



Public Sector  
Commission



## State of the WA Government Sector Workforce 2024-25



Building a high performing, future fit sector

# Letter of **transmittal**

**Speaker**

**President**

**Legislative Assembly**

**Legislative Council**

I hereby submit to the Parliament of Western Australia the State of the Western Australian Government Sector Workforce 2024-25 in accordance with section 22D of the *Public Sector Management Act 1994*; section 22 of the *Public Interest Disclosure Act 2003*; and section 45ZD of the *Corruption, Crime and Misconduct Act 2003*.



SHARYN O'NEILL PSM  
PUBLIC SECTOR COMMISSIONER

18 September 2025

## Acknowledgement of **Country**

We are proud to deliver our services from Whadjuk Noongar boodja. We acknowledge and pay respects to Elders, Traditional Owners and Custodians of Country throughout Western Australia and their continuing connection to land, sky, waters and community.



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## From the Commissioner

### **I am pleased to present the State of the Western Australian Government Sector Workforce 2024-25.**

This report provides insights into the workforce that underpins the delivery of vital services across the many facets of business, industry and community in Western Australia. Drawing on data and information collected by the Public Sector Commission, it examines the shape and size of the workforce, its diversity and leadership, and the integrity that is central to maintaining public trust.

The WA government sector workforce continues to adapt and respond to the needs of our community and growing economy. In 2024-25, and in previous years, most public sector growth was in frontline agencies – particularly WA Health and the Department of Education which accounted for almost three quarters of the total increase. This reflects the increasing demand for services delivered through schools, hospitals and other health facilities.

The government's policy to return jobs to the public sector also contributed to the increase, with the return of the Peel Health Campus to the sector. In line with the government's priority to create a stable public sector, the majority of public sector employees continue to be permanent, increasing slightly to 75.8%, up from 75.5% last year.

Regional WA employment saw nominal growth over the year and regional median salaries increase. However, in percentage terms, regional employees remained stable at 22.3% of the public sector workforce. To support public sector regional employment and maintain regional representation in a competitive labour market, I extended one of my instructions which streamlines recruitment practices for regional areas.

Women are the driving force across the government sector. They make up the majority of the workforce and are central to its capacity to deliver services, particularly in the public sector where they comprise nearly three quarters of the workforce. Women are leading the way, making up 51.2% of the Senior Executive Service – which has remained at or around parity since March 2023. I am pleased to report that this is also the highest level of representation recorded.

I am also pleased to report that the gender pay gap in the public sector has reduced from 9.6% in March 2024 to 6.6% in March 2025. While the gap remained steady in government trading enterprises, reductions were recorded in public universities and local governments, with the latter achieving a positive gap for the first time. Although progress is being made, it is important that there is continued focus on closing the gender pay gap and ambition for further improvement.

We are seeing encouraging and meaningful progress in strengthening diversity across the government sector workforce. For the first time, the public sector achieved the government's aspirational youth target, and cultural and linguistic diversity continues to grow, having already surpassed the government's target. I am also pleased to see more Aboriginal and Torres Strait Islander employees and people with disability in the government sector workforce, however representation trends for both diversity groups



remain largely unchanged and proactive action by the government sector is still required.

This year also marked an important step forward in strengthening the sector's focus on integrity. I updated Commissioner's Instruction 40 to require use of the Integrity Framework Maturity Self-Assessment tool, with almost all public sector agencies having used, or planning to use, the tool in the next 12 months. The release of Embedding Integrity: Integrity Strategy for WA Public Authorities 2024-28 aims to further consolidate integrity across public authorities and in the conduct of individuals who serve in them.

The year ahead will see Public Sector Reform 2025 start to take effect, with 10 reshaped departments established and operating. Next year's report will reflect these changes, inclusive of the establishment of a new department.

I am proud of the work we have achieved together, and I know there is more to do. By drawing on our collective expertise, insights and commitment, we will continue to build a government sector that reflects and serves the community it represents.

I thank everyone for the part they have played this year and I look forward to the progress we will make in the year ahead.



**SHARYN O'NEILL PSM**  
**PUBLIC SECTOR COMMISSIONER**

18 September 2025



## About this report

**This report is the Public Sector Commissioner's independent assessment of the performance, notable achievements, challenges and priorities of the WA government sector workforce.**

The Commission's [remit and responsibilities](#) differ across the government sector. For the public sector, the information in this report extends across the *Public Sector Management Act 1994* (PSM Act); *Equal Opportunity Act 1984* (EO Act); *Corruption, Crime and Misconduct Act 2003* (CCM Act); and *Public Interest Disclosure Act 2003* (PID Act). For other government entities, the information only relates to the EO Act, CCM Act and PID Act.

The workforce information in sections 1 to 4 is based on data about public sector agencies and other government entities excluding government boards and committees. Integrity information in section 5 refers to public authorities (public sector agencies and other government entities including some government boards and committees).

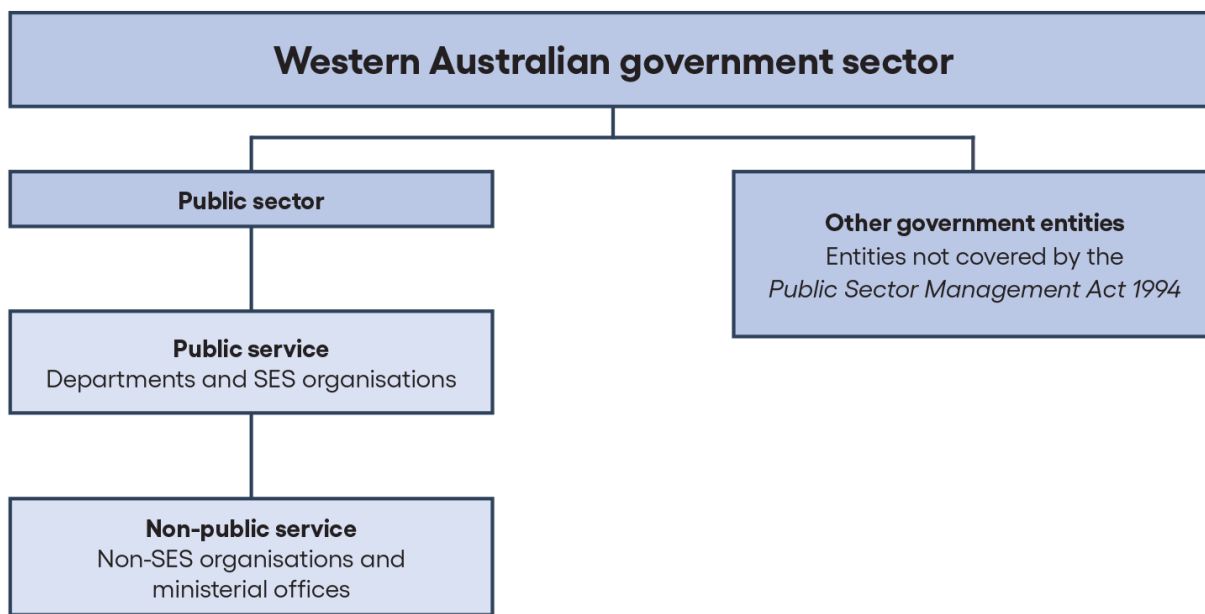
Workforce data presented throughout the report is based on annual average figures unless otherwise indicated as a point in time reference. The report draws on data from a range of sources. Information on the data collected by the Commission is in the data quality statement (more information in Appendix 1).



## Section 1: Structure

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

Figure 1: Visual representation of the government sector



The **public sector**, which includes the public service and non-public service, is governed by the PSM Act and has a high level of interaction with, and direction from, the government of the day.

At 30 June 2025 there were:

- 25 departments (such as the Department of Education and Department of Justice)
- 43 Senior Executive Service (SES) organisations (such as Lotterywest)
- 50 non-Senior Executive Service (non-SES) organisations (such as health service providers, Office of the Information Commissioner, and government boards and committees established under legislation)
- 17 ministerial offices.

These are referred to in this report as **public sector agencies**.

Outside the public sector are **other government entities** which operate with a large degree of independence from the government of the day. They are part of the government sector but are not governed by the PSM Act. They are bound by some of the same rules as the public sector including equal employment, misconduct and dealing with public interest disclosures.

At 30 June 2025 there were:

- 145 local governments (including 8 regional local governments and regional councils)
- 4 public universities
- 19 other authorities (including government trading enterprises, parliamentary electorate offices and sworn officers of the WA Police Force)



- 247 government boards and committees.  
Visit the website for more information about the [structure of the WA government sector](#).

## Public Sector Reform 2025

Targeted reform of some departments was announced by the Premier in March 2025. For further information about the changes refer to [Public Sector Reform 2025](#).

The reform changes commenced 1 July 2025 and therefore are not reflected in the data presented in this report.





