%	28%	22%	28%	27%	28%	23%	29%
		Mildly agree	15%	16%	14%	16%	15%	16%	16%	15%	14%	16%	14%	15%	13%	15%	14%	15%
		Neither agree nor disagree	5%	5%	5%	6%	4%	4%	3%	6%	4%	5%	7%	5%	6%	5%	6%	5%
		Mildly disagree	6%	6%	6%	5%	6%	4%	6%	6%	5%	6%	8%	6%	7%	6%	7%	6%
		Moderately disagree	5%	5%	4%	5%	5%	2%	5%	5%	3%	5%	3%	5%	7%	5%	7%	5%
		Strongly disagree	5%	5%	5%	5%	5%	1%	4%	6%	3%	6%	4%	5%	8%	5%	11%	5%
		Don't know or does not apply	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	1%	0%	0%	0%	1%	0%
	Makes use of appropriate communication and interpersonal skills when dealing with you	Strongly agree	40%	39%	43%	35%	43%	50%	42%	38%	45%	39%	46%	40%	37%	40%	33%	41%
		Moderately agree	28%	28%	27%	29%	27%	26%	27%	28%	29%	28%	19%	28%	26%	28%	27%	28%
		Mildly agree	13%	14%	12%	15%	12%	14%	14%	13%	13%	13%	14%	13%	15%	13%	11%	13%
		Neither agree nor disagree	5%	6%	5%	7%	4%	4%	4%	6%	4%	6%	9%	5%	5%	5%	7%	5%
		Mildly disagree	4%	4%	4%	3%	5%	3%	4%	4%	3%	4%	4%	4%	2%	4%	3%	4%
		Moderately disagree	4%	5%	4%	5%	4%	3%	4%	5%	3%	5%	2%	4%	5%	4%	8%	4%
		Strongly disagree	5%	5%	4%	5%	4%	1%	3%	6%	3%	5%	5%	5%	9%	4%	10%	4%
		Don't know or does not apply	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	1%	0%	0%	0%	1%	0%
	Is effective in managing people	Strongly agree	32%	30%	34%	27%	35%	45%	34%	30%	34%	31%	39%	32%	28%	32%	27%	32%
		Moderately agree	28%	28%	27%	29%	27%	26%	28%	28%	30%	27%	21%	28%	26%	28%	28%	28%
		Mildly agree	14%	14%	14%	15%	13%	14%	14%	14%	15%	14%	12%	14%	15%	14%	12%	14%
		Neither agree nor disagree	7%	7%	7%	8%	6%	7%	5%	8%	7%	7%	10%	7%	10%	7%	7%	7%
		Mildly disagree	6%	7%	5%	6%	6%	4%	7%	6%	5%	6%	5%	6%	5%	6%	5%	6%
		Moderately disagree	5%	5%	5%	5%	5%	3%	5%	5%	4%	6%	4%	5%	5%	5%	4%	5%
		Strongly disagree	7%	8%	6%	8%	7%	2%	6%	9%	5%	8%	5%	8%	12%	7%	16%	7%
		Don't know or does not apply	1%	1%	1%	1%	1%	0%	1%	1%	1%	1%	2%	1%	0%	1%	1%	1%
	Appropriately deals with employees that perform poorly	Strongly agree	19%	18%	20%	15%	21%	32%	19%	18%	22%	18%	28%	19%	17%	19%	16%	19%
		Moderately agree	20%	20%	21%	21%	20%	23%	19%	21%	25%	19%	21%	20%	19%	20%	16%	20%
		Mildly agree	13%	13%	13%	14%	13%	14%	14%	12%	16%	12%	5%	13%	12%	13%	12%	13%
		Neither agree nor disagree	13%	13%	12%	15%	12%	10%	12%	14%	11%	13%	14%	13%	13%	13%	15%	13%
		Mildly disagree	8%	8%	8%	8%	8%	6%	9%	7%	7%	8%	8%	8%	9%	8%	4%	8%
		Moderately disagree	6%	7%	5%	6%	6%	3%	7%	6%	4%	6%	7%	6%	4%	6%	7%	6%
		Strongly disagree	10%	11%	9%	10%	10%	6%	8%	11%	7%	11%	8%	10%	16%	9%	15%	9%
		Don't know or does not apply	11%	11%	12%	11%	12%	8%	12%	11%	8%	12%	10%	11%	9%	11%	14%	11%
B3. Please indicate your level of agreement with the following statements.	Recruitment and promotion decisions in this agency are fair	Strongly agree	16%	14%	19%	15%	17%	21%	16%	16%	26%	14%	16%	16%	13%	16%	11%	16%
		Moderately agree	26%	25%	27%	26%	25%	26%	26%	26%	31%	24%	27%	26%	19%	26%	21%	26%
		Mildly agree	15%	15%	14%	14%	15%	16%	16%	13%	14%	15%	15%	15%	12%	15%	12%	15%
		Neither agree nor disagree	12%	12%	11%	12%	11%	10%	11%	13%	8%	13%	8%	12%	13%	12%	13%	12%
		Mildly disagree	9%	10%	8%	9%	10%	11%	10%	8%	7%	10%	8%	9%	6%	10%	9%	9%
		Moderately disagree	7%	7%	6%	7%	6%	4%	7%	7%	5%	7%	8%	7%	7%	7%	13%	6%
		Strongly disagree	10%	12%	7%	11%	9%	4%	9%	11%	8%	11%	12%	10%	24%	9%	17%	10%
		Don't know or does not apply	6%	5%	7%	4%	7%	7%	5%	6%	2%	7%	6%	6%	5%	6%	5%	6%
B3. Please indicate your level of agreement with the following statements.	Generally speaking, the recruitment and selection processes in your workplace are unbiased and candidates are selected on the basis of merit	Strongly agree	22%	20%	24%	22%	21%	25%	21%	22%	35%	18%	20%	22%	16%	22%	14%	22%
		Moderately agree	25%	24%	26%	24%	25%	25%	25%	25%	28%	24%	22%	25%	18%	25%	20%	25%
		Mildly agree	14%	14%	13%	15%	13%	14%	15%	12%	13%	14%	11%	14%	10%	14%	11%	14%
		Neither agree nor disagree	11%	12%	10%	11%	12%	14%	11%	12%	7%	13%	13%	11%	15%	11%	13%	11%
		Mildly disagree	9%	9%	8%	8%	9%	6%	9%	8%	6%	9%	8%	9%	7%	9%	8%	9%
		Moderately disagree	6%	7%	4%	7%	5%	3%	6%	6%	4%	6%	5%	6%	8%	6%	11%	5%
		Strongly disagree	8%	10%	6%	9%	8%	4%	7%	10%	5%	9%	13%	8%	20%	8%	17%	8%
		Don't know or does not apply	6%	5%	8%	5%	7%	8%	6%	6%	1%	7%	7%	6%	5%	6%	7%	6%
	Positions are generally advertised within a reasonable time of becoming vacant	Strongly agree	18%	16%	21%	16%	19%	22%	18%	18%	23%	17%	19%	18%	20%	18%	15%	18%
		Moderately agree	22%	22%	22%	22%	22%	28%	21%	22%	27%	20%	26%	22%	18%	22%	18%	22%
		Mildly agree	14%	15%	14%	14%	15%	12%	16%	14%	15%	14%	14%	15%	14%	15%	11%	15%
		Neither agree nor disagree	12%	14%	10%	14%	11%	17%	11%	13%	8%	13%	9%	12%	17%	12%	13%	12%
		Mildly disagree	9%	9%	9%	9%	9%	6%	10%	8%	9%	9%	6%	9%	7%	9%	10%	9%
		Moderately disagree	7%	7%	7%	8%	7%	3%	7%	8%	8%	7%	11%	7%	6%	7%	11%	7%
		Strongly disagree	9%	9%	9%	9%	9%	5%	8%	10%	7%	9%	9%	9%	12%	9%	14%	9%
		Don't know or does not apply	8%	8%	8%	8%	8%	7%	9%	8%	3%	10%	5%	8%	7%	8%	9%	8%
	Decisions to second or transfer employees to equivalent or higher levels are made fairly	Strongly agree	13%	12%	14%	12%	14%	20%	13%	13%	21%	11%	17%	13%	11%	13%	6%	13%
		Moderately agree	19%	19%	20%	20%	19%	20%	20%	19%	28%	17%	20%	19%	15%	20%	18%	19%
		Mildly agree	11%	12%	11%	12%	11%	14%	12%	11%	11%	11%	10%	11%	11%	11%	7%	12%
		Neither agree nor disagree	18%	17%	19%	20%	17%	16%	17%	18%	14%	19%	17%	18%	17%	18%	19%	18%
		Mildly disagree	9%	10%	7%	8%	10%	9%	9%	9%	7%	9%	8%	9%	7%	9%	11%	9%
		Moderately disagree	6%	7%	5%	6%	6%	4%	6%	6%	5%	6%	5%	6%	9%	6%	8%	6%
		Strongly disagree	9%	11%	6%	10%	9%	3%	9%	10%	7%	10%	11%	9%	17%	9%	17%	9%
		Don't know or does not apply	15%	13%	17%	13%	16%	14%	14%	15%	7%	17%	11%	15%	12%	15%	14%	15%
	Favouritism does not play a part in the selection process for relieving or acting opportunities	Strongly agree	17%	15%	20%	17%	17%	25%	17%	17%	27%	15%	21%	17%	14%	17%	12%	17%
		Moderately agree	19%	18%	20%	20%	18%	19%	19%	19%	25%	17%	17%	19%	16%	19%	14%	19%
		Mildly agree	10%	10%	9%	10%	10%	15%	10%	9%	10%	10%	9%	10%	7%	10%	8%	10%
		Neither agree nor disagree	15%	15%	14%	16%	14%	14%	15%	15%	11%	16%	16%	15%	13%	15%	19%	15%
		Mildly disagree	10%	10%	9%	9%	10%	5%	11%	10%	7%	11%	4%	10%	8%	10%	9%	10%
		Moderately disagree	7%	8%	5%	6%	7%	6%	8%	6%	6%	7%	7%	7%	7%	7%	6%	7%
		Strongly disagree	13%	14%	10%	13%	12%	6%	11%	14%	10%	13%	17%	12%	26%	11%	23%	12%
		Don't know or does not apply	10%	9%	12%	9%	11%	11%	10%	10%	4%	12%	10%	10%	8%	10%	10%	10%
B4. Please indicate your level of agreement with the following statements.	Training and development opportunities in your work area are available to all employees	Strongly agree	30%	28%	32%	26%	32%	33%	30%	30%	37%	28%	30%	30%	25%	30%	21%	30%
		Moderately agree	28%	27%	29%	30%	27%	28%	26%	29%	31%	27%	25%	28%	25%	28%	26%	28%
		Mildly agree	17%	18%	15%	18%	16%	21%	17%	16%	16%	17%	17%	17%	16%	17%	15%	17%
		Neither agree nor disagree	6%	7%	6%	6%	6%	6%	6%	6%	4%	7%	8%	6%	8%	6%	8%	6%