## Section 2: Workforce profile

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

### Workforce size

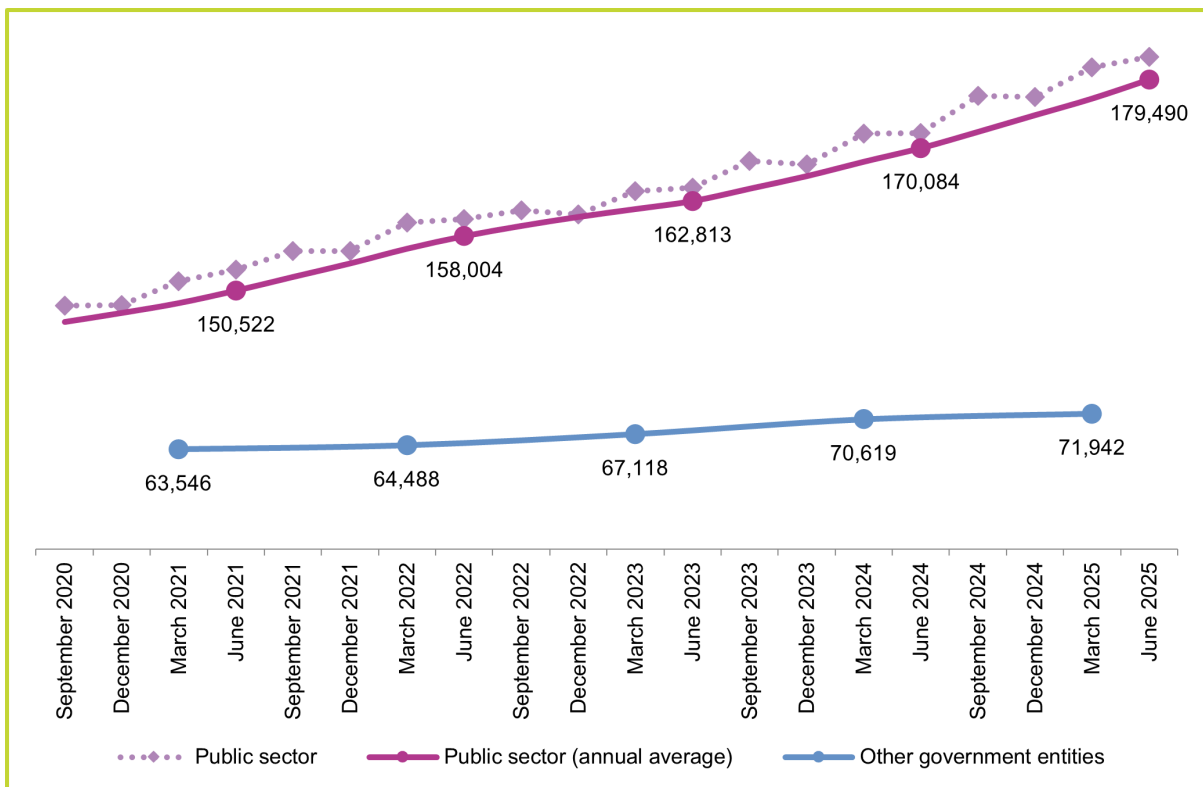
In 2024-25, the government sector employed 251,432 people (headcount).

The public sector had 179,490 employees which is an increase of 9,406 (+5.5%) from 2023-24 to 2024-25 and an increase of 28,968 (+19.2%) from 2020-21.

The public sector workforce generally follows WA employment trends – when more people are employed in the state, more people are employed in the public sector. Over the last 5 years the government has also set a series of insourcing policies to return jobs to the public sector which has added to the size of the sector. Over the same period the workforce looks generally quite stable compared to the WA workforce. At June 2025 the public sector employed 11.1% of the WA workforce, remaining around the usual range of between 10.2% and 11.0% seen since 2015.

Other government entities had 71,942 employees which is an increase of 1,323 (+1.9%) from 2023-24 and 8,396 (+13.2%) from 2020-21 (Figure 2 and Table 1).

Figure 2: Employee headcount in the government sector 2020-21 to 2024-25



**Table 1: Employee headcount and annual change in the government sector 2020-21 to 2024-25**

	2020-21	2021-22	2022-23	2023-24	2024-25
<b>Public sector headcount, annual average</b>	<b>150,522</b>	<b>158,004</b>	<b>162,813</b>	<b>170,084</b>	<b>179,490</b>
Annual change	+5,456	+7,481	+4,809	+7,271	+9,406
Annual percent change	+3.8%	+5.0%	+3.0%	+4.5%	+5.5%
<b>Other government entities headcount, March</b>	<b>63,546</b>	<b>64,488</b>	<b>67,118</b>	<b>70,619</b>	<b>71,942</b>
Annual change	+1,036	+942	+2,630	+3,501	+1,323
Annual percent change	+1.7%	+1.5%	+4.1%	+5.2%	+1.9%

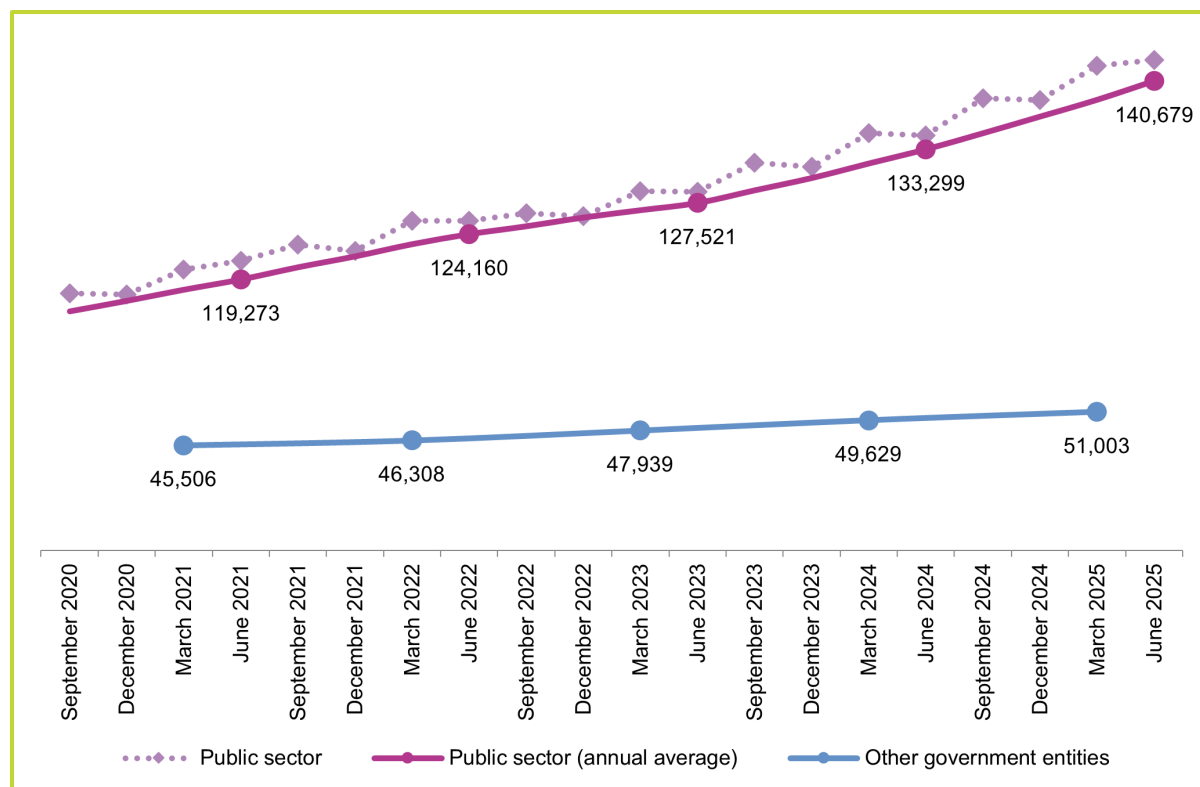
Note: Some items may not add up to totals due to rounding.

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

In 2024-25 the public sector comprised 179,490 employees equating to 140,679 full time equivalents (FTE), an increase of 7,380 FTE (+5.5%) from 2023-24. The 71,942 employees in other government entities equated to 51,003 FTE<sup>1</sup>, an increase of 1,374 FTE (+2.8%) from 2023-24 (Figure 3 and Table 2).

Public sector FTE increased by 21,406 (+17.9%) between 2020-21 and 2024-25 while other government entities FTE increased by 5,497 (+12.1%) between March 2021 and March 2025 (Table 2).

**Figure 3: Employee FTE in the government sector 2020-21 to 2024-25**



<sup>1</sup> FTE figures for other government entities reflect only employees active (paid) in the final March 2025 pay period.



**Table 2: Employee FTE and annual change in the government sector 2020-21 to 2024-25**

	2020-21	2021-22	2022-23	2023-24	2024-25
<b>Public sector FTE, annual average</b>	<b>119,273</b>	<b>124,160</b>	<b>127,521</b>	<b>133,299</b>	<b>140,679</b>
Annual change	+4,539	+ 4,887	+3,361	+5,778	+7,380
Annual percent change	+4.0%	+4.1%	+2.7%	+4.5%	+5.5%
<b>Other government entities FTE, March</b>	<b>45,506</b>	<b>46,308</b>	<b>47,939</b>	<b>49,629</b>	<b>51,003</b>
Annual change	+1,404	+802	+1,631	+1,690	+1,374
Annual percent change	+3.2%	+1.8%	+3.5%	+3.5%	+2.8%

The increase in public sector headcount in the last year has primarily been in the large service delivery portfolios:

- WA Health<sup>2</sup> increased by 4,903 employees (representing 52.1% of the annual public sector increase in headcount) between 2023-24 and 2024-25. It reported this growth was attributable to continued service demands across the health sector, the opening of new services and wards, and implementation of existing and new government initiatives.
  - Commissioner's Instruction 37: Interim Arrangements to Fill Vacancies at South Metropolitan Health Service came into effect on 27 June 2022 allowing the South Metropolitan Health Service to make employment offers to employees engaged by Ramsay Health Care at the Peel Health Campus. It ceased on 13 August 2024.
  - Commissioner's Instruction 44: Interim Arrangements to Fill Vacancies at East Metropolitan Health Service came into effect on 12 August 2024 allowing the East Metropolitan Health Service to make employment offers to certain employees engaged by the Mental Health Commission at Next Step Drug and Alcohol Services. It ceased on 30 November 2024.
- The Department of Education increased by 1,769 employees (representing 18.8% of the annual public sector increase in headcount) between 2023-24 and 2024-25. It reported this increase related to continued growth in student enrolments and the opening of new schools; delivery of election commitments in relation to school psychologists, additional public service officers required to meet operational requirements; and higher number of special needs education assistants in mainstream schools.
- The Department of Justice increased by 531 employees, the Public Transport Authority by 271 employees and the Department of Communities by 246 employees, together representing 11.1% of the annual public sector increase in headcount.
  - Commissioner's Instruction 43: Interim Arrangements to Fill Vacancies at the Department of Justice came into effect on 1 July 2024 allowing the Department of Justice to make direct employment offers to certain employees engaged by Integrity Industrial. It ceased on 31 August 2024.

Over the last 5 years from 2020-21 to 2024-25, 73.8% of the increase in public sector headcount occurred in WA Health and the Department of Education:

<sup>2</sup> WA Health portfolio comprises Department of Health and health service providers.

- WA Health increased by 14,672 headcount between 2020-21 and 2024-25, comprising 50.6% of the total increase in the public sector. WA Health now accounts for 36.7% of the public sector headcount (up from 34.0% in 2020-21).
- The Department of Education increased by 6,713 headcount between 2020-21 and 2024-25, comprising 23.2% of the total public sector increase.

Existing government commitments to additional police officers, new schools, health facilities and insourcing are likely to increase the public sector headcount and FTE in future years. In particular, [Commissioner's Instruction 36: Interim Arrangements to Fill Vacancies at Main Roads Western Australia](#) came into effect on 1 April 2022 allowing Main Roads Western Australia to make employment offers to external contractors currently engaged by it. It ceases on 1 April 2026.

## State finances

Salaries expenditure information will be published in the Department of Treasury and Finance's [Annual Report on State Finances](#).



## Recruitment activities

The WA government sector continued to experience challenges in filling positions in an employment market similar to that experienced across Australia. To support public sector agencies, the Public Sector Commissioner extended [Commissioner's Instruction 39: Interim Arrangements to Fill Public Sector Vacancies](#).

Commissioner's Instruction 39 was issued in September 2022 to help overcome challenges in attracting and retaining staff, particularly in regional areas as well as to increase diversity representation across the sector. The instruction streamlines public sector recruitment processes by allowing appointments without advertising in a range of situations and extending the time period for appointments from previous recruitment processes. It varies the rules in [Commissioner's Instruction 2: Filling a Public Sector Vacancy](#). Commissioner's Instruction 39 will remain until new public sector recruitment policies are in place.

In 2024-25, 24,584 advertisements were posted on the Recruitment Advertising Management System (RAMS)<sup>3</sup> which supports the [WA Government Jobs Board](#). This was a 9.7% increase from 22,406 in 2023-24<sup>4</sup> while the number of applications received rose by 2.2% from 293,567 to 300,091.

These figures do not reflect the total number of vacancies or total number of employees engaged. A single advertisement may be used to fill more than one position (for example, pool recruitment) and other positions may be filled before being publicly advertised. Therefore, these figures should only be used as a general indicator of recruitment activity.

In 2024-25 the number of advertisements for permanent roles increased to 9,689, up by 756 from 2023-24. The percentage of all advertisements for permanent roles decreased from 39.9% in 2023-24 to 39.4% in 2024-25 (Table 3). This decrease may be attributable to Commissioner's Instruction 39 which allows for the permanent appointment of employees in some circumstances without advertising.

Of all advertisements, 25.5% were pool recruitments indicating that more than one role may have been filled from a single advertisement. This was a decrease from 28.9% last year.

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

<sup>4</sup> Includes advertisements created for separate jobs boards such as Aboriginal Services Jobs Board and OnBoard WA. Advertisements can be created by government and private sector employers.

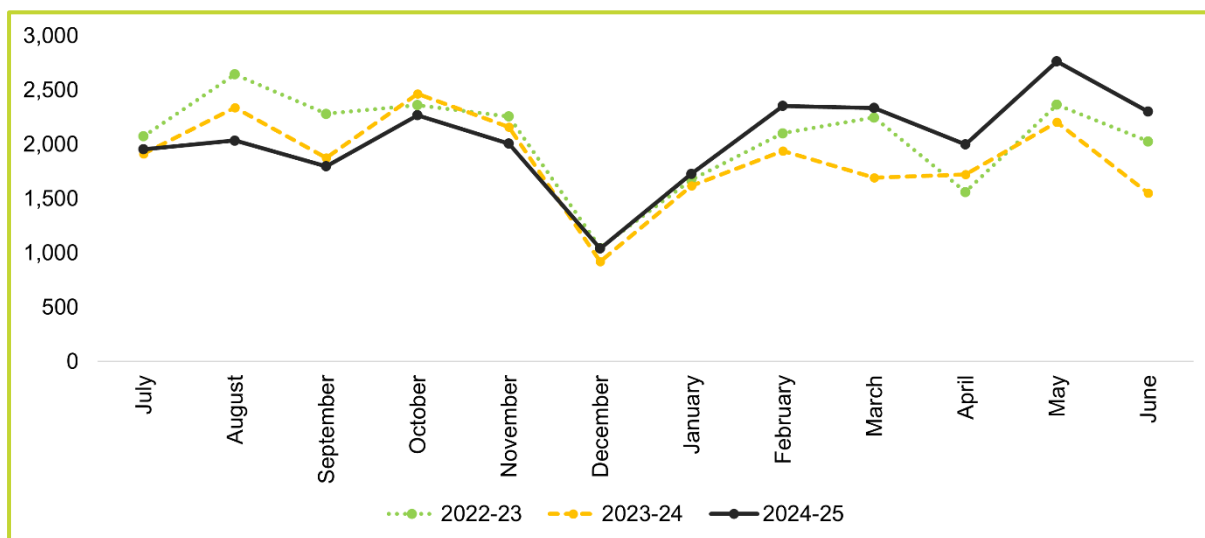
**Table 3: Recruitment advertisements (% of total) in RAMS by employment type 2020-21 to 2024-25**