Employee perception survey question	Response options	Overall	Metropolitan	Regional/Rural	Male	Female	24 years and under	25 to 44 years	45 years and over	Manager	Not a manager	Indigenous Australian	Not an Indigenous Australian	Ethnic minority	Not an ethnic minority	Disability	No disability
			Where is your primary work location?		**Gender**		**Age group**			**Do you have senior managerial responsibility?**		**Are you of Indigenous origin?**		**Do you consider yourself to be from an ethnic minority group?**		**Do you have an impairment that results in a permanent disability?**	
	Mildly disagree	8%	7%	8%	7%	8%	6%	9%	7%	6%	8%	6%	8%	7%	8%	7%	8%
	Moderately disagree	5%	6%	4%	6%	5%	4%	6%	5%	4%	6%	7%	5%	5%	5%	6%	5%
	Strongly disagree	5%	6%	5%	6%	5%	2%	6%	6%	2%	6%	6%	5%	12%	5%	14%	5%
	Don't know or does not apply	1%	1%	1%	1%	1%	0%	1%	1%	0%	1%	2%	1%	1%	1%	2%	1%
You receive appropriate training or have access to information that enables you to meet your record keeping responsibilities	Strongly agree	29%	28%	31%	25%	32%	34%	29%	29%	34%	28%	33%	29%	26%	29%	25%	30%
	Moderately agree	31%	32%	31%	32%	31%	34%	29%	33%	35%	31%	27%	32%	28%	32%	29%	32%
	Mildly agree	18%	19%	18%	20%	17%	19%	20%	17%	16%	19%	18%	18%	19%	18%	19%	18%
	Neither agree nor disagree	7%	8%	7%	9%	6%	7%	7%	7%	6%	8%	9%	7%	7%	7%	11%	7%
	Mildly disagree	6%	5%	6%	6%	5%	2%	6%	5%	5%	6%	5%	6%	6%	6%	4%	6%
	Moderately disagree	4%	4%	3%	4%	3%	3%	4%	3%	3%	4%	5%	3%	6%	3%	2%	4%
	Strongly disagree	4%	4%	3%	3%	4%	3%	3%	4%	2%	4%	2%	4%	8%	3%	8%	3%
	Don't know or does not apply	1%	1%	0%	1%	1%	0%	1%	1%	0%	1%	1%	0%	1%	1%	1%	1%
B4. Please indicate your level of agreement with the following statements. / Performance development is fairly and consistently applied in your workplace	Strongly agree	20%	18%	23%	15%	23%	27%	20%	20%	22%	19%	21%	20%	18%	20%	13%	20%
	Moderately agree	28%	27%	30%	28%	28%	32%	25%	30%	34%	26%	32%	28%	19%	28%	25%	28%
	Mildly agree	17%	17%	15%	18%	15%	18%	18%	16%	17%	16%	13%	17%	17%	17%	15%	17%
	Neither agree nor disagree	11%	12%	10%	13%	10%	11%	12%	11%	8%	12%	13%	11%	11%	11%	12%	11%
	Mildly disagree	9%	9%	9%	8%	9%	4%	10%	8%	9%	9%	7%	9%	9%	9%	9%	9%
	Moderately disagree	6%	7%	5%	7%	6%	4%	7%	6%	5%	6%	4%	6%	8%	6%	4%	6%
	Strongly disagree	7%	8%	6%	7%	7%	3%	6%	7%	4%	8%	10%	7%	14%	6%	18%	6%
	Don't know or does not apply	3%	4%	2%	3%	3%	2%	3%	3%	2%	3%	1%	3%	3%	3%	5%	3%
B5. Are you aware that Public Sector Standards in Human Resource Management exist for: / Employment (incorporates recruitment, secondment, transfer and acting)?	Yes	90%	90%	90%	91%	90%	86%	89%	91%	96%	88%	81%	90%	84%	90%	86%	90%
	No	10%	10%	10%	9%	10%	14%	11%	9%	4%	12%	19%	10%	16%	10%	14%	10%
Grievance resolution?	Yes	88%	87%	90%	89%	87%	74%	84%	92%	94%	86%	78%	88%	81%	88%	88%	88%
	No	12%	13%	10%	11%	13%	26%	16%	8%	6%	14%	22%	12%	19%	12%	12%	12%
Performance management?	Yes	89%	88%	91%	89%	89%	82%	86%	92%	95%	87%	86%	89%	85%	89%	87%	89%
	No	11%	12%	9%	11%	11%	18%	14%	8%	5%	13%	14%	11%	15%	11%	13%	11%
Redeployment, termination, and discipline?	Yes	83%	83%	84%	84%	83%	75%	82%	85%	91%	81%	74%	84%	75%	84%	78%	84%
	No	17%	17%	16%	16%	17%	25%	18%	15%	9%	19%	26%	16%	25%	16%	22%	16%
B6. Have you been provided with information on your agency's internal grievance resolution procedures?	Yes	69%	66%	72%	70%	68%	53%	63%	73%	80%	66%	59%	69%	63%	69%	70%	69%
	No	31%	34%	28%	30%	32%	47%	37%	27%	20%	34%	41%	31%	37%	31%	30%	31%
B7. Do you understand what courses of action are available to you if you believe your agency has breached a Human Resource Management Standard?	Yes	37%	35%	41%	38%	36%	22%	31%	42%	52%	33%	39%	37%	35%	37%	34%	37%
	No	20%	21%	18%	18%	21%	33%	23%	17%	10%	23%	36%	20%	27%	20%	24%	20%
	No, but know where to find out	43%	44%	41%	44%	43%	45%	45%	41%	38%	44%	24%	44%	39%	43%	42%	43%
B8. Please indicate if your agency has clearly documented policies and procedures for the following and if you have confidence in these procedures: / Employment - clearly documented (includes recruitment, secondment, transfer and acting)	Yes	62%	62%	63%	64%	61%	61%	60%	64%	80%	57%	58%	62%	57%	63%	56%	63%
	No	5%	5%	4%	6%	5%	4%	6%	4%	5%	5%	7%	5%	7%	5%	9%	5%
	Don't know, but know where to find out	21%	21%	21%	20%	22%	18%	21%	21%	12%	24%	19%	21%	19%	21%	23%	21%
	Don't know	12%	12%	11%	11%	12%	17%	12%	11%	4%	14%	16%	12%	17%	11%	12%	12%
Employment - confidence (includes recruitment, secondment, transfer and acting)	Yes	55%	54%	56%	58%	53%	53%	56%	55%	70%	51%	51%	55%	43%	56%	41%	56%
	No	22%	22%	22%	22%	22%	15%	21%	23%	20%	23%	25%	22%	31%	21%	34%	22%
	Don't know	23%	24%	22%	20%	25%	32%	24%	22%	9%	27%	24%	23%	25%	23%	25%	23%
B8. Please indicate if your agency has clearly documented policies and procedures for the following and if you have confidence in these procedures: / Induction, training and professional development - clearly documented	Yes	74%	71%	79%	75%	73%	73%	71%	75%	85%	71%	74%	74%	70%	74%	69%	74%
	No	6%	7%	5%	7%	6%	5%	7%	5%	5%	6%	9%	6%	7%	6%	14%	5%
	Don't know, but know where to find out	14%	15%	12%	13%	14%	10%	14%	14%	9%	15%	10%	14%	15%	14%	11%	14%
	Don't know	7%	8%	5%	6%	7%	12%	7%	6%	2%	8%	8%	7%	9%	7%	6%	7%
Induction, training and professional development - confidence	Yes	65%	63%	71%	66%	65%	74%	64%	66%	75%	63%	60%	66%	53%	66%	56%	66%
	No	19%	20%	17%	21%	18%	9%	20%	19%	18%	19%	24%	19%	29%	18%	31%	18%
	Don't know	15%	17%	13%	13%	17%	17%	16%	15%	7%	18%	16%	15%	18%	15%	13%	15%
Supervision and performance management - clearly documented	Yes	66%	63%	71%	66%	66%	64%	61%	70%	80%	62%	69%	66%	58%	67%	62%	66%
	No	8%	9%	7%	10%	7%	6%	10%	7%	7%	8%	7%	8%	11%	8%	15%	7%
	Don't know, but know where to find out	17%	18%	14%	16%	17%	13%	18%	16%	10%	18%	11%	17%	18%	17%	14%	17%
	Don't know	9%	10%	8%	8%	10%	17%	11%	8%	3%	11%	13%	9%	13%	9%	9%	9%
Supervision and performance management - confidence	Yes	51%	49%	56%	51%	52%	58%	51%	51%	61%	49%	58%	51%	43%	52%	42%	52%
	No	28%	29%	26%	30%	26%	15%	26%	30%	29%	27%	24%	28%	34%	27%	39%	27%
	Don't know	21%	23%	17%	19%	22%	27%	22%	19%	10%	24%	19%	21%	24%	20%	19%	21%
Ensuring employee occupational health and safety - clearly documented	Yes	82%	81%	84%	84%	82%	86%	81%	84%	90%	80%	80%	83%	79%	83%	81%	83%
	No	3%	3%	3%	3%	3%	2%	3%	3%	2%	3%	4%	3%	3%	3%	6%	3%
	Don't know, but know where to find out	11%	12%	9%	10%	11%	5%	11%	10%	7%	12%	9%	11%	13%	10%	10%	11%
	Don't know	4%	4%	4%	3%	5%	7%	5%	3%	1%	5%	7%	4%	5%	4%	4%	4%
B8. Please indicate if your agency has clearly documented policies and procedures for the following and if you have confidence in these procedures: / Ensuring employee occupational health and safety - confidence	Yes	77%	76%	77%	77%	76%	78%	77%	76%	86%	74%	69%	77%	68%	77%	65%	77%
	No	12%	12%	13%	13%	12%	7%	11%	14%	9%	13%	15%	12%	19%	12%	24%	12%
	Don't know	11%	12%	10%	10%	12%	15%	12%	10%	5%	13%	16%	11%	14%	11%	11%	11%
Conduct and discipline processes - clearly documented	Yes	65%	62%	69%	65%	65%	61%	60%	68%	78%	61%	68%	65%	60%	65%	61%	65%
	No	6%	7%	6%	7%	6%	6%	8%	6%	6%	7%	7%	6%	10%	6%	13%	6%
	Don't know, but know where to find out	20%	21%	18%	20%	20%	18%	21%	19%	13%	21%	16%	20%	17%	20%	19%	20%
	Don't know	9%	10%	8%	7%	10%	16%	11%	7%	3%	11%	9%	9%	12%	9%	7%	9%
Conduct and discipline processes - confidence	Yes	51%	50%	55%	53%	51%	55%	52%	51%	61%	49%	54%	51%	46%	52%	37%	52%
	No	26%	26%	25%	26%	25%	15%	25%	27%	27%	25%	25%	25%	33%	25%	44%	25%
	Don't know	23%	25%	20%	21%	24%	30%	24%	22%	12%	26%	21%	23%	20%	23%	20%	23%
Classification and classification review processes - clearly documented	Yes	47%	47%	47%	51%	45%	38%	44%	50%	60%	44%	42%	47%	42%	48%	42%	47%
	No	10%	10%	11%	12%	10%	9%	11%	10%	9%	11%	12%	10%	15%	10%	16%	10%
	Don't know, but know where to find out	23%	24%	22%	21%	25%	24%	24%	23%	21%	24%	22%	23%	21%	23%	25%	23%
	Don't know	19%	19%	20%	16%	21%	28%	21%	17%	10%	22%	23%	19%	22%	19%	18%	19%
Classification and classification review processes - confidence	Yes	40%	40%	39%	42%	39%	40%	40%	40%	51%	37%	36%	40%	31%	40%	32%	40%
	No	25%	26%	25%	29%	23%	11%	24%	27%	29%	24%	24%	25%	33%	25%	35%	25%
	Don't know	35%	35%	36%	29%	39%	48%	36%	33%	21%	39%	39%	35%	35%	35%	33%	35%
Grievance resolution processes - clearly documented	Yes	61%	58%	66%	64%	60%	46%	56%	66%	77%	57%	56%	61%	55%	62%	58%	61%
	No	7%	7%	5%	7%	6%	7%	8%	6%	5%	7%	8%	7%	11%	6%	10%	6%
	Don't know, but know where to find out	22%	23%	20%	20%	23%	21%	24%	20%	14%	24%	17%	22%	21%	22%	20%	22%
	Don't know	10%	11%	8%	8%	11%	25%	12%	8%	4%	12%	19%	10%	13%	10%	12%	10%
Grievance resolution processes - confidence	Yes	48%	46%	52%	51%	46%	47%	47%	49%	62%	44%	47%	48%	40%	49%	35%	49%