Employment type	2020-21	2021-22	2022-23	2023-24	2024-25
<b>Permanent total</b>	<b>7,024</b> <b>(36.9%)</b>	<b>8,948</b> <b>(37.0%)</b>	<b>10,078</b> <b>(40.9%)</b>	<b>8,933</b> <b>(39.9%)</b>	<b>9,689</b> <b>(39.4%)</b>
Permanent full time	5,374 (28.3%)	7,164 (29.6%)	8,296 (33.7%)	7,453 (33.3%)	8,027 (32.7%)
Permanent part time	1,650 (8.7%)	1,784 (7.4%)	1,782 (7.2%)	1,480 (6.6%)	1,662 (6.8%)
<b>Fixed term total</b>	<b>6,535</b> <b>(34.4%)</b>	<b>7,340</b> <b>(30.3%)</b>	<b>6,359</b> <b>(25.8%)</b>	<b>5,711</b> <b>(25.5%)</b>	<b>6,025</b> <b>(24.5%)</b>
Fixed term full time	5,392 (28.4%)	6,296 (26.0%)	5,489 (22.3%)	4,952 (22.1%)	5,171 (21.0%)
Fixed term part time	1,143 (6.0%)	1,044 (4.3%)	870 (3.5%)	759 (3.4%)	854 (3.5%)
<b>Casual</b>	<b>359</b> <b>(1.9%)</b>	<b>333</b> <b>(1.4%)</b>	<b>303</b> <b>(1.2%)</b>	<b>223</b> <b>(1.0%)</b>	<b>473</b> <b>(1.9%)</b>
<b>Sessional</b>	<b>156</b> <b>(0.8%)</b>	<b>97</b> <b>(0.4%)</b>	<b>50</b> <b>(0.2%)</b>	<b>79</b> <b>(0.4%)</b>	<b>82</b> <b>(0.3%)</b>
<b>Multiple work types</b>	<b>4,824</b> <b>(25.4%)</b>	<b>7,373</b> <b>(30.5%)</b>	<b>7,739</b> <b>(31.4%)</b>	<b>7,330</b> <b>(32.7%)</b>	<b>8,037</b> <b>(32.7%)</b>
<b>Other</b>	<b>112</b> <b>(0.6%)</b>	<b>94</b> <b>(0.4%)</b>	<b>118</b> <b>(0.5%)</b>	<b>130</b> <b>(0.6%)</b>	<b>278</b> <b>(1.1%)</b>
<b>Total</b>	<b>19,010</b> <b>(100%)</b>	<b>24,185</b> <b>(100%)</b>	<b>24,647</b> <b>(100%)</b>	<b>22,406</b> <b>(100%)</b>	<b>24,584</b> <b>(100%)</b>

Recruitment trends in 2024-25 were similar to those in 2023-24, however a higher number of advertisements was posted overall, particularly in the February to June period (Figure 4).

Advertisements (Table 4) increased in the metropolitan area by 5.8% (up from 15,955 to 16,883). Advertisements also increased in regional areas by 21.5% (up from 5,144 to 6,249). Commissioner's Instruction 39 allowed for appointments without advertising. In regional areas (except the Peel region) the instruction was used 4,196 times between 1 April 2023 and 30 June 2025.

**Figure 4: Recruitment advertisements in RAMS 2022-23 to 2024-25**



**Table 4: Recruitment advertisements in RAMS by region 2023-24 and 2024-25**

Region	2023-24	2024-25	Change
<b>Regional WA total</b>	<b>5,144</b>	<b>6,249</b>	<b>+1,105 (+21.5%)</b>
Gascoyne	37	47	+10 (+27.0%)
Goldfields Esperance	688	694	+6 (+0.9%)
Great Southern	310	409	+99 (+31.9%)
Kimberley	809	691	-118 (-14.6%)
Mid West	753	822	+69 (+9.2%)
Peel	74	130	+56 (+75.7%)
Pilbara	880	1,849	+969 (+110.1%)
South West	947	852	-95 (-10.0%)
Wheatbelt	646	755	+109 (+16.9%)
<b>Metropolitan</b>	<b>15,955</b>	<b>16,883</b>	<b>+928 (+5.8%)</b>
<b>Multiple regions</b>	<b>1,234</b>	<b>1,372</b>	<b>+138 (+11.2%)</b>
<b>Outside WA</b>	<b>4</b>	<b>27</b>	<b>+23 (+575.0%)</b>

## Appointment types

As in previous years, the majority of public sector roles was appointed on a permanent basis. In 2024-25 the percentage of permanency in the public sector increased slightly to 75.8% from 75.5% in 2023-24.

Fixed term employment decreased slightly from 18.8% in 2023-24 to 18.7% while casual employment remained at 5.0% (Table 5).

[Commissioner's Instruction 42: Interim Arrangements to Fill Vacancies at WA Health](#) came into effect on 28 March 2024. It allows WA Health to convert senior practitioners to permanent employment. Permanency increased from 66.1% of FTE to 68.9% of FTE in WA Health between March 2024 and June 2025.

**Table 5: Employee FTE annual average by appointment type in the public sector 2020-21 to 2024-25**

Appointment type	2020-21	2021-22	2022-23	2023-24	2024-25
<b>Permanent total</b>	<b>76.9%</b>	<b>74.7%</b>	<b>75.5%</b>	<b>75.5%</b>	<b>75.8%</b>
Permanent full time	54.0%	52.3%	52.0%	52.2%	51.8%
Permanent part time	22.9%	22.4%	23.5%	23.3%	24.0%
<b>Fixed term total</b>	<b>17.3%</b>	<b>19.1%</b>	<b>18.6%</b>	<b>18.8%</b>	<b>18.7%</b>
Fixed term full time	11.6%	12.8%	12.5%	12.6%	12.7%
Fixed term part time	5.7%	6.3%	6.1%	6.2%	6.1%
<b>Casual</b>	<b>5.2%</b>	<b>5.5%</b>	<b>5.3%</b>	<b>5.0%</b>	<b>5.0%</b>
<b>Other</b>	<b>0.6%</b>	<b>0.6%</b>	<b>0.7%</b>	<b>0.6%</b>	<b>0.5%</b>

Similar to the public sector, the majority of FTE in other government entities was employed on a permanent basis (Table 6), with permanency increasing from 78.2% in March 2024 to 79.9% in March 2025.

**Table 6: Employee FTE by appointment type in other government entities March 2025**

Appointment type	Government trading enterprises and other authorities	Local governments	Public universities	Other government entities total
<b>Permanent total</b>	<b>93.1%</b>	<b>79.1%</b>	<b>58.8%</b>	<b>79.9%</b>
Permanent full time	88.6%	66.7%	49.3%	71.3%
Permanent part time	4.5%	12.4%	9.5%	8.6%
<b>Fixed term total</b>	<b>5.7%</b>	<b>14.4%</b>	<b>31.6%</b>	<b>15.0%</b>
Fixed term full time	5.2%	12.4%	24.1%	12.3%
Fixed term part time	0.5%	1.9%	7.5%	2.7%
<b>Casual</b>	<b>1.1%</b>	<b>6.5%</b>	<b>9.6%</b>	<b>5.1%</b>
<b>Other</b>	<b>0.0%</b>	<b>0.1%</b>	<b>0.0%</b>	<b>0.0%</b>



## Age and gender

The median age of public sector employees was 44 years in 2024-25, with male employees slightly older overall than female employees (Table 7, Table 8 and Figure 5). The annual average median age of public sector employees was 45 years in 2020-21.

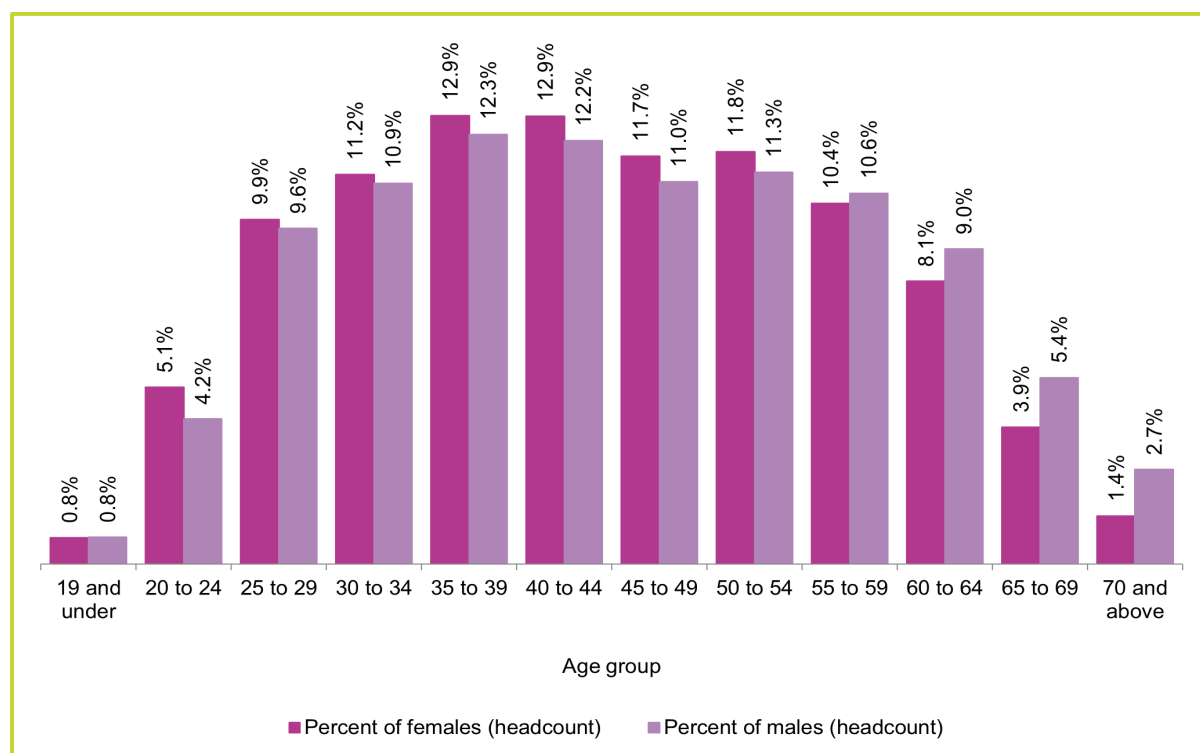
The median age of employees in other government entities was 42 years in March 2025, consistent with last year. Male employees were once again slightly older than female employees (Table 7, Table 9 and Figure 6).