Employee perception survey question		Response options	Overall	Where is your primary work location?		Gender		Age group			Do you have senior managerial responsibility?		Are you of Indigenous origin?		Do you consider yourself to be from an ethnic minority group?		Do you have an impairment that results in a permanent disability?	
				Metropolitan	Regional/Rural	Male	Female	24 years and under	25 to 44 years	45 years and over	Manager	Not a manager	Indigenous Australian	Not an Indigenous Australian	Ethnic minority	Not an ethnic minority	Disability	No disability
		No	23%	23%	23%	24%	23%	9%	22%	25%	22%	24%	26%	23%	35%	23%	39%	23%
		Don't know	29%	31%	25%	25%	31%	43%	31%	26%	16%	32%	26%	29%	25%	29%	26%	29%
	Redeployment processes - clearly documented	Yes	38%	38%	40%	39%	38%	27%	34%	42%	53%	34%	40%	38%	36%	38%	33%	39%
		No	11%	11%	11%	12%	10%	15%	11%	10%	8%	11%	13%	11%	14%	11%	16%	10%
		Don't know, but know where to find out	29%	30%	28%	29%	30%	26%	31%	28%	27%	30%	24%	29%	26%	29%	27%	29%
		Don't know	22%	22%	22%	20%	23%	32%	23%	20%	11%	25%	23%	22%	23%	22%	24%	22%
	Redeployment processes - confidence	Yes	36%	36%	36%	37%	35%	34%	36%	36%	48%	32%	36%	36%	31%	36%	27%	36%
		No	20%	19%	20%	21%	18%	11%	18%	21%	20%	19%	24%	19%	27%	19%	31%	19%
		Don't know	45%	45%	44%	42%	47%	54%	46%	43%	32%	48%	40%	45%	42%	45%	42%	45%
B9. Do you believe any decision made in your agency in the past 12 months did not comply with a Public Sector Standard in Human Resource Management (Employment, Performance Management, Redeployment, Grievance Resolution, Termination, and Discipline)? [1]		Yes, and I raised it with my agency	7%	7%	7%	7%	7%	3%	7%	7%	9%	6%	16%	6%	12%	6%	12%	7%
		Yes, and I lodged a breach of standard claim	0%	1%	0%	1%	0%	0%	0%	1%	0%	0%	1%	0%	0%	0%	2%	0%
		Yes, and I took no action	9%	10%	8%	10%	9%	6%	10%	9%	8%	10%	9%	9%	14%	9%	16%	9%
		No	81%	81%	82%	81%	81%	89%	82%	81%	82%	81%	72%	82%	70%	82%	69%	82%
B10. If you commenced employment within your agency in the past 12 months, did you participate in an induction program? [1]		Yes, participated in one with my agency	11%	11%	11%	10%	12%	35%	15%	7%	9%	12%	14%	11%	17%	11%	6%	12%
		Yes, participated in the Public Sector Induction Program	3%	2%	3%	2%	3%	13%	3%	1%	1%	3%	9%	2%	3%	3%	1%	3%
		No	4%	3%	5%	3%	4%	7%	5%	3%	3%	4%	10%	3%	6%	3%	4%	4%
		Does not apply	81%	82%	79%	83%	80%	53%	77%	86%	86%	80%	69%	82%	76%	82%	86%	81%
B11. If you have been employed in your agency for more than 12 months, have you participated in one or more documented performance management meetings with your supervisor in the past 12 months?		Yes	68%	69%	65%	69%	67%	56%	67%	69%	70%	67%	65%	68%	68%	68%	67%	68%
		No	21%	20%	24%	21%	21%	15%	20%	22%	22%	21%	23%	21%	21%	21%	25%	21%
		Does not apply	11%	11%	12%	10%	12%	29%	14%	9%	8%	12%	11%	11%	12%	11%	8%	11%
B12. How often do you meet with your immediate supervisor informally in a setting that allows for discussion about performance and development matters?		Fortnightly or more frequently	26%	26%	26%	28%	25%	25%	29%	25%	37%	23%	31%	26%	25%	26%	26%	26%
		Monthly	16%	15%	16%	15%	16%	23%	17%	15%	18%	15%	21%	15%	13%	16%	12%	16%
		Six Monthly	22%	25%	18%	25%	21%	20%	22%	23%	20%	23%	15%	23%	19%	23%	21%	22%
		Annually	13%	11%	16%	13%	13%	7%	11%	15%	10%	14%	9%	13%	14%	13%	10%	13%
		Never	12%	12%	13%	10%	14%	11%	11%	13%	9%	13%	8%	13%	14%	12%	21%	12%
		Unsure	11%	11%	10%	9%	11%	14%	10%	10%	6%	12%	17%	10%	15%	10%	10%	11%
C1. Please indicate your level of agreement with the following statements.	Confidential information in your workplace is only disclosed to appropriate people	Strongly agree	48%	47%	50%	46%	49%	53%	45%	50%	53%	47%	47%	48%	45%	48%	40%	49%
		Moderately agree	24%	24%	24%	26%	23%	22%	25%	24%	26%	24%	16%	24%	23%	24%	18%	24%
		Mildly agree	9%	10%	9%	10%	9%	8%	12%	8%	9%	10%	13%	9%	8%	9%	9%	9%
		Neither agree nor disagree	5%	5%	4%	5%	4%	6%	4%	5%	4%	5%	7%	5%	7%	4%	9%	5%
		Mildly disagree	5%	4%	5%	4%	5%	6%	5%	4%	4%	5%	5%	5%	4%	5%	8%	4%
		Moderately disagree	2%	3%	2%	3%	2%	1%	3%	2%	2%	2%	4%	2%	2%	2%	5%	2%
		Strongly disagree	3%	3%	3%	2%	4%	4%	3%	3%	3%	3%	7%	3%	7%	3%	6%	3%
		Don't know or does not apply	3%	4%	2%	4%	3%	1%	3%	4%	1%	4%	1%	3%	3%	3%	5%	3%
	Decisions about purchasing are not influenced by favouritism, gifts or incentives	Strongly agree	58%	54%	64%	57%	58%	51%	56%	59%	74%	53%	46%	58%	50%	58%	56%	58%
		Moderately agree	14%	14%	15%	15%	14%	19%	16%	13%	13%	15%	15%	14%	11%	15%	12%	14%
		Mildly agree	4%	4%	4%	4%	3%	4%	4%	4%	3%	4%	8%	4%	4%	4%	5%	4%
		Neither agree nor disagree	6%	7%	6%	6%	7%	9%	7%	6%	3%	7%	9%	6%	9%	6%	10%	6%
		Mildly disagree	1%	1%	1%	1%	1%	2%	1%	1%	1%	1%	4%	1%	1%	1%	2%	1%
		Moderately disagree	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	2%	1%	2%	1%	0%	1%
		Strongly disagree	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	4%	1%	3%	1%	3%	1%
		Don't know or does not apply	15%	19%	9%	15%	16%	14%	14%	16%	4%	18%	11%	15%	19%	15%	12%	15%
	Your agency actively encourages ethical behaviour by all of its employees	Strongly agree	60%	58%	62%	60%	60%	56%	56%	63%	69%	57%	49%	60%	51%	60%	55%	60%
		Moderately agree	22%	22%	22%	22%	22%	22%	25%	20%	20%	23%	21%	22%	19%	22%	22%	22%
		Mildly agree	8%	8%	8%	8%	8%	12%	8%	7%	6%	9%	13%	8%	9%	8%	9%	8%
		Neither agree nor disagree	4%	5%	4%	4%	4%	5%	4%	5%	2%	5%	7%	4%	8%	4%	4%	4%
		Mildly disagree	2%	3%	2%	2%	2%	3%	3%	2%	1%	3%	4%	2%	3%	2%	4%	2%
		Moderately disagree	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	4%	1%	4%	1%	4%	1%
		Strongly disagree	2%	2%	1%	2%	2%	2%	2%	1%	1%	2%	4%	2%	5%	2%	2%	2%
		Don't know or does not apply	1%	1%	0%	1%	1%	1%	1%	1%	0%	1%	0%	1%	1%	1%	0%	1%
	Senior managers in your agency lead by example in ethical behaviour	Strongly agree	40%	37%	45%	37%	42%	44%	37%	42%	49%	38%	35%	41%	35%	41%	34%	41%
		Moderately agree	25%	26%	24%	26%	25%	25%	27%	24%	27%	25%	23%	25%	20%	26%	20%	26%
		Mildly agree	10%	11%	9%	11%	10%	12%	12%	9%	10%	11%	9%	10%	11%	10%	10%	10%
		Neither agree nor disagree	8%	8%	7%	8%	7%	7%	7%	8%	5%	8%	9%	8%	11%	7%	7%	8%
		Mildly disagree	5%	5%	5%	5%	5%	5%	5%	5%	3%	5%	7%	5%	5%	5%	6%	5%
		Moderately disagree	3%	4%	3%	4%	3%	3%	4%	3%	2%	4%	8%	3%	5%	3%	8%	3%
		Strongly disagree	5%	6%	4%	6%	5%	3%	5%	5%	3%	5%	9%	5%	11%	5%	12%	5%
		Don't know or does not apply	3%	4%	2%	4%	3%	1%	2%	4%	1%	4%	1%	3%	3%	3%	4%	3%
	Your immediate supervisor demonstrates honesty and integrity	Strongly agree	64%	63%	64%	61%	65%	67%	62%	65%	72%	62%	55%	64%	53%	64%	56%	64%
		Moderately agree	18%	18%	18%	20%	17%	17%	21%	17%	15%	19%	15%	18%	20%	18%	16%	18%
		Mildly agree	6%	7%	6%	7%	6%	7%	7%	6%	6%	7%	14%	6%	8%	6%	7%	6%
		Neither agree nor disagree	5%	5%	5%	5%	5%	6%	4%	5%	3%	5%	7%	5%	6%	5%	8%	5%
		Mildly disagree	2%	2%	2%	2%	2%	1%	2%	2%	1%	2%	2%	2%	3%	2%	1%	2%
		Moderately disagree	2%	2%	2%	2%	2%	2%	2%	2%	1%	2%	2%	2%	1%	2%	2%	2%
		Strongly disagree	2%	2%	3%	3%	2%	1%	2%	2%	1%	3%	4%	2%	6%	2%	7%	2%
		Don't know or does not apply	1%	1%	1%	1%	1%	1%	1%	1%	0%	1%	1%	1%	2%	1%	1%	1%
	Your agency promotes management practices and processes that create and sustain a culture of integrity	Strongly agree	43%	41%	46%	40%	44%	45%	39%	45%	53%	40%	40%	43%	35%	44%	38%	43%
		Moderately agree	25%	25%	25%	26%	24%	25%	27%	24%	24%	25%	20%	25%	23%	25%	21%	25%
		Mildly agree	11%	12%	11%	12%	11%	14%	13%	10%	10%	12%	15%	11%	12%	11%	11%	11%
		Neither agree nor disagree	8%	9%	7%	8%	8%	7%	8%	8%	5%	9%	10%	8%	11%	8%	9%	8%
		Mildly disagree	4%	4%	4%	5%	4%	4%	4%	4%	4%	5%	4%	4%	6%	4%	5%	4%
		Moderately disagree	3%	3%	2%	3%	2%	2%	3%	2%	2%	3%	4%	2%	4%	2%	7%	2%
		Strongly disagree	4%	4%	3%	5%	3%	2%	4%	4%	3%	4%	6%	4%	8%	3%	7%	4%
		Don't know or does not apply	2%	2%	1%	2%	3%	1%	2%	2%	0%	3%	1%	2%	2%	2%	2%	2%
	Your agency is committed to managing conflicts of interest and communicates relevant information to staff	Strongly agree	39%	38%	41%	39%	39%	40%	37%	41%	48%	37%	38%	39%	31%	40%	34%	39%
		Moderately agree	24%	23%	25%	25%	23%	26%	25%	23%	25%	24%	21%	24%	21%	24%	18%	24%
		Mildly agree	12%	12%	12%	12%	12%	15%	13%	12%	12%	12%	11%	12%	13%	12%	10%	12%
		Neither agree nor disagree	9%	10%	7%	9%	9%	10%	9%	9%	6%	10%	12%	9%	12%	9%	13%	9%
		Mildly disagree	5%	5%	4%	4%	5%	4%	5%	4%	3%	5%	8%	4%	3%	5%	5%	5%

Section	Employee perception survey question	Response options	Overall	Where is your primary work location?		Gender		Age group			Do you have senior managerial responsibility?		Are you of Indigenous origin?		Do you consider yourself to be from an ethnic minority group?		Do you have an impairment that results in a permanent disability?	
				Metropolitan	Regional/Rural	Male	Female	24 years and under	25 to 44 years	45 years and over	Manager	Not a manager	Indigenous Australian	Not an Indigenous Australian	Ethnic minority	Not an ethnic minority	Disability	No disability
SECTION C: ETHICS		Moderately disagree	3%	3%	3%	3%	3%	2%	3%	3%	2%	3%	5%	3%	6%	3%	6%	3%
		Strongly disagree	4%	4%	4%	4%	4%	2%	4%	4%	3%	4%	5%	4%	9%	4%	9%	4%
		Don't know or does not apply	4%	5%	4%	3%	5%	2%	4%	4%	1%	5%	0%	4%	4%	4%	6%	4%
	C2. Please indicate your level of agreement with the following statements.	**You are treated with respect by your immediate supervisor**																
		Strongly agree	63%	62%	65%	59%	66%	72%	64%	62%	69%	61%	60%	63%	53%	64%	53%	64%
		Moderately agree	20%	20%	19%	21%	18%	17%	20%	20%	17%	20%	19%	20%	23%	19%	19%	19%
		Mildly agree	7%	7%	7%	8%	6%	6%	7%	7%	7%	7%	9%	7%	7%	7%	9%	7%
		Neither agree nor disagree	3%	3%	4%	4%	3%	3%	3%	4%	2%	4%	5%	3%	4%	3%	6%	3%
		Mildly disagree	2%	2%	3%	3%	2%	2%	2%	3%	2%	3%	3%	2%	2%	2%	3%	2%
		Moderately disagree	2%	2%	1%	2%	2%	1%	1%	2%	1%	2%	1%	2%	1%	2%	3%	2%
		Strongly disagree	3%	3%	2%	3%	2%	1%	2%	3%	2%	3%	3%	3%	8%	2%	6%	2%
		Don't know or does not apply	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%
		You are treated with respect by other employees in your agency																
		Strongly agree	46%	44%	50%	44%	48%	46%	44%	48%	52%	45%	45%	46%	39%	47%	34%	47%
		Moderately agree	32%	33%	31%	35%	31%	30%	32%	33%	33%	32%	27%	33%	35%	32%	36%	32%
		Mildly agree	11%	12%	11%	12%	11%	16%	13%	10%	8%	12%	12%	11%	11%	11%	13%	11%
		Neither agree nor disagree	4%	4%	3%	4%	4%	1%	4%	4%	2%	4%	7%	4%	3%	4%	5%	4%
		Mildly disagree	3%	3%	3%	2%	3%	6%	4%	2%	2%	3%	4%	3%	5%	3%	4%	3%
		Moderately disagree	1%	2%	1%	1%	2%	2%	2%	1%	1%	2%	3%	1%	2%	1%	4%	1%
		Strongly disagree	1%	2%	1%	2%	1%	0%	2%	1%	1%	2%	2%	1%	5%	1%	3%	1%
		Don't know or does not apply	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
		Your co-workers demonstrate honesty and integrity in the workplace																
		Strongly agree	48%	47%	50%	48%	49%	45%	46%	51%	53%	47%	43%	49%	39%	49%	37%	49%
		Moderately agree	30%	30%	31%	32%	29%	26%	31%	30%	31%	30%	25%	31%	31%	30%	34%	30%
		Mildly agree	11%	11%	10%	10%	11%	17%	12%	10%	9%	11%	18%	10%	11%	11%	13%	11%
		Neither agree nor disagree	5%	5%	4%	4%	5%	3%	5%	4%	3%	5%	3%	4%	7%	4%	4%	4%
		Mildly disagree	3%	3%	2%	3%	3%	5%	4%	2%	2%	3%	5%	3%	6%	3%	5%	3%
		Moderately disagree	1%	2%	1%	1%	2%	4%	1%	1%	1%	2%	2%	1%	2%	1%	1%	1%
		Strongly disagree	1%	1%	1%	1%	1%	0%	1%	1%	0%	1%	3%	1%	3%	1%	4%	1%
		Don't know or does not apply	0%	1%	0%	1%	0%	1%	0%	1%	0%	1%	1%	0%	1%	0%	1%	0%
		Employees in your workplace behave ethically, professionally and fairly when making decisions that affect your agency's clients and customers																
		Strongly agree	49%	48%	50%	49%	49%	47%	45%	51%	53%	48%	40%	49%	39%	49%	40%	49%
		Moderately agree	30%	29%	32%	31%	30%	27%	32%	30%	31%	30%	27%	30%	30%	30%	33%	30%
		Mildly agree	10%	10%	8%	9%	10%	13%	11%	8%	8%	10%	10%	10%	12%	9%	11%	10%
		Neither agree nor disagree	5%	5%	4%	5%	5%	7%	4%	5%	3%	5%	8%	5%	7%	5%	4%	5%
		Mildly disagree	3%	3%	2%	3%	3%	4%	4%	2%	3%	3%	5%	3%	4%	3%	3%	3%
		Moderately disagree	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	5%	1%	2%	1%	4%	1%
		Strongly disagree	1%	1%	1%	1%	1%	2%	2%	1%	1%	1%	5%	1%	4%	1%	2%	1%
		Don't know or does not apply	2%	2%	1%	1%	2%	0%	1%	2%	0%	2%	0%	2%	2%	1%	2%	1%
		Employees in your workplace are committed to providing excellent customer service and make a positive difference to the community																
		Strongly agree	48%	46%	52%	46%	50%	46%	44%	52%	53%	47%	46%	48%	43%	49%	41%	49%
		Moderately agree	29%	29%	29%	30%	28%	29%	31%	28%	31%	28%	25%	29%	27%	29%	30%	29%
		Mildly agree	12%	13%	11%	13%	12%	15%	14%	11%	10%	13%	10%	12%	11%	12%	13%	12%
		Neither agree nor disagree	5%	5%	4%	4%	5%	5%	5%	5%	2%	6%	8%	5%	8%	5%	8%	5%
		Mildly disagree	2%	3%	2%	2%	2%	1%	3%	2%	2%	2%	5%	2%	4%	2%	5%	2%
		Moderately disagree	1%	2%	1%	2%	1%	1%	2%	1%	1%	1%	2%	1%	2%	1%	1%	1%
		Strongly disagree	1%	1%	1%	1%	1%	2%	1%	1%	1%	1%	2%	1%	4%	1%	1%	1%
		Don't know or does not apply	1%	1%	1%	1%	1%	1%	1%	1%	0%	1%	1%	1%	1%	1%	1%	1%
		People who report unethical behaviour in your workplace are protected from victimisation and harassment																
		Strongly agree	24%	21%	29%	23%	25%	34%	23%	25%	34%	22%	30%	24%	21%	25%	19%	24%
		Moderately agree	15%	14%	16%	15%	14%	15%	15%	15%	18%	14%	11%	15%	14%	15%	12%	15%
		Mildly agree	7%	6%	7%	6%	7%	7%	7%	7%	7%	6%	7%	7%	7%	7%	7%	7%
		Neither agree nor disagree	12%	14%	11%	13%	12%	10%	12%	13%	10%	13%	16%	12%	13%	12%	14%	12%
		Mildly disagree	4%	4%	4%	3%	4%	2%	5%	4%	3%	4%	5%	4%	6%	4%	6%	4%
		Moderately disagree	3%	3%	3%	4%	3%	2%	3%	3%	2%	3%	4%	3%	4%	3%	3%	3%
		Strongly disagree	5%	6%	5%	5%	5%	3%	5%	5%	4%	6%	7%	5%	10%	5%	11%	5%
		Don't know or does not apply	30%	32%	26%	31%	29%	28%	31%	30%	21%	32%	20%	30%	26%	30%	28%	30%
SECTION C: ETHICS	**C3. Please indicate if your agency has clearly documented policies and procedures for the following and if you have confidence in these procedures:**	**Managing conflicts of interest (e.g. conflict between public role and personal interest) - clearly documented**																
		Yes	67%	68%	66%	69%	66%	61%	65%	69%	80%	64%	67%	67%	64%	67%	67%	67%
		No	3%	3%	3%	3%	3%	2%	3%	3%	2%	3%	7%	3%	5%	3%	6%	3%
		Don't know, but know where to find out	17%	17%	17%	17%	17%	16%	18%	16%	12%	18%	15%	17%	15%	17%	16%	17%
		Don't know	13%	13%	14%	10%	15%	20%	14%	12%	6%	15%	11%	13%	16%	13%	11%	13%
		Managing conflicts of interest (e.g. conflict between public role and personal interest) - confidence																
		Yes	62%	63%	62%	64%	61%	64%	64%	62%	75%	59%	60%	63%	52%	63%	49%	63%
		No	12%	12%	12%	13%	10%	8%	11%	12%	10%	12%	18%	11%	20%	11%	25%	11%
		Don't know	26%	25%	27%	22%	28%	29%	25%	27%	15%	29%	22%	26%	29%	26%	26%	26%
		Offer and acceptance of gifts - clearly documented																
		Yes	79%	82%	75%	82%	77%	66%	78%	81%	89%	76%	73%	79%	73%	79%	81%	79%
		No	2%	2%	3%	2%	2%	4%	2%	2%	1%	2%	7%	2%	4%	2%	2%	2%
		Don't know, but know where to find out	11%	10%	12%	10%	11%	13%	12%	10%	6%	12%	8%	11%	12%	10%	10%	11%
		Don't know	8%	7%	10%	6%	10%	16%	9%	7%	3%	9%	12%	8%	11%	8%	8%	8%
		Offer and acceptance of gifts - confidence																
		Yes	74%	75%	73%	76%	73%	64%	76%	74%	85%	71%	67%	75%	66%	75%	67%	75%
		No	7%	7%	7%	9%	6%	8%	7%	7%	5%	7%	12%	7%	11%	7%	17%	7%
		Don't know	19%	18%	20%	16%	21%	27%	17%	19%	9%	21%	22%	18%	23%	18%	16%	19%
		Reporting unethical behaviour, workplace bullying and misconduct - clearly documented																
		Yes	72%	70%	75%	74%	70%	67%	70%	74%	84%	69%	74%	72%	64%	72%	72%	72%
		No	4%	4%	3%	4%	3%	5%	4%	3%	3%	4%	8%	4%	8%	4%	8%	4%
		Don't know, but know where to find out	17%	18%	15%	16%	17%	15%	18%	16%	11%	18%	12%	17%	17%	17%	13%	17%
		Don't know	8%	8%	7%	6%	9%	13%	8%	7%	3%	9%	7%	8%	11%	8%	8%	8%
		Reporting unethical behaviour, workplace bullying and misconduct - confidence																
		Yes	53%	52%	55%	55%	52%	65%	55%	51%	65%	50%	61%	53%	45%	54%	37%	54%
		No	22%	22%	22%	22%	23%	9%	21%	24%	19%	23%	27%	22%	33%	22%	39%	22%
		Don't know	25%	26%	23%	23%	26%	26%	25%	25%	16%	27%	11%	25%	22%	25%	23%	25%
	C4. Have you observed or witnessed unethical behaviour in your workplace in the past 12 months?	Yes	25%	24%	28%	23%	26%	21%	27%	24%	28%	24%	36%	25%	37%	24%	38%	25%
		No	75%	76%	72%	77%	74%	79%	73%	76%	72%	76%	64%	75%	63%	76%	62%	75%
	C4a. If you have observed or witnessed unethical behaviour in your workplace, which broad categories of conduct did it relate to and how often did it occur? [1]	**Unauthorised disclosure of information**																
		Rarely (1 to 3 occasions)	34%	33%	36%	30%	36%	25%	32%	36%	36%	33%	23%	34%	34%	34%	24%	34%
		Sometimes (4 to 6 occasions)	14%	10%	18%	11%	15%	17%	13%	13%	16%	13%	35%	13%	14%	14%	14%	14%
		Frequently (7 to 10 occasions)	3%	3%	4%	3%	4%	3%	4%	3%	3%	3%	6%	3%	2%	4%	4%	3%
		Very Frequently (More than 10 occasions)	3%	3%	4%	2%	4%	3%	4%	3%	3%	3%	15%	2%	6%	3%	6%	3%
		Unsure/N/A	46%	52%	38%	54%	42%	53%	47%	46%	41%	48%	21%	47%	45%	46%	51%	46%
		Conflicts of interest (e.g. conflict between																
		Rarely (1 to 3 occasions)	30%	28%	32%	31%	29%	34%	29%	30%	33%	29%	24%	30%	29%	30%	27%	30%