Females made up 73.3% of the public sector workforce in 2024-25 (the same as in 2023-24) and 50.9% of other government entities (a slight increase from 50.6% in 2023-24). Employees of other government entities reported 0.2% as neither male nor female, and in the public sector this figure was less than 0.1%.

**Table 7: Employees median age in the government sector 2024-25**

	Median age (years)		
	Female	Male	All employees
Public sector 2024-25 annual average	44	45	44
Other government entities March 2025	41	43	42

**Figure 5: Employees by age and sex in the public sector 2024-25**

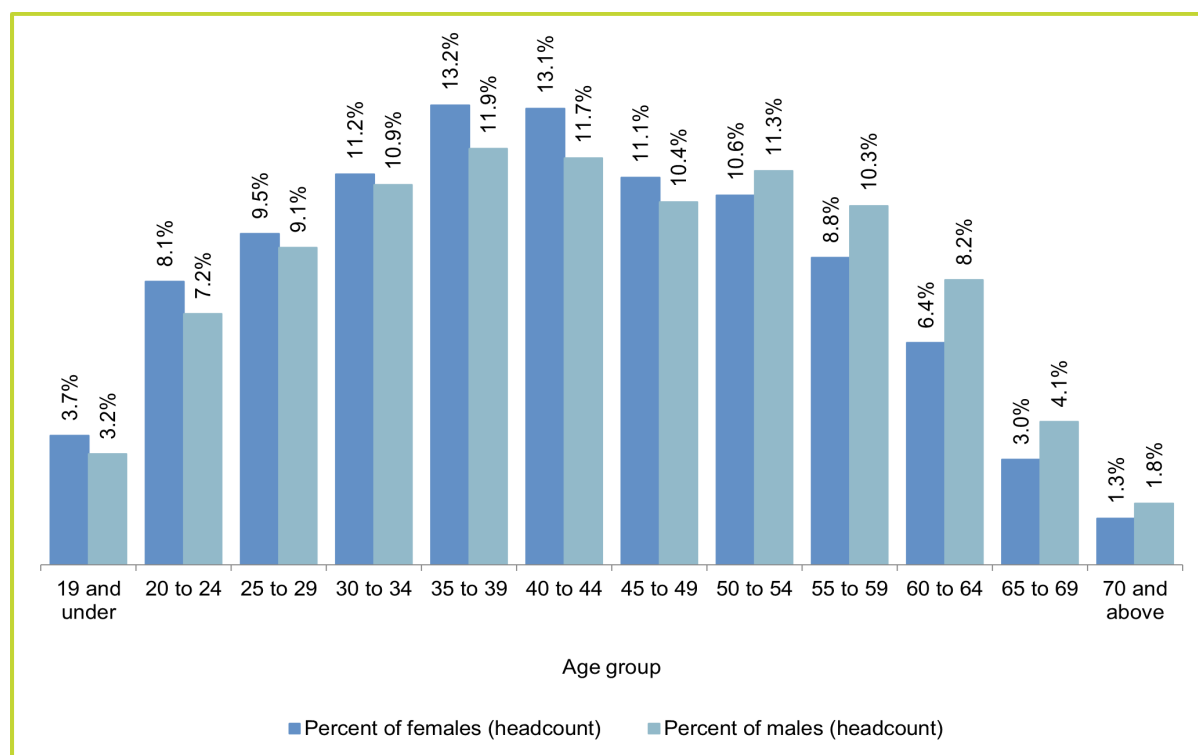


**Table 8: Employees annual average headcount by age group in the public sector 2024-25**

Age in years*	Female	Male	Neither male nor female
19 and under	1,001	371	2
20 to 24	6,672	1,997	7
25 to 29	13,015	4,623	2
30 to 34	14,703	5,245	4
35 to 39	16,942	5,919	7
40 to 44	16,915	5,830	2
45 to 49	15,403	5,263	1
50 to 54	15,582	5,397	0
55 to 59	13,613	5,105	1
60 to 64	10,674	4,339	0
65 to 69	5,176	2,569	0
70 and above	1,812	1,301	0
<b>Total</b>	<b>131,506</b>	<b>47,957</b>	<b>26</b>

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

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

**Figure 6: Employees by age and sex in other government entities March 2025**

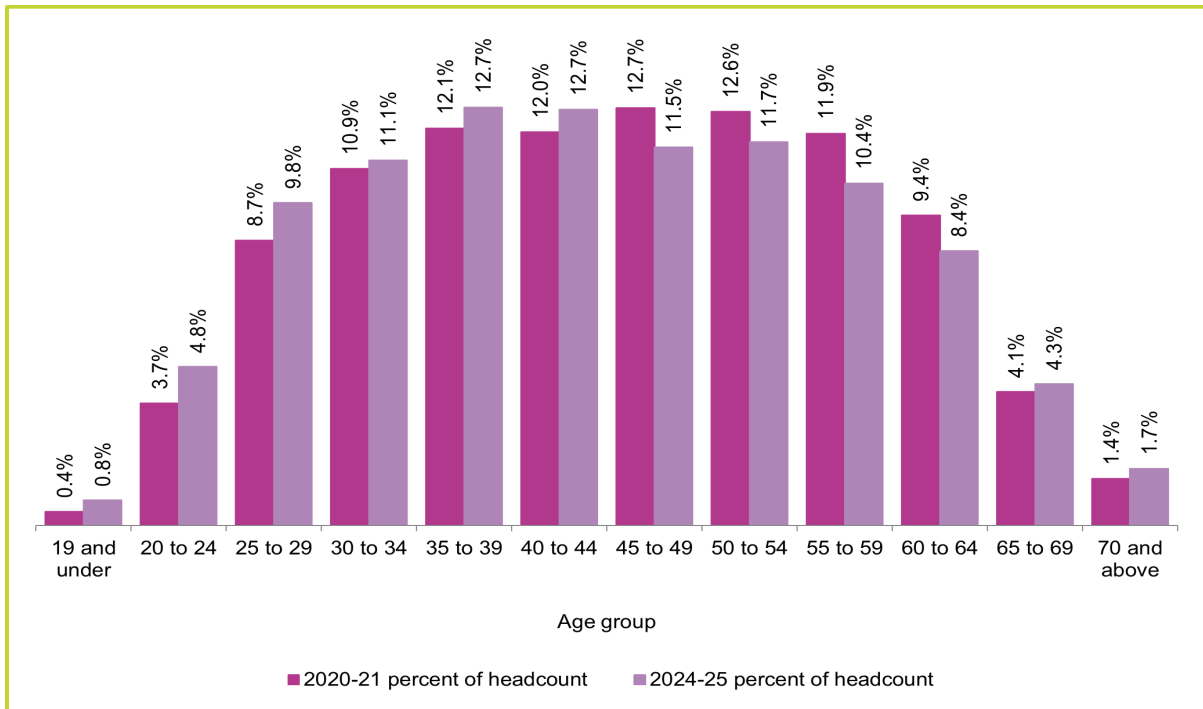
**Table 9: Employees headcount by age group in other government entities March 2025**

Age in years*	Female	Male	Neither male nor female
19 and under	1,354	1,115	7
20 to 24	2,967	2,530	29
25 to 29	3,468	3,197	31
30 to 34	4,090	3,831	27
35 to 39	4,813	4,191	25
40 to 44	4,780	4,096	17
45 to 49	4,055	3,656	8
50 to 54	3,870	3,966	11
55 to 59	3,217	3,615	6
60 to 64	2,324	2,869	4
65 to 69	1,103	1,442	3
70 and above	486	616	1
<b>Total</b>	<b>36,527</b>	<b>35,124</b>	<b>169</b>

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

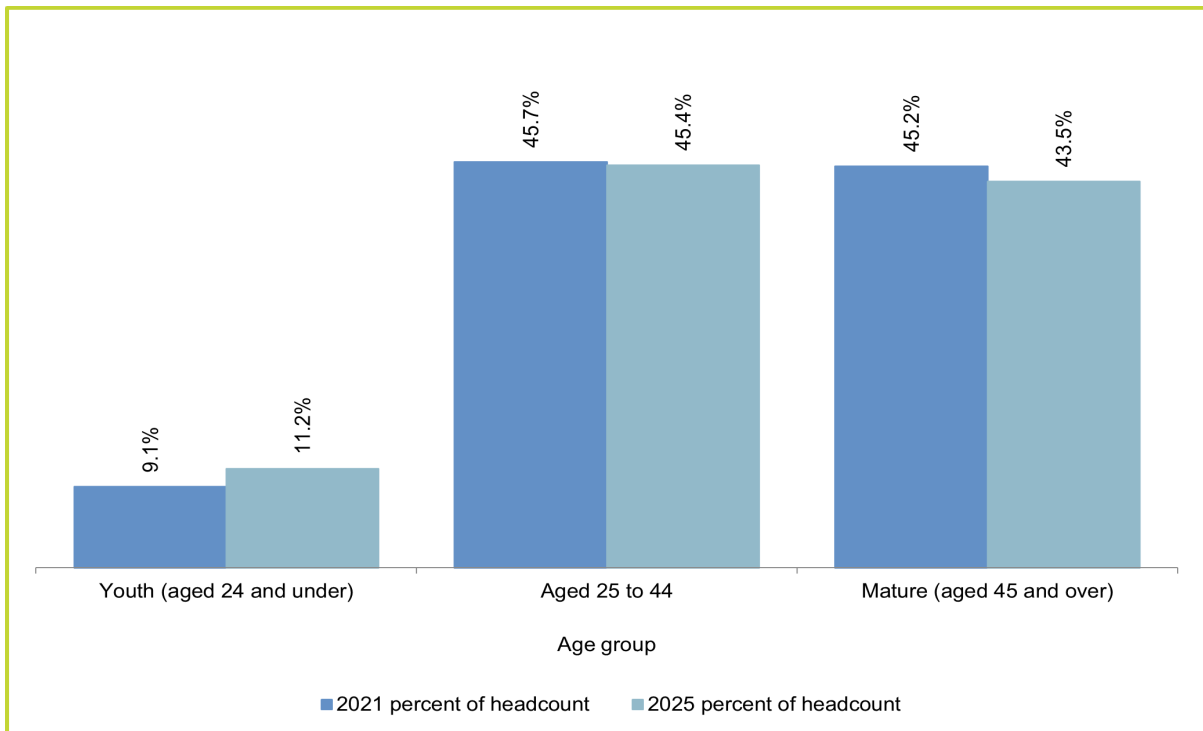
Since 2020-21, employees aged 65 years and above increased from 5.5% to 6.0% of the public sector workforce (Figure 7). The annual average percentage of employees aged 24 years and under increased from 4.1% to 5.6% of the sector over the same period. Over the last year, employees aged 19 years and under increased by 195 headcount (up 16.5% from 2023-24).

**Figure 7: Employees by age in the public sector 2020-21 and 2024-25**



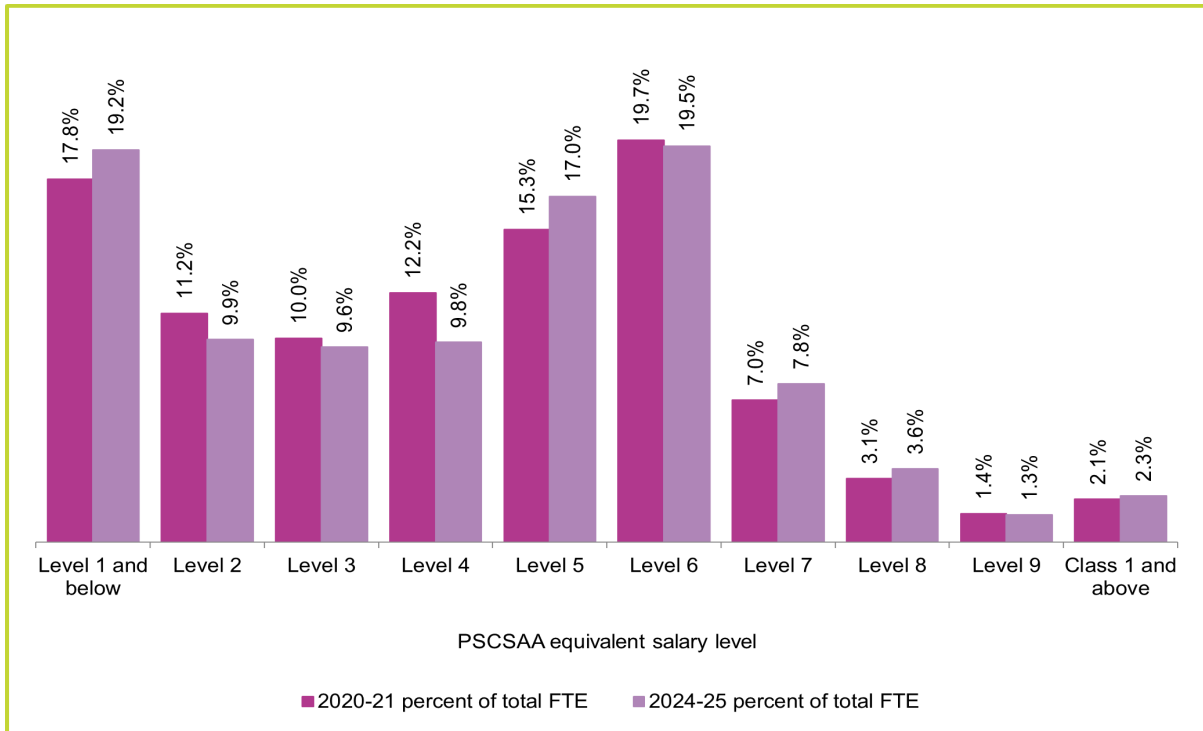
Data for other government entities is presented in 3 broad age groups (youth employees 24 years and under, employees 25 to 44 years, and mature employees 45 years and over). Comparison of these groups between March 2021 and March 2025 showed the age profile of government employees outside the public sector continues to be slightly younger than in previous years (Figure 8).

**Figure 8: Employees by age in other government entities March 2021 and March 2025**



When all employees' full time equivalent salary is mapped<sup>5</sup> to the salary levels of the Public Sector CSA Agreement (PSCSAA)<sup>6</sup>, the distribution of public sector FTE across salary levels has remained largely consistent between 2020-21 and 2024-25 (Figure 9).

**Figure 9: Employees in the public sector by equivalent salary level 2020-21 and 2024-25**



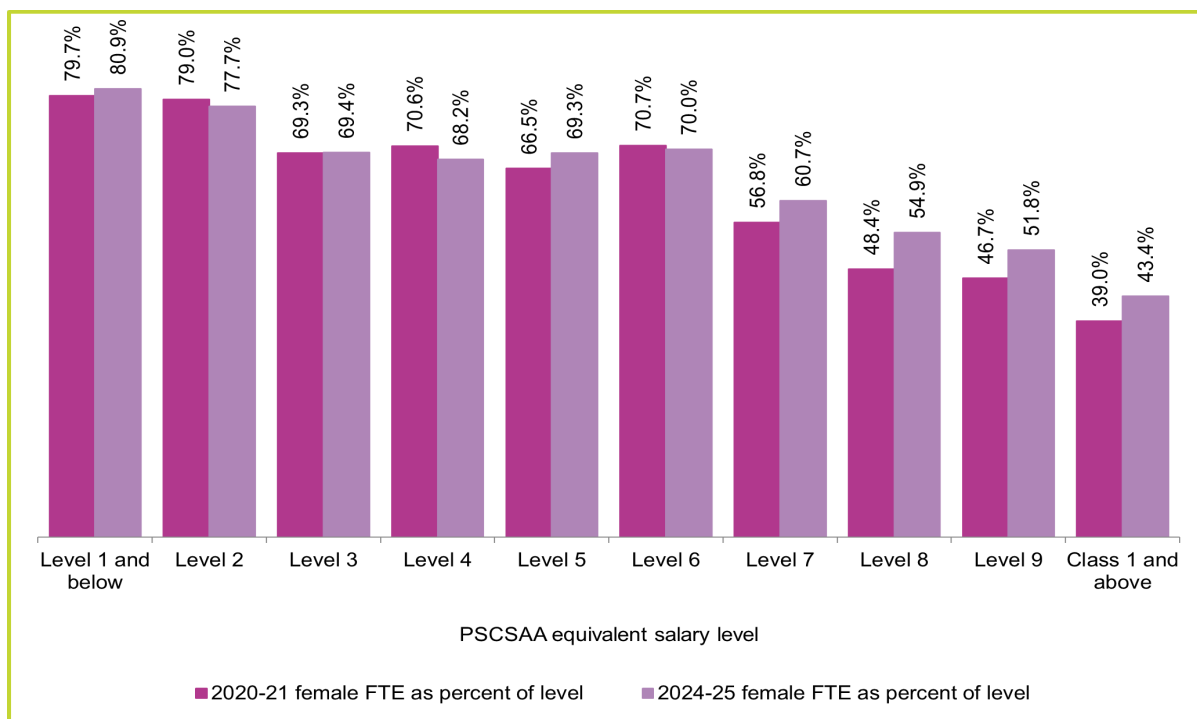
When FTE related to male and female employees is mapped to equivalent salary levels, the percentage of female employees at higher levels continued to increase. Representation at Class 1 and above equivalent continues to increase and remains much higher than 5 years ago (Figure 10).