Employee perception survey question		Response options	Overall	Where is your primary work location?		Gender		Age group			Do you have senior managerial responsibility?		Are you of Indigenous origin?		Do you consider yourself to be from an ethnic minority group?		Do you have an impairment that results in a permanent disability?	
				Metropolitan	Regional/Rural	Male	Female	24 years and under	25 to 44 years	45 years and over	Manager	Not a manager	Indigenous Australian	Not an Indigenous Australian	Ethnic minority	Not an ethnic minority	Disability	No disability
	public role and personal interests)	Sometimes (4 to 6 occasions)	15%	13%	18%	13%	16%	14%	14%	16%	18%	14%	30%	15%	17%	15%	12%	16%
		Frequently (7 to 10 occasions)	5%	5%	4%	4%	5%	6%	5%	4%	3%	5%	10%	4%	10%	4%	7%	4%
		Very Frequently (More than 10 occasions)	5%	4%	5%	4%	5%	6%	5%	4%	4%	5%	10%	4%	7%	4%	10%	4%
		Unsure/N/A	46%	49%	41%	48%	44%	40%	47%	46%	42%	47%	26%	47%	37%	47%	44%	46%
	Inappropriate acceptance of gifts or benefits	Rarely (1 to 3 occasions)	28%	24%	33%	25%	29%	23%	25%	30%	28%	27%	33%	28%	29%	28%	23%	28%
		Sometimes (4 to 6 occasions)	3%	3%	3%	4%	2%	0%	2%	3%	2%	3%	4%	3%	5%	2%	4%	3%
		Frequently (7 to 10 occasions)	1%	1%	1%	1%	1%	0%	1%	1%	1%	1%	2%	1%	1%	1%	1%	1%
		Very Frequently (More than 10 occasions)	1%	1%	1%	1%	1%	0%	2%	1%	1%	1%	8%	1%	4%	1%	4%	1%
		Unsure/N/A	68%	71%	63%	69%	66%	77%	70%	65%	68%	67%	53%	68%	62%	68%	68%	68%
	Fraudulent and corrupt behaviour (e.g. employees using their position to obtain an inappropriate benefit for themselves or others)	Rarely (1 to 3 occasions)	26%	25%	27%	26%	26%	14%	24%	27%	27%	26%	27%	26%	27%	26%	23%	26%
		Sometimes (4 to 6 occasions)	9%	9%	9%	9%	9%	6%	10%	9%	10%	9%	12%	9%	9%	9%	7%	10%
		Frequently (7 to 10 occasions)	3%	3%	2%	3%	3%	6%	3%	2%	1%	3%	4%	3%	5%	2%	5%	2%
		Very Frequently (More than 10 occasions)	3%	4%	3%	4%	3%	3%	3%	4%	3%	4%	8%	3%	8%	3%	8%	3%
		Unsure/N/A	59%	59%	59%	59%	59%	71%	60%	58%	60%	58%	49%	59%	51%	60%	56%	59%
C4a. If you have observed or witnessed unethical behaviour in your workplace, which broad categories of conduct did it relate to and how often did it occur? [1]	Improper use of internet/email	Rarely (1 to 3 occasions)	24%	21%	29%	26%	23%	13%	22%	26%	28%	22%	20%	24%	18%	25%	23%	24%
		Sometimes (4 to 6 occasions)	19%	20%	17%	19%	18%	26%	19%	19%	18%	19%	18%	19%	21%	18%	11%	19%
		Frequently (7 to 10 occasions)	8%	9%	8%	7%	9%	5%	10%	7%	11%	8%	8%	8%	7%	9%	11%	8%
		Very Frequently (More than 10 occasions)	9%	12%	5%	8%	10%	18%	11%	7%	8%	10%	14%	9%	20%	8%	19%	8%
		Unsure/N/A	40%	39%	41%	39%	40%	37%	38%	41%	36%	41%	39%	40%	35%	40%	37%	40%
	Personal behaviour (e.g. inappropriate language, misuse of drugs or alcohol, disrespectful treatment of co-workers)	Rarely (1 to 3 occasions)	25%	25%	26%	26%	24%	14%	27%	24%	33%	23%	23%	25%	22%	25%	27%	25%
		Sometimes (4 to 6 occasions)	29%	28%	30%	27%	29%	31%	27%	30%	26%	30%	20%	29%	25%	29%	27%	29%
		Frequently (7 to 10 occasions)	16%	16%	16%	18%	15%	22%	18%	14%	14%	17%	21%	16%	17%	16%	16%	16%
		Very Frequently (More than 10 occasions)	18%	19%	15%	17%	18%	22%	18%	17%	16%	18%	25%	17%	26%	17%	23%	17%
		Unsure/N/A	13%	13%	13%	13%	13%	11%	10%	15%	12%	13%	11%	13%	9%	13%	8%	13%
	Inappropriate access of confidential information	Rarely (1 to 3 occasions)	26%	23%	31%	24%	27%	20%	22%	29%	26%	26%	24%	26%	27%	26%	20%	26%
		Sometimes (4 to 6 occasions)	8%	7%	10%	6%	10%	9%	10%	7%	10%	8%	20%	8%	10%	8%	10%	8%
		Frequently (7 to 10 occasions)	2%	1%	2%	2%	1%	3%	2%	1%	1%	2%	4%	2%	2%	2%	7%	1%
		Very Frequently (More than 10 occasions)	2%	2%	2%	2%	3%	3%	2%	2%	1%	2%	6%	2%	5%	2%	6%	2%
		Unsure/N/A	62%	66%	56%	66%	60%	66%	63%	61%	61%	62%	45%	63%	57%	63%	57%	63%
	Workplace theft (e.g. stationery, computers)	Rarely (1 to 3 occasions)	27%	25%	30%	26%	27%	29%	25%	28%	23%	28%	30%	27%	26%	27%	30%	26%
		Sometimes (4 to 6 occasions)	5%	5%	5%	5%	5%	3%	5%	6%	7%	4%	2%	5%	6%	5%	4%	5%
		Frequently (7 to 10 occasions)	2%	3%	2%	1%	3%	0%	3%	2%	2%	2%	0%	2%	6%	2%	1%	2%
		Very Frequently (More than 10 occasions)	1%	2%	1%	2%	1%	0%	1%	1%	1%	1%	8%	1%	2%	1%	6%	1%
		Unsure/N/A	65%	66%	63%	66%	64%	69%	66%	64%	67%	64%	60%	65%	61%	65%	59%	65%
	Use of public resources (e.g. improper use of vehicles, computers)	Rarely (1 to 3 occasions)	27%	23%	33%	29%	26%	24%	26%	28%	29%	27%	22%	27%	26%	27%	19%	27%
		Sometimes (4 to 6 occasions)	11%	9%	13%	11%	11%	3%	11%	11%	14%	10%	14%	11%	9%	11%	11%	11%
		Frequently (7 to 10 occasions)	5%	5%	4%	4%	5%	5%	5%	4%	4%	5%	4%	5%	9%	4%	5%	4%
		Very Frequently (More than 10 occasions)	5%	5%	5%	5%	5%	11%	5%	5%	3%	6%	10%	5%	7%	5%	11%	5%
		Unsure/N/A	53%	59%	45%	51%	54%	57%	53%	53%	50%	53%	49%	53%	50%	53%	53%	53%
C4b. If you have observed or witnessed an occurrence of unethical behaviour in your workplace, did you report it?		In all instances	18%	16%	20%	18%	17%	13%	15%	20%	35%	13%	14%	18%	15%	18%	15%	18%
		For some, but not all instances	42%	40%	43%	40%	42%	39%	42%	41%	43%	41%	47%	41%	40%	41%	43%	41%
		Never	35%	37%	32%	35%	35%	39%	36%	34%	20%	40%	32%	35%	36%	35%	32%	35%
		Don't know how to report it	6%	7%	4%	6%	5%	8%	7%	4%	2%	6%	7%	5%	9%	5%	10%	5%
C5. During the past 12 months have you been subjected to repeated bullying in your workplace?		Yes	11%	11%	12%	10%	12%	8%	12%	11%	11%	12%	19%	11%	23%	11%	25%	11%
		No	83%	83%	83%	84%	83%	84%	83%	83%	85%	83%	76%	83%	67%	84%	68%	84%
		Not sure	5%	6%	5%	6%	5%	8%	5%	5%	4%	6%	5%	5%	10%	5%	8%	5%
C5a. If you have been subjected to bullying in the past 12 months, who was responsible for the bullying? [1]	Your immediate supervisor		4%	5%	4%	5%	4%	2%	4%	5%	4%	5%	8%	4%	11%	4%	11%	4%
	Staff reporting to you		1%	1%	1%	1%	1%	0%	1%	1%	3%	0%	1%	1%	2%	1%	2%	1%
	A co-worker in your agency		4%	4%	5%	3%	5%	4%	5%	4%	3%	5%	8%	4%	7%	4%	13%	4%
	A group of co-workers in your agency		2%	2%	1%	1%	2%	2%	2%	1%	1%	2%	5%	2%	5%	1%	4%	2%
	Senior managers in your agency		4%	4%	3%	4%	3%	1%	4%	4%	3%	4%	10%	3%	7%	3%	11%	3%
	Other staff in your agency		1%	1%	2%	1%	1%	1%	1%	1%	2%	1%	4%	1%	4%	1%	4%	1%
	Staff from other agencies		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	1%	0%	0%	0%
	Ministers or ministerial advisers		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Other people (i.e. contractors, customers, patients, students, or visitors)		1%	0%	1%	0%	1%	1%	1%	1%	1%	1%	1%	1%	2%	1%	3%	1%
C5b. If you have been subjected to bullying in the past 12 months which of the following describes the nature of the bullying that you have experienced? [1]	Verbally abusing, insulting or offending you including criticising you in the form of yelling or screaming		5%	4%	6%	4%	6%	3%	5%	5%	5%	5%	7%	5%	11%	5%	16%	4%
	Spreading misinformation or malicious rumours		5%	5%	4%	4%	5%	4%	5%	4%	5%	4%	7%	4%	10%	4%	10%	4%
	Teasing or regularly making you the brunt of practical jokes or pranks		1%	2%	1%	2%	1%	3%	2%	1%	1%	2%	2%	1%	5%	1%	6%	1%
	Frightening, humiliating, belittling or degrading you through physical behaviour (e.g. assault, aggressive body language)		2%	2%	2%	2%	2%	1%	2%	2%	2%	2%	5%	2%	6%	2%	7%	2%
	Excluding or isolating you from others		5%	5%	4%	4%	5%	3%	5%	5%	4%	5%	9%	5%	11%	4%	11%	4%
	Assigning you tasks unrelated to your job or that are unreasonably below or beyond your skills level		3%	3%	3%	2%	3%	2%	3%	3%	2%	3%	7%	3%	7%	2%	9%	2%
	Setting timelines that are difficult to achieve or constantly changing deadlines		2%	2%	2%	2%	2%	1%	3%	2%	2%	2%	5%	2%	6%	2%	4%	2%
	Deliberately changing work rosters or leave arrangements to inconvenience you		1%	1%	2%	1%	2%	1%	2%	1%	1%	2%	4%	1%	2%	1%	3%	1%
	Deliberately withholding information, resources or consultation which is vital to your effective work performance		4%	4%	4%	4%	4%	1%	4%	4%	5%	4%	11%	4%	10%	4%	10%	4%
	Inappropriately or unfairly managing your performance		4%	4%	3%	4%	3%	2%	4%	3%	2%	4%	6%	3%	7%	3%	11%	3%
	Other		2%	2%	3%	2%	3%	1%	2%	2%	2%	2%	5%	2%	4%	2%	5%	2%
C5c If you have been subjected to bullying in the past 12 months, did you report it?		Yes	43%	40%	47%	34%	47%	64%	40%	44%	44%	43%	42%	43%	40%	43%	40%	43%
		No	57%	60%	53%	66%	53%	36%	60%	56%	56%	57%	58%	57%	60%	57%	60%	57%
C5d. If not, why did you not report the bullying? [1]	I did not want to upset relationships in the workplace		3%	3%	3%	3%	3%	2%	3%	3%	3%	3%	4%	3%	9%	3%	6%	3%
	I did not have enough evidence		2%	2%	2%	2%	2%	1%	3%	1%	1%	2%	4%	2%	2%	2%	3%	2%
	It could affect my career		3%	3%	2%	3%	3%	2%	4%	3%	3%	3%	5%	3%	7%	3%	6%	3%
	I did not think any action would be taken		4%	4%	4%	5%	4%	1%	5%	4%	3%	4%	9%	4%	10%	4%	10%	4%
	The matter was resolved informally		1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	2%	1%	2%	1%
	I did not think the bullying was serious enough		1%	1%	1%	1%	1%	1%	2%	1%	0%	1%	2%	1%	2%	1%	1%	1%
	I did not know how to report it		0%	0%	1%	0%	1%	0%	1%	0%	0%	0%	2%	0%	2%	0%	1%	0%
	Other		2%	2%	2%	2%	2%	0%	1%	2%	1%	2%	3%	2%	3%	2%	5%	2%
C6. Are you familiar with the Public Sector Code of Ethics?		Yes	85%	85%	85%	85%	85%	74%	84%	87%	93%	83%	81%	85%	78%	86%	84%	85%
		No	15%	15%	15%	15%	15%	26%	16%	13%	7%	17%	19%	15%	22%	14%	16%	15%

Section labels (vertical, left margin): SECTION D: PUBLIC INTEREST DISCLOSURE ACT 2003 · SECTION E: EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY

Employee perception survey question	Response options	Overall	Where is your primary work location?		Gender		Age group			Do you have senior managerial responsibility?		Are you of Indigenous origin?		Do you consider yourself to be from an ethnic minority group?		Do you have an impairment that results in a permanent disability?	
			Metropolitan	Regional/Rural	Male	Female	24 years and under	25 to 44 years	45 years and over	Manager	Not a manager	Indigenous Australian	Not an Indigenous Australian	Ethnic minority	Not an ethnic minority	Disability	No disability
C7. Are you familiar with your agency's code of conduct?	Yes	92%	92%	93%	92%	93%	93%	90%	94%	97%	91%	88%	92%	89%	93%	90%	92%
	No	8%	8%	7%	8%	7%	7%	10%	6%	3%	9%	12%	8%	11%	7%	10%	8%
D1. Are you aware of the Public Interest Disclosure Act 2003 (the PID Act) and how to make a disclosure?	Yes	31%	30%	32%	33%	30%	17%	27%	35%	45%	27%	36%	31%	29%	31%	34%	31%
	No	36%	37%	36%	35%	37%	53%	41%	32%	23%	40%	45%	36%	44%	31%	40%	36%
	No, but know where to find out	32%	33%	32%	32%	32%	30%	32%	33%	32%	33%	19%	33%	27%	33%	25%	33%
D2. Would you use the PID Act to make a disclosure of public interest information to a proper authority if you were aware of improper conduct in your workplace?	Always	45%	42%	49%	47%	44%	42%	41%	47%	49%	43%	52%	45%	47%	45%	44%	45%
	Sometimes	21%	21%	20%	22%	20%	16%	25%	18%	23%	20%	18%	21%	20%	21%	19%	21%
	Never	6%	6%	6%	7%	5%	10%	5%	6%	7%	6%	10%	6%	8%	6%	10%	6%
	Don't know	29%	30%	25%	24%	32%	32%	29%	28%	21%	32%	20%	29%	26%	28%	27%	29%
D3. If you were to make a public interest disclosure under the PID Act, how confident are you that: Your rights would be protected, in accordance with the PID Act	Completely confident	29%	28%	30%	31%	28%	41%	30%	28%	34%	27%	31%	29%	33%	29%	23%	29%
	Somewhat confident	39%	38%	40%	35%	41%	38%	41%	38%	39%	39%	38%	39%	29%	40%	34%	39%
	Not at all confident	21%	21%	20%	25%	18%	3%	17%	23%	21%	20%	25%	20%	22%	20%	31%	20%
	Don't know	12%	13%	10%	9%	14%	19%	12%	11%	7%	14%	7%	12%	16%	11%	12%	12%
Your agency's Public Interest Disclosure Officer would ensure information is adequately investigated	Completely confident	35%	36%	34%	36%	34%	66%	34%	34%	43%	31%	36%	35%	36%	35%	24%	35%
	Somewhat confident	35%	35%	36%	33%	37%	22%	38%	35%	33%	36%	30%	36%	26%	37%	30%	36%
	Not at all confident	16%	15%	16%	18%	13%	0%	12%	17%	14%	16%	23%	15%	18%	15%	26%	15%
	Don't know	14%	15%	14%	13%	15%	13%	16%	14%	10%	16%	11%	15%	20%	14%	20%	14%
A proper authority outside your agency (for example Ombudsman, Corruption and Crime Commission, Auditor General, and the Public Sector Commission) would ensure information is adequately investigated	Completely confident	40%	39%	41%	40%	39%	59%	39%	40%	45%	37%	38%	40%	37%	40%	35%	40%
	Somewhat confident	36%	37%	35%	36%	36%	22%	38%	36%	34%	37%	34%	36%	27%	37%	30%	37%
	Not at all confident	11%	11%	11%	12%	10%	0%	9%	12%	10%	11%	18%	11%	18%	10%	23%	10%
	Don't know	13%	13%	14%	12%	14%	19%	14%	13%	10%	15%	10%	14%	18%	13%	12%	13%
E1. Please indicate your level of agreement with the following in relation to your own experience in your agency.(Flexible work options and leave arrangements includes flexible start and finish times, part-time work, purchased leave arrangements) Your workplace culture supports people to achieve a suitable work/life balance	Strongly agree	38%	37%	39%	35%	40%	45%	38%	37%	39%	37%	34%	38%	36%	38%	29%	38%
	Moderately agree	31%	32%	31%	33%	31%	33%	31%	32%	33%	31%	31%	32%	28%	32%	29%	32%
	Mildly agree	14%	14%	13%	15%	13%	11%	14%	13%	14%	14%	16%	14%	14%	14%	17%	13%
	Neither agree nor disagree	5%	5%	4%	5%	5%	3%	4%	6%	3%	5%	6%	5%	5%	5%	7%	5%
	Mildly disagree	5%	4%	5%	6%	4%	2%	5%	4%	4%	5%	4%	5%	5%	4%	5%	5%
	Moderately disagree	3%	3%	3%	2%	3%	4%	3%	3%	3%	3%	3%	3%	4%	3%	4%	3%
	Strongly disagree	4%	4%	4%	4%	4%	2%	4%	5%	4%	4%	5%	4%	8%	4%	9%	4%
	Don't know or does not apply	1%	1%	1%	0%	1%	1%	0%	1%	0%	1%	1%	1%	1%	1%	0%	1%
Taking up flexible work options and leave arrangements would limit your career in your agency	Strongly agree	12%	12%	12%	10%	13%	17%	12%	11%	11%	12%	15%	12%	18%	11%	16%	11%
	Moderately agree	15%	15%	15%	14%	15%	13%	16%	15%	17%	15%	22%	15%	18%	15%	15%	15%
	Mildly agree	14%	15%	11%	15%	13%	16%	14%	13%	13%	14%	10%	14%	10%	14%	12%	14%
	Neither agree nor disagree	18%	18%	17%	19%	17%	18%	17%	18%	16%	18%	25%	17%	17%	18%	16%	18%
	Mildly disagree	8%	9%	7%	10%	7%	6%	9%	8%	9%	8%	7%	8%	7%	8%	4%	8%
	Moderately disagree	12%	12%	12%	12%	12%	8%	13%	12%	15%	11%	7%	12%	12%	12%	10%	12%
	Strongly disagree	13%	12%	15%	12%	14%	10%	13%	14%	14%	13%	7%	13%	12%	13%	19%	13%
	Don't know or does not apply	9%	8%	10%	7%	9%	11%	6%	10%	5%	9%	9%	9%	7%	9%	9%	8%
Your agency's policies support the use of flexible work options and leave arrangements and provide relevant information to staff	Strongly agree	32%	32%	31%	31%	33%	37%	32%	32%	35%	31%	30%	32%	33%	32%	26%	32%
	Moderately agree	28%	29%	28%	29%	28%	27%	29%	28%	33%	27%	31%	28%	29%	28%	22%	29%
	Mildly agree	16%	17%	14%	17%	15%	17%	16%	15%	14%	16%	13%	16%	12%	16%	18%	16%
	Neither agree nor disagree	9%	8%	10%	9%	9%	7%	8%	10%	9%	9%	14%	9%	10%	9%	11%	9%
	Mildly disagree	5%	4%	5%	4%	5%	3%	5%	4%	3%	5%	4%	5%	4%	5%	4%	5%
	Moderately disagree	3%	3%	3%	3%	3%	2%	3%	3%	2%	3%	2%	3%	5%	3%	5%	3%
	Strongly disagree	4%	4%	3%	3%	4%	2%	3%	4%	3%	4%	2%	4%	6%	3%	8%	3%
	Don't know or does not apply	4%	3%	6%	4%	5%	5%	3%	5%	2%	4%	4%	4%	2%	4%	5%	4%
Your immediate supervisor supports the use of flexible work options and leave arrangements and accommodates the needs of employees	Strongly agree	44%	44%	43%	40%	46%	51%	47%	41%	43%	44%	41%	44%	42%	44%	37%	44%
	Moderately agree	24%	25%	23%	26%	23%	24%	24%	25%	29%	23%	25%	24%	20%	25%	24%	24%
	Mildly agree	11%	11%	12%	12%	11%	11%	11%	12%	11%	11%	15%	11%	11%	11%	10%	12%
	Neither agree nor disagree	7%	6%	7%	8%	6%	4%	6%	7%	6%	7%	12%	6%	7%	7%	8%	6%
	Mildly disagree	4%	4%	4%	4%	4%	4%	4%	4%	3%	4%	2%	4%	5%	4%	3%	4%
	Moderately disagree	2%	2%	2%	2%	3%	2%	2%	3%	2%	3%	1%	2%	4%	2%	2%	2%
	Strongly disagree	4%	4%	3%	4%	4%	3%	3%	4%	2%	4%	3%	4%	6%	3%	11%	3%
	Don't know or does not apply	4%	3%	5%	4%	4%	1%	3%	5%	4%	4%	2%	4%	4%	4%	4%	4%
E2. Please indicate your level of agreement with the following in relation to your own experience in your agency. Your agency has supported you in feeling confident in working with people from different diversity groups	Strongly agree	39%	36%	44%	35%	42%	43%	40%	39%	43%	38%	43%	39%	36%	39%	32%	40%
	Moderately agree	29%	28%	29%	31%	28%	32%	29%	29%	33%	28%	21%	29%	25%	29%	24%	29%
	Mildly agree	11%	12%	11%	13%	10%	11%	12%	11%	10%	12%	16%	11%	13%	11%	13%	11%
	Neither agree nor disagree	12%	13%	10%	12%	12%	8%	11%	13%	9%	13%	13%	12%	14%	12%	16%	12%
	Mildly disagree	2%	2%	2%	2%	2%	3%	2%	2%	1%	2%	3%	2%	2%	1%	1%	1%
	Moderately disagree	1%	1%	1%	1%	1%	0%	1%	1%	1%	1%	1%	1%	2%	1%	1%	1%
	Strongly disagree	1%	2%	1%	2%	1%	1%	1%	1%	1%	1%	2%	1%	5%	1%	6%	1%
	Don't know or does not apply	4%	5%	3%	4%	4%	3%	3%	5%	3%	5%	1%	4%	2%	4%	5%	4%
Your agency is committed to creating a diverse workforce	Strongly agree	40%	37%	44%	35%	42%	47%	40%	39%	43%	39%	41%	40%	37%	40%	34%	40%
	Moderately agree	29%	29%	28%	31%	27%	29%	28%	29%	32%	27%	21%	29%	23%	29%	23%	29%
	Mildly agree	12%	13%	11%	12%	12%	11%	12%	12%	11%	12%	15%	12%	13%	12%	11%	12%
	Neither agree nor disagree	12%	12%	11%	13%	11%	10%	12%	11%	9%	12%	12%	12%	13%	12%	15%	11%
	Mildly disagree	2%	2%	2%	2%	2%	1%	2%	2%	1%	2%	3%	2%	4%	2%	4%	2%
	Moderately disagree	1%	1%	1%	1%	1%	0%	1%	1%	1%	1%	4%	1%	2%	1%	2%	1%
	Strongly disagree	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	4%	1%	5%	1%	4%	1%
	Don't know or does not apply	4%	5%	3%	5%	4%	3%	3%	5%	2%	5%	1%	4%	4%	4%	7%	4%
Staff making unwelcome comments, jokes or remarks based on a person's gender or diversity group status is acceptable behaviour in your workplace	Strongly agree	6%	6%	7%	6%	6%	8%	7%	6%	6%	6%	8%	6%	7%	6%	6%	6%
	Moderately agree	5%	5%	4%	5%	4%	6%	5%	4%	5%	5%	6%	5%	6%	4%	7%	4%
	Mildly agree	5%	5%	4%	4%	5%	3%	5%	5%	3%	5%	6%	5%	6%	5%	6%	5%
	Neither agree nor disagree	7%	7%	6%	7%	6%	7%	7%	6%	4%	7%	11%	6%	9%	6%	11%	6%
	Mildly disagree	6%	6%	6%	6%	6%	3%	7%	6%	5%	6%	4%	6%	7%	6%	6%	6%
	Moderately disagree	13%	13%	12%	15%	11%	13%	14%	12%	12%	13%	7%	13%	11%	13%	10%	13%
	Strongly disagree	57%	55%	60%	55%	58%	57%	52%	60%	64%	55%	52%	57%	49%	57%	51%	57%
	Don't know or does not apply	2%	3%	2%	2%	3%	2%	2%	3%	1%	3%	7%	2%	3%	2%	3%	2%
E2. Please indicate your level of agreement with the following in relation to your own... Staff making unwelcome sexual advances or other unwelcome conduct of a sexual nature is	Strongly agree	6%	6%	6%	6%	6%	7%	7%	5%	6%	6%	8%	6%	6%	6%	4%	6%
	Moderately agree	3%	3%	2%	3%	2%	3%	3%	2%	3%	2%	6%	2%	4%	2%	5%	2%