<sup>5</sup> Employees mapped to salary levels relevant to reported time periods.

<sup>6</sup> Public sector employees are engaged under a variety of industrial awards and agreements. These are subject to their own reviews and updates over time. This means changes in salary levels under the PSCSAA do not always align with changes under other awards and agreements. This leads to a shift in relative salary mapping. This is particularly prevalent at Levels 4 and 5 equivalent and when it affects health and education occupations given the size of those groups.



**Figure 10: Female employees in the public sector by equivalent salary level 2020-21 and 2024-25**



There is a notable gender difference for part time employment in the public sector. In 2024-25 there were 56,929 female part time employees compared to 8,320 males (Table 10). The percentage of part time female employees is higher than for male employees at every equivalent salary level. Level 1 and below had the highest headcount of female part time employees totalling 16,771 in 2024-25.

**Table 10: Part time employee headcount by gender and equivalent salary level in the public sector 2024-25**

Equivalent salary level	Female total	Female part time	Female % part time	Male total	Male part time	Male % part time
Level 1 and below	32,751	16,771	51.2%	7,425	2,550	34.3%
Level 2	14,130	7,211	51.0%	3,577	735	20.5%
Level 3	11,611	4,171	35.9%	4,559	548	12.0%
Level 4	12,090	4,740	39.2%	4,747	568	12.0%
Level 5	21,886	10,037	45.9%	7,951	979	12.3%
Level 6	24,910	10,007	40.2%	8,996	1,116	12.4%
Level 7	7,712	2,230	28.9%	4,516	338	7.5%
Level 8	3,123	598	19.1%	2,419	167	6.9%
Level 9	1,099	154	14.0%	996	96	9.6%
Class 1 and above	2,197	1,011	46.0%	2,773	1,224	44.1%
<b>Total</b>	<b>131,507</b>	<b>56,929</b>	<b>43.3%</b>	<b>47,957</b>	<b>8,320</b>	<b>17.3%</b>

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



## Occupations

The public sector workforce is categorised into 23 occupational groups (Table 11). On average, the top 4 occupational groups made up more than half of all employees in the public sector in 2024-25:

- Teachers (17.3% of total FTE)
- Clerical and administrative workers (17.0% of total FTE)
- Nurses and midwives (11.5% of total FTE)
- Education aides (7.8% of total FTE)

Between 2020-21 and 2024-25, nursing support and personal care workers had the largest percentage increase across all occupations, increasing 34.7% to 3,289 FTE in 2024-25. Medical practitioners had an increase of 30.4% to 5,873 FTE and managers an increase of 28.4% to 9,213 FTE.



**Table 11: Key statistics for occupational groups in the public sector 2024-25**

Occupational group	FTE 2024-25	FTE change since 2020-21	Median age	Median salary combined	Median salary female employees	Median salary male employees	Female % (percentage point change since 2020-21)
Education professionals (teachers)	24,280	+1,551 (+6.8%)	43	\$122,824	\$122,824	\$118,970	77.0% (-0.5ppt)
Clerical and administrative workers	23,899	+4,154 (+21.0%)	45	\$81,727	\$79,107	\$91,205	79.2% (-1.0ppt)
Nurses and midwives	16,108	+3,112 (+23.9%)	40	\$99,380	\$99,380	\$99,380	89.7% (-0.2ppt)
Education aides	11,003	+1,875 (+20.5%)	45	\$62,358	\$62,358	\$62,358	93.7% (-0.7ppt)
Managers	9,213	+2,036 (+28.4%)	49	\$142,590	\$136,663	\$146,195	57.9% (+3.7ppt)
Business, human resource and marketing professionals	7,674	+1,473 (+23.7%)	44	\$114,809	\$114,715	\$115,120	65.5% (+0.9ppt)
Medical practitioners	5,873	+1,370 (+30.4%)	38	\$183,316	\$162,648	\$200,427	50.5% (+2.7ppt)
Education managers	4,079	+531 (+15.0%)	49	\$148,939	\$148,939	\$148,939	67.1% (+4.9ppt)
Health professionals	3,947	+809 (+25.8%)	37	\$118,609	\$117,346	\$122,273	82.0% (+0.5ppt)
Other professionals	3,922	+787 (+25.1%)	43	\$117,439	\$117,439	\$118,441	42.6% (+1.4ppt)
Other technicians and trades workers	3,899	+329 (+9.2%)	48	\$78,229	\$74,864	\$82,000	32.9% (+1.1ppt)
Health and welfare support workers	3,631	+378 (+11.6%)	42	\$78,535	\$78,103	\$81,011	77.1% (+0.2ppt)