Employee perception survey question	Response options	Overall	Where is your primary work location?		Gender		Age group			Do you have senior managerial responsibility?		Are you of Indigenous origin?		Do you consider yourself to be from an ethnic minority group?		Do you have an impairment that results in a permanent disability?	
			Metropolitan	Regional/Rural	Male	Female	24 years and under	25 to 44 years	45 years and over	Manager	Not a manager	Indigenous Australian	Not an Indigenous Australian	Ethnic minority	Not an ethnic minority	Disability	No disability
experience in your agency. — acceptable behaviour in your workplace	Mildly agree	2%	2%	1%	2%	2%	3%	2%	2%	1%	2%	3%	2%	3%	2%	7%	2%
	Neither agree nor disagree	4%	5%	3%	4%	4%	5%	5%	4%	2%	5%	5%	4%	7%	4%	7%	4%
	Mildly disagree	3%	4%	2%	3%	3%	3%	4%	3%	2%	3%	2%	3%	4%	3%	1%	3%
	Moderately disagree	9%	9%	8%	11%	8%	4%	11%	8%	9%	9%	4%	9%	7%	9%	8%	9%
	Strongly disagree	70%	67%	74%	69%	71%	72%	66%	73%	75%	69%	66%	70%	65%	70%	65%	70%
	Don't know or does not apply	3%	4%	3%	3%	4%	2%	3%	3%	2%	4%	5%	3%	5%	3%	4%	3%
Unwelcome sexual advances or other unwelcome conduct of a sexual nature from staff occurs in your workplace	Strongly agree	4%	4%	4%	4%	4%	7%	4%	4%	4%	4%	8%	4%	4%	4%	2%	4%
	Moderately agree	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	3%	2%	2%	2%	5%	2%
	Mildly agree	3%	4%	2%	3%	3%	5%	3%	3%	2%	3%	4%	3%	5%	3%	7%	3%
	Neither agree nor disagree	6%	6%	5%	5%	6%	6%	6%	5%	3%	6%	8%	5%	8%	5%	7%	5%
	Mildly disagree	3%	3%	2%	3%	2%	4%	3%	2%	3%	3%	5%	3%	4%	3%	3%	3%
	Moderately disagree	9%	9%	8%	11%	8%	5%	10%	8%	10%	9%	5%	9%	8%	9%	7%	9%
	Strongly disagree	63%	60%	69%	61%	64%	66%	60%	65%	67%	62%	54%	63%	60%	63%	57%	63%
	Don't know or does not apply	11%	12%	8%	11%	11%	4%	10%	12%	8%	12%	13%	11%	9%	11%	11%	11%
E3. Please indicate your level of agreement with the following in relation to your own experience in your agency. — Your workplace culture is equally welcoming of people from all diversity groups	Strongly agree	51%	49%	55%	48%	54%	57%	50%	52%	56%	50%	46%	52%	41%	52%	43%	52%
	Moderately agree	27%	27%	26%	29%	26%	24%	27%	27%	29%	26%	18%	27%	27%	27%	26%	27%
	Mildly agree	9%	10%	7%	10%	8%	8%	10%	8%	8%	9%	12%	9%	11%	9%	9%	9%
	Neither agree nor disagree	7%	8%	5%	7%	6%	7%	8%	6%	3%	8%	9%	7%	7%	7%	11%	6%
	Mildly disagree	2%	2%	3%	2%	2%	1%	2%	2%	1%	2%	4%	2%	4%	2%	4%	2%
	Moderately disagree	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	4%	1%	2%	1%	4%	1%
	Strongly disagree	1%	1%	1%	2%	1%	1%	1%	1%	1%	1%	5%	1%	6%	1%	3%	1%
	Don't know or does not apply	1%	2%	1%	1%	2%	2%	1%	2%	0%	2%	2%	1%	1%	2%	1%	2%
E3a If you disagreed, people from which of the following groups were not welcomed? [1]	People from culturally diverse backgrounds	3%	3%	2%	3%	2%	1%	2%	3%	2%	3%	7%	2%	9%	2%	5%	2%
	People with disabilities	1%	2%	1%	1%	1%	1%	1%	1%	1%	1%	4%	1%	2%	1%	6%	1%
	Indigenous Australians	2%	2%	2%	2%	2%	1%	2%	2%	2%	2%	10%	2%	5%	2%	5%	2%
	Other	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	2%	1%	3%	1%	3%	1%
E4. Please indicate your level of agreement with the following statement: — Your immediate supervisor treats employees from all diversity groups in the workplace with equal respect	Strongly agree	64%	63%	65%	59%	66%	75%	65%	63%	70%	62%	63%	64%	55%	64%	54%	64%
	Moderately agree	19%	19%	18%	22%	17%	10%	19%	19%	18%	19%	17%	19%	17%	19%	17%	19%
	Mildly agree	6%	7%	5%	7%	5%	8%	5%	6%	5%	6%	7%	6%	7%	6%	7%	6%
	Neither agree nor disagree	6%	5%	6%	7%	5%	4%	6%	6%	3%	6%	8%	6%	9%	5%	10%	5%
	Mildly disagree	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	2%	1%	3%	1%	3%	1%
	Moderately disagree	1%	1%	0%	1%	0%	0%	1%	0%	0%	1%	1%	0%	1%	1%	2%	0%
	Strongly disagree	1%	1%	1%	1%	1%	0%	1%	1%	0%	1%	2%	1%	4%	1%	3%	1%
	Don't know or does not apply	3%	3%	4%	3%	3%	2%	3%	4%	3%	3%	0%	3%	3%	3%	4%	3%
E4a If you disagreed, people from which of the following groups were not treated with equal respect? [1]	People from culturally diverse backgrounds	1%	2%	1%	1%	1%	0%	1%	1%	1%	2%	1%	1%	6%	1%	1%	1%
	People with disabilities	0%	1%	0%	1%	0%	0%	0%	0%	0%	1%	1%	0%	1%	0%	3%	0%
	Indigenous Australians	1%	1%	1%	1%	1%	0%	1%	1%	0%	1%	4%	1%	3%	1%	1%	1%
	Other	1%	1%	1%	1%	1%	0%	1%	1%	0%	1%	1%	1%	1%	1%	4%	1%
E5. Please indicate your level of agreement with the following in relation to your own experience in your agency. — Your co-workers treat employees from all diversity groups in the workplace with equal respect	Strongly agree	50%	50%	50%	45%	52%	56%	49%	50%	49%	50%	49%	50%	39%	50%	40%	50%
	Moderately agree	29%	29%	30%	31%	28%	26%	29%	30%	34%	28%	19%	30%	30%	29%	30%	29%
	Mildly agree	9%	10%	8%	11%	8%	8%	9%	9%	8%	9%	11%	9%	10%	9%	7%	9%
	Neither agree nor disagree	6%	6%	6%	6%	5%	5%	5%	6%	3%	6%	10%	6%	9%	5%	10%	5%
	Mildly disagree	3%	3%	3%	2%	3%	3%	3%	2%	3%	3%	7%	3%	6%	3%	6%	3%
	Moderately disagree	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	3%	1%
	Strongly disagree	1%	1%	1%	1%	1%	0%	1%	1%	1%	1%	3%	1%	5%	1%	2%	1%
	Don't know or does not apply	2%	2%	1%	2%	1%	2%	1%	2%	1%	2%	0%	2%	1%	2%	1%	2%
E5a. If you disagreed, people from which of the following groups were not treated with equal respect? [1]	People from culturally diverse backgrounds	3%	3%	2%	3%	3%	2%	4%	2%	2%	3%	4%	3%	9%	3%	6%	3%
	People with disabilities	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	3%	1%	2%	1%	5%	1%
	Indigenous Australians	2%	2%	2%	3%	2%	2%	3%	2%	2%	2%	9%	2%	4%	2%	3%	2%
	Other	1%	1%	1%	1%	1%	1%	1%	1%	0%	1%	2%	1%	2%	1%	3%	1%
E6. Please indicate your level of agreement with the following in relation to your own experience in your agency. — Staff making unwelcome comments, jokes or remarks based on a person's gender or diversity group status does not occur in your workplace	Strongly agree	37%	36%	39%	33%	39%	41%	35%	38%	38%	36%	31%	37%	30%	37%	35%	37%
	Moderately agree	26%	25%	27%	29%	25%	28%	25%	27%	30%	25%	18%	26%	22%	26%	20%	26%
	Mildly agree	10%	10%	10%	11%	9%	7%	11%	9%	10%	10%	11%	10%	11%	10%	12%	10%
	Neither agree nor disagree	11%	11%	10%	12%	10%	10%	10%	11%	7%	12%	14%	11%	11%	11%	13%	10%
	Mildly disagree	7%	7%	6%	7%	7%	7%	8%	6%	7%	7%	7%	7%	10%	7%	8%	7%
	Moderately disagree	3%	3%	3%	3%	3%	3%	4%	3%	3%	3%	8%	3%	5%	3%	5%	3%
	Strongly disagree	3%	3%	2%	2%	3%	1%	3%	2%	2%	3%	5%	2%	6%	2%	2%	3%
	Don't know or does not apply	4%	5%	4%	4%	5%	2%	4%	5%	3%	5%	5%	4%	5%	4%	4%	4%
E6a. If you disagreed, people from which of the following groups were subjected to unwelcome remarks? [1]	Females	10%	13%	6%	11%	10%	12%	12%	9%	10%	10%	8%	10%	16%	10%	13%	10%
	Males	5%	6%	3%	7%	3%	4%	5%	4%	4%	5%	6%	5%	9%	4%	9%	4%
	People from culturally diverse backgrounds	10%	13%	6%	12%	9%	9%	12%	9%	9%	10%	10%	10%	23%	9%	13%	10%
	People with disabilities	3%	4%	2%	4%	2%	4%	4%	3%	2%	3%	5%	3%	7%	3%	8%	3%
	Indigenous Australians	8%	10%	7%	11%	7%	9%	10%	7%	8%	8%	16%	8%	16%	8%	11%	8%
	Other	3%	4%	2%	3%	3%	4%	3%	2%	2%	3%	3%	3%	5%	3%	5%	3%

[1] Respondents were able to select more than one response to the question.

Appendix A – Structure of the government sector

The WA government sector structure is outlined in Table A.1. Collectively, departments, SES organisations, non-SES organisations and ministerial offices are referred to as the public sector.

Table A.1   WA government sector structure

Entity type	Examples
Departments Primarily responsible for delivery of public services and providing policy advice and administrative support to ministers. Departments are established under s. 35 of the *Public Sector Management Act 1994* (PSM Act).	• Department of the Attorney General • Department of the Premier and Cabinet • Department of Commerce
SES organisations Established for public purposes under a written law to perform defined statutory functions, and generally responsible though a board to a minister. SES organisations are specified in Schedule 2 of the PSM Act.	• Rottnest Island Authority • Botanic Gardens and Parks Authority • Western Australian Tourism Commission

Entity type	Examples
Non-SES organisations Established for public purposes under a written law to perform defined statutory functions; generally responsible through a board to a minister, although usually with a degree of operational independence.	• Forest Products Commission • Corruption and Crime Commission • Legal Aid Commission of Western Australia
Ministerial offices Persons appointed to assist certain political officeholders.	• Staff of the office of the Minister for Health
Government boards and committees Established under law to perform statutory functions such as guidance and direction for an organisation; regulation, registration and appeal; coordination of policies and projects; and advisory functions.	• Road Safety Council • Mental Health Review Board • Gender Reassignment Board
PSM Act Schedule 1 entities[2] Entities as defined in Schedule 1 of the PSM Act. These entities are constituted by or under a written law, or by the Governor or a minister, to undertake specific public functions, but operate at arm's length to the executive arm of the Government, often in a commercial/semi-commercial environment or as part of the Westminster system of government. Schedule 1 entities include the judiciary (courts	• Public universities (e.g. Murdoch University) • Local government authorities (e.g. City of Perth) • Government trading enterprises (e.g. Water Corporation) • Port authorities

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[2] Schedule 1 entities are not required to report to the Commission under the PSM Act.

Entity type	Examples
and tribunals), legislature (Parliament), public universities and local governments.	(e.g. Fremantle Port Authority) • Police Force (i.e. sworn officers) • Courts and tribunals (e.g. State Administrative Tribunal) • Departments of the Parliament (e.g. Department of the Legislative Assembly) • Electorate offices

Tables A.2 to A.4 provide a list of entities making up the public sector in 2012/13. Entities are classified according to functional category and size, where they were included in the 2012/13 annual agency survey (AAS) sample, for reporting purposes. Further information on these categories is provided in Section 2. Several entities report under a larger entity where they have shared administrative arrangements for the AAS or the human resource minimum obligatory information requirement (HRMOIR) process; this has been noted where applicable.

The data in this Statistical bulletin represents the public sector entities required to report to the Public Sector Commission under the PSM Act. Therefore, further detail is not provided about PSM Act Schedule 1 entities.

Table A.2   Departments

Name of department	Functional category	Entity size
Department for Child Protection and Family Support	Service	Large
Department for Communities[3]	Service	Medium
Department of Aboriginal Affairs	Policy, development and coordination	Small
Department of Agriculture and Food	Policy, development and coordination	Large
Department of Commerce	Oversight, regulatory and sector administration	Medium
Department of Corrective Services	Service	Large
Department of Culture and the Arts	Service	Small
Department of Education	Service	Very large
Department of Education Services	Service	Small
Department of Environment and Conservation[4]	Oversight, regulatory and sector administration	Large
Department of Finance	Oversight, regulatory and sector administration	Large
Department of Fire and Emergency Services	Service	Large
Department of Fisheries	Oversight, regulatory and sector administration	Medium
Department of Health	Service	Very large

[3] From 1 July 2013, the Department of Local Government and the Department of Communities were amalgamated by means of abolishing the Department of Local Government and renaming the Department for Communities as the Department of Local Government and Communities.
[4] From 1 July 2013, the Department of Environment and Conservation was renamed the Department of Parks and Wildlife and the Department of Environmental Regulation was established.

Name of department	Functional category	Entity size
Department of Housing[5]	Service	Large
Department of Local Government[6]	Oversight, regulatory and sector administration	Small
Department of Mines and Petroleum	Policy, development and coordination	Medium
Department of Planning	Oversight, regulatory and sector administration	Medium
Department of Racing, Gaming and Liquor	Oversight, regulatory and sector administration	Small
Department of Regional Development and Lands[7]	Policy, development and coordination	Medium
Department of Sport and Recreation	Policy, development and coordination	Small
Department of State Development	Policy, development and coordination	Small
Department of the Attorney General	Service	Large
Department of the Premier and Cabinet[8]	Policy, development and coordination	Medium
Department of the Registrar Western Australian Industrial Relations Commission	Oversight, regulatory and sector administration	Small
Department of Training and Workforce Development	Service	Medium
Department of Transport	Oversight, regulatory and sector administration	Large

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[5] The Housing Authority completed the AAS on behalf of the Department of Housing.
[6] From 1 July 2013, the Department of Local Government and the Department of Communities were amalgamated by means of abolishing the Department of Local Government and renaming the Department for Communities as the Department of Local Government and Communities.
[7] From 1 July 2013, the Department of Regional Development and Lands was renamed as the Department of Regional Development and the Department of Lands was established as a stand-alone department.
[8] For the purposes of this report, the Department of the Premier and Cabinet includes ministerial offices.

Name of department	Functional category	Entity size
Department of Treasury	Oversight, regulatory and sector administration	Medium
Department of Water	Policy, development and coordination	Medium
Disability Services Commission[9]	Policy, development and coordination	Large
Mental Health Commission	Policy, development and coordination	Small
Office of the Auditor General	Oversight, regulatory and sector administration	Small
Office of the Director of Public Prosecutions	Service	Medium
Office of the Environmental Protection Authority	Oversight, regulatory and sector administration	Small
Office of the Inspector of Custodial Services	Oversight, regulatory and sector administration	Very small
Public Sector Commission	Oversight, regulatory and sector administration	Small
Western Australia Police[10]	Service	Large
Western Australian Electoral Commission	Service	Small

[9] The Disability Services Commission is both a department (established under s. 35) and a SES organisation (as described in Schedule 2) within the PSM Act.
[10] The Police Service is a department (established under s. 35) and the Police Force is a Schedule 1 entity under the PSM Act.

Table A.3   SES organisations (listed in PSM Act Schedule 2)

Name of SES organisation	Functional category	Entity size
Art Gallery of Western Australia	Service	Small
Botanic Gardens and Parks Authority	Service	Small
C. Y. O'Connor Institute	Service	Small
Central Institute of Technology	Service	Large
Challenger Institute of Technology	Service	Medium
Chemistry Centre (WA)	Service	Small
Commissioner of Main Roads	Service	Large
Country High School Hostels Authority	Service	Small
Country Housing Authority[11]	-	-
Disability Services Commission[12]	Policy, development and coordination	Large
Durack Institute of Technology	Service	Medium
Economic Regulation Authority	Oversight, regulatory and sector administration	Small
Gascoyne Development Commission	Policy, development and coordination	Very small
Goldfields-Esperance Development Commission	Policy, development and coordination	Very small

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[11] This entity has not been captured in the 2012/13 reporting sample.
[12] The Disability Services Commission is both a department (established under s. 35) and a SES organisation (as described in Schedule 2) within the PSM Act.

Name of SES organisation	Functional category	Entity size
Goldfields Institute of Technology	Service	Small
Government Employees Superannuation Board	Service	Medium
Great Southern Development Commission	Policy, development and coordination	Very small
Great Southern Institute of Technology	Service	Small
Housing Authority[13]	Service	Large
Insurance Commission of Western Australia	Service	Medium
Kimberley Development Commission	Policy, development and coordination	Very small
Kimberley Training Institute	Service	Small
Lotteries Commission (Lotterywest)	Service	Small
Metropolitan Cemeteries Board	Service	Small
Metropolitan Redevelopment Authority	Policy, development and coordination	Small
Mid West Development Commission	Policy, development and coordination	Very small
Minerals and Energy Research Institute of Western Australia[14]	-	-
Peel Development Commission	Policy, development and coordination	Very small
Perth Theatre Trust[15]	Service	Very small

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[13] HRMOIR data for the Housing Authority is reported under the Department of Housing.
[14] This entity has not been captured in the 2012/13 sample for the AAS.

Name of SES organisation	Functional category	Entity size
Pilbara Development Commission	Policy, development and coordination	Small
Pilbara Institute	Service	Small
Polytechnic West	Service	Large
Professional Standards Council[16]	-	-
Public Transport Authority of Western Australia	Service	Large
Rottnest Island Authority	Service	Small
Rural Business Development Corporation[17]	-	-
School Curriculum and Standards Authority	Oversight, regulatory and sector administration	Small
Small Business Development Corporation	Policy, development and coordination	Small
South West Development Commission	Policy, development and coordination	Small
South West Institute of Technology	Service	Medium
State Supply Commission[18]	-	-
The Library Board of Western Australia (State Library of Western Australia)	Service	Small
The Western Australian Museum	Service	Small

[15] Reports as part of the Department of Culture and the Arts for the HRMOIR process.
[16] This entity has not been captured in the 2012/13 reporting sample.
[17] Reported as part of the Department of Agriculture and Food for the AAS and HRMOIR process.
[18] Reported as part of the Department of Finance for the AAS and HRMOIR process.

Name of SES organisation	Functional category	Entity size
West Coast Institute of Training	Service	Medium
Western Australian Alcohol and Drug Authority (Drug and Alcohol Office)	Policy, development and coordination	Small
Western Australian Land Information Authority (Landgate)	Service	Medium
Western Australian Tourism Commission	Service	Small
Wheatbelt Development Commission	Policy, development and coordination	Very small
WorkCover Western Australia Authority	Service	Small
Zoological Parks Authority	Service	Small

Table A.4   Non-SES organisations[19]

Name of non-SES organisation	Functional category	Entity size
Agricultural Produce Commission[20]	Oversight, regulatory and sector administration	Very small
Animal Resources Authority	Service	Small
Architects Board of Western Australia	Oversight, regulatory and sector administration	Very small
Building Commission[21]	-	-
Bunbury Water Board (Aqwest)	Oversight, regulatory and sector administration	Small
Busselton Water Board	Oversight, regulatory and sector administration	Small
Combat Sports Commission[22]	-	-
Commissioner for Children and Young People	Policy, development and coordination	Very small
Commissioner for Equal Opportunity	Policy, development and coordination	Small
Commission for Occupational Safety and Health[20]	-	-
Conservation Commission of Western Australia[23]	Policy, development and coordination	Very small
Construction Industry Long Service Leave Payments Board[24]	Oversight, regulatory and sector administration	Very small

[19] This list is based on information available to the Commission at the time of printing.
[20] Reported as part of the Department of Agriculture and Food for the HRMOIR process.
[21] Reported as part of the Department of Commerce for the AAS and HRMOIR process.
[22] Reported as part of the Department of Sports and Recreation for the AAS and HRMOIR process.
[23] Reported as part of the Department of Environment and Conservation for the HRMOIR process.
[24] This entity has not been captured in the 2012/13 sample for the HRMOIR process.

Name of non-SES organisation	Functional category	Entity size
Construction Training Fund	Service	Very small
Corruption and Crime Commission	Oversight, regulatory and sector administration	Small
Environmental Protection Authority[25]	-	-
Forest Products Commission	Policy, development and coordination	Small
Health and Disability Services Complaints Office	Service	Very small
Heritage Council of Western Australia	Policy, development and coordination	Small
Keep Australia Beautiful Council (W.A.)	Policy, development and coordination	Very small
Law Reform Commission of Western Australia	Policy, development and coordination	Very small
Legal Aid Commission of Western Australia	Service	Medium
Legal Practice Board	Oversight, regulatory and sector administration	Small
Office of the Director of Equal Opportunity in Public Employment[26]	-	-
Office of the Information Commissioner	Oversight, regulatory and sector administration	Very small
Office of the Public Advocate[27]	-	-
Parliamentary Commissioner for Administrative Investigations (Ombudsman)	Oversight, regulatory and sector administration	Small

[25] Reported as part of the Office of the Environmental Protection Authority for the AAS and HRMOIR process.
[26] Reported as part of the Public Sector Commission for the AAS and HRMOIR process.
[27] Reported as part of the Department of the Attorney General for the AAS and HRMOIR process.

Name of non-SES organisation	Functional category	Entity size
Parliamentary Inspector of the Corruption and Crime Commission of Western Australia[28]	-	-
Parliamentary Superannuation Board[29]	-	-
Perth Market Authority	Service	Small
Plumbers Licensing Board[30]	-	-
Potato Marketing Corporation of Western Australia	Oversight, regulatory and sector administration	Very small
Public Trustee's Office[26]	-	-
Salaries and Allowances Tribunal[31]	-	-
Screenwest[32]	-	-
Solicitor General[33]	-	-
State Heritage Office[34]	-	-
Swan River Trust[35]	-	-
Teacher Registration Board of Western Australia[36]	-	-

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[28] This entity has not been captured in the 2012/13 reporting sample.
[29] Reported as part of the Government Employees Superannuation Board for the AAS and HRMOIR process.
[30] Reported as part of the Department of Commerce for the AAS and HRMOIR process.
[31] Reported as part of the Public Sector Commission for the AAS.
[32] Reported as part of the Department of Culture and the Arts for the AAS and HRMOIR process.
[33] This entity has not been captured in the 2012/13 reporting sample.
[34] Reported as part of the Heritage Council of Western Australia for the AAS and HRMOIR process.
[35] Reported as part of the Department of Environment and Conservation for the AAS.

Name of non-SES organisation	Functional category	Entity size
The Burswood Park Board	Service	Very small
The National Trust of Australia (W.A.)	Service	Small
The Queen Elizabeth II Medical Centre Trust[37]	Service	Very small
Trustees of Public Education Endowment[38]	-	-
Veterinary Surgeons' Board	Oversight, regulatory and sector administration	Very small
Western Australian Coastal Shipping Commission[32]	-	-
Western Australian Health Promotion Foundation (Healthway)	Policy, development and coordination	Small
Western Australian Meat Industry Authority	Oversight, regulatory and sector administration	Very small
Western Australian Planning Commission[39]	-	-
Western Australian Sports Centre Trust (VenuesWest)	Service	Medium

[36] Reported as part of the Department of Education Services for the HRMOIR process.
[37] Reported as part of the Department of Health for the HRMOIR process.
[38] Reported as part of the Department of Education Services for the AAS and HRMOIR process.
[39] Reported as part of the Department of Planning for the AAS and HRMOIR process.

Appendix B – Equity index (distribution)

The equity index reported in Section 1 of this Statistical bulletin is a measure of how evenly a group is dispersed through the salary profile. An index of 100 is considered optimal; an index less than 100 suggests the group is disproportionately represented in lower salary levels.

If there are less than 10 persons in a diversity group, the index may not be a good indicator of the true distribution of salary levels within the group.

Calculating the equity index

The equity index has the following formula:

$$E_{Group} = \frac{\sum_j j \frac{s_j T}{S t_j} \left(\frac{t_j}{T}\right)^a}{\sum_j j \left(\frac{t_j}{T}\right)^a} \times 100$$

where:

- E_{Group} is the equity index for the diversity group
- a is equal to 0.5
- j is the salary level (from 1-10)
- s_j is the number of employees with valid responses in the diversity group at salary level j
- S is the total number of employees with valid responses in the diversity group in the entity
- t_j is the number of employees with valid responses to the entity's diversity survey at salary level j
- T is the total number of employees with valid responses across the entity.