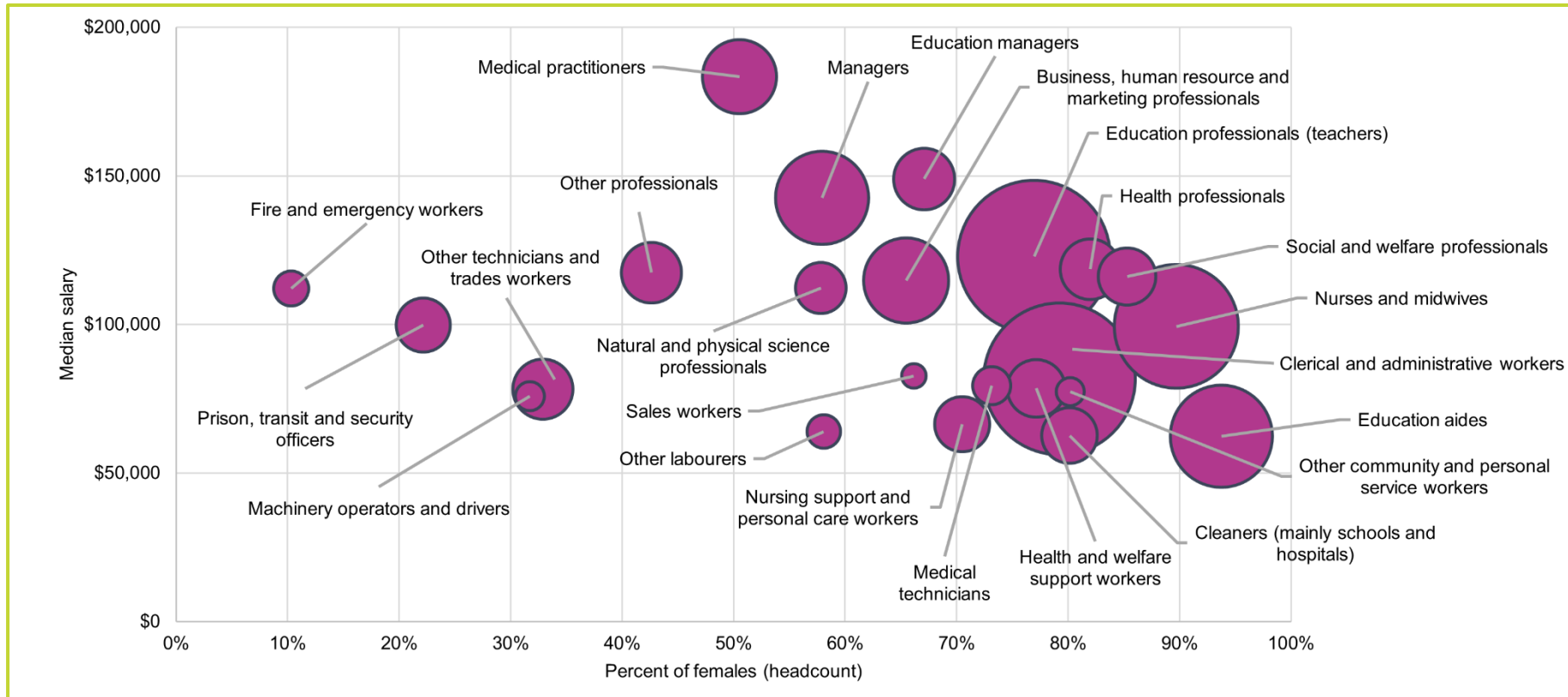


**Table 11 (continued): Key statistics for occupational groups in the public sector 2024-25**

Occupational group	FTE 2024-25	FTE change since 2020-21	Median age	Median salary combined	Median salary female employees	Median salary male employees	Female % (percentage point change since 2020-21)
Social and welfare professionals	3,565	+597 (+20.1%)	41	\$116,173	\$116,267	\$113,054	85.3% (-0.1ppt)
Cleaners (mainly schools and hospitals)	3,344	+181 (+5.7%)	50	\$62,607	\$62,439	\$63,022	80.1% (+0.8ppt)
Nursing support and personal care workers	3,289	+847 (+34.7%)	43	\$66,509	\$66,509	\$66,509	70.5% (+2.6ppt)
Prison, transit and security officers	3,171	+132 (+4.4%)	47	\$99,854	\$100,273	\$98,975	22.2% (-0.2ppt)
Natural and physical science professionals	2,837	+441 (+18.4%)	42	\$112,319	\$112,319	\$112,553	57.8% (+1.8ppt)
Medical technicians	1,628	+255 (+18.6%)	40	\$79,372	\$77,562	\$82,178	73.2% (-2.1ppt)
Fire and emergency workers	1,378	+78 (+6.0%)	42	\$112,085	\$92,564	\$112,085	10.3% (+3.3ppt)
Other labourers	1,301	+149 (+12.9%)	56	\$63,999	\$63,999	\$63,723	58.1% (+2.1ppt)
Machinery operators and drivers	989	+178 (+22.0%)	51	\$75,868	\$72,029	\$85,394	31.7% (+3.7ppt)
Other community and personal service workers	905	+60 (+7.1%)	45	\$77,373	\$77,758	\$74,801	80.2% (-2.1ppt)
Sales workers	731	+74 (+11.2%)	45	\$82,704	\$83,918	\$79,841	66.2% (+1.0ppt)

Many factors influence the gender pay gap such as occupational segregation, flexible work arrangements, leave from the workplace and tenure. There is a moderate relationship between occupational groups, gender profiles and salary ranges in the public sector with occupational groups comprising a majority of female employees at lower median salaries (Figure 11). Women and men tend to work in different occupations, with women often clustered in lower paying fields such as caregiving, education, cleaning and administrative roles while men dominate higher paying fields like fire and emergency services, engineering and technology.

**Figure 11: Occupational groups by percentage of female employees and median salary 2024-25**



Note: Size of each point reflects relative size of occupational group in annual average FTE.

Sworn police officers are not part of the public sector as defined in the PSM Act. Key statistical information for sworn officers of the WA Police Force is in Table 12. Detailed information on occupations is not collected from other government entities. Summary information for other government entities is in Table 13.

**Table 12: Key statistics for sworn officers of WA Police Force 2024-25**

	FTE 2024-25	FTE change since 2020-21	Median age	Median salary combined	Median salary female	Median salary male	Female % (percentage point change since 2020-21)
WA Police Force (sworn officers)	7,419	+461 (+6.6%)	40	\$106,517	\$99,115	\$108,140	25.7% (+0.9ppt)

**Table 13: Key statistics for other government entities (excluding WA Police Force) March 2025**

	FTE March 2025	FTE change since March 2021	Median age March 2025	Female % (percentage point change since March 2021)
Local governments	19,015	+1,023 (+5.7%)	42	56.4% (+1.2ppt)
Public universities	11,895	+1,478 (+14.2%)	41	60.7% (+0.2ppt)
Government trading enterprises and other authorities	12,637	+2,532 (+25.1%)	43	37.0% (+2.7ppt)

## Locations

Consistent with previous years, the majority of public sector employees (annual average 139,293 headcount or 77.6% of the public sector) worked in the metropolitan region during 2024-25 (Table 14). There were 40,114 public sector employees in regional WA (22.3% of the public sector) up from 35,752 in 2020-21 and 82 outside WA (less than 0.1% of the public sector).

In regional WA the highest rates of growth since 2020-21 have been in the Peel (38.6% increase to 5,050 employees) and Gascoyne (12.8% increase to 754 employees) regions. Since 2020-21, headcount and median salaries have increased in all regions.

**Table 14: Key statistics for locations in the public sector 2024-25**

Region	Headcount 2024-25 (percent of total)	Headcount percent change from 2020-21	FTE 2024-25 (percent of total)	FTE percent change from 2020-21	Median age 2024-25	Median salary 2024-25	Median salary percent change from 2020-21	Permanent FTE as percent of region 2024-25	Change in permanent FTE (percentage point) since 2020-21
<b>Regional WA total</b>	<b>40,114 (22.3%)</b>	<b>12.2%</b>	<b>30,961 (22.0%)</b>	<b>11.3%</b>	<b>45</b>	<b>\$92,072</b>	<b>16.2%</b>	<b>78.3%</b>	<b>-0.1ppt</b>
Gascoyne	754 (0.4%)	12.8%	608 (0.4%)	13.5%	44	\$82,148	14.4%	75.4%	4.7ppt
Goldfields Esperance	3,371 (1.9%)	7.2%	2,739 (1.9%)	6.3%	44	\$90,554	15.3%	77.6%	-0.4ppt
Great Southern	3,801 (2.1%)	6.6%	2,858 (2.0%)	7.4%	48	\$95,817	15.9%	80.3%	0.0ppt
Kimberley	4,044 (2.3%)	6.5%	3,387 (2.4%)	6.0%	42	\$96,070	14.8%	73.9%	1.1ppt
Mid West	4,106 (2.3%)	10.2%	3,184 (2.3%)	9.4%	46	\$89,463	14.8%	76.6%	1.1ppt
Peel	5,050 (2.8%)	38.6%	3,858 (2.7%)	33.3%	45	\$92,263	16.9%	81.5%	-3.2ppt
Pilbara	3,435 (1.9%)	8.7%	2,795 (2.0%)	6.9%	40	\$95,057	16.1%	77.7%	-0.8ppt
South West	11,016 (6.1%)	12.6%	8,199 (5.8%)	12.2%	47	\$94,880	17.8%	79.0%	-0.1ppt
Wheatbelt	4,538 (2.5%)	6.4%	3,333 (2.4%)	6.7%	48	\$84,604	17.4%	78.5%	-0.6ppt
<b>Metropolitan</b>	<b>139,293 (77.6%)</b>	<b>21.5%</b>	<b>109,645 (77.9%)</b>	<b>20.0%</b>	<b>43</b>	<b>\$99,888</b>	<b>12.9%</b>	<b>75.1%</b>	<b>-1.3ppt</b>
<b>Outside WA</b>	<b>82 (&lt;0.1%)</b>	<b>3.8%</b>	<b>71 (0.1%)</b>	<b>2.7%</b>	<b>43</b>	<b>\$127,460</b>	<b>19.3%</b>	<b>29.5%</b>	<b>-6.0ppt</b>

## Managing leave

In 2024-25 use of annual leave in the public sector was on average 30.2 days per FTE. When excluding education aides, teachers and education managers at the Department of Education<sup>7</sup>, use of annual leave averaged 20.3 days per FTE, slightly above the 18.8 days per FTE recorded in 2020-21.

Use of long service leave was lower than the previous year with an average of 3.8 days per FTE in 2024-25. This average however continues to be marginally higher than 5 years ago in 2020-21 where the average was 3.6 days per FTE.

Personal leave (including sick and other types of personal leave) averaged 11.9 days per FTE in 2024-25, slightly up from 10.9 days per FTE in 2020-21.

Annual leave liability (leave hours owed to current employees) increased to 15.3 million hours in June 2025 (Figure 12), noting this will increase as the size of the public sector grows.

Long service leave liability increased to 11.4 million hours in June 2025, noting this will increase if public sector retention and tenure increases.

**Figure 12: Leave liability in the public sector 2020-21 to 2024-25**



<sup>7</sup> These employees have different leave entitlements related to the school year.



## Managing temporary personnel in the public sector

The Department of Treasury and Finance provides information on the use of temporary personnel in the public sector. The online version of this State of the WA Government Sector Workforce report will be updated with 2024-25 information when available.

## Redeployment, redundancy, severances and separation payments

At 30 June 2025, there were 165 employees in the public sector identified as surplus to requirements (164 registrable and one registered). At the same point last year there were 180 registrable and one registered.

There were 14 voluntary severances in 2024-25 with payments totalling \$2,622,956. In 2023-24 there were 33 voluntary severances with payments totalling \$4,704,751.

Public sector agencies with the most voluntary severances in 2024-25 were the Insurance Commission of Western Australia (6), WA Police Force (3) and Department of Communities (2). There were no involuntary severances during the year.

While Senior Executive Service (SES) officers are not eligible to receive voluntary severances, separation payments for early termination in the SES are dealt with under section 59 of the PSM Act. Three section 59 separation payments were paid during 2024-25 totalling \$734,904. Three payments occurred in the 2023-24 period totalling \$702,827.



## Section 3: Workforce diversity

This section of the report focuses on the diversity of the workforce across the government sector, with information based on March point in time data rather than annual averages<sup>8</sup>. This aligns to the [Workforce Diversification and Inclusion Strategy](#) for the public sector and the equal employment opportunity annual collection for other government entities.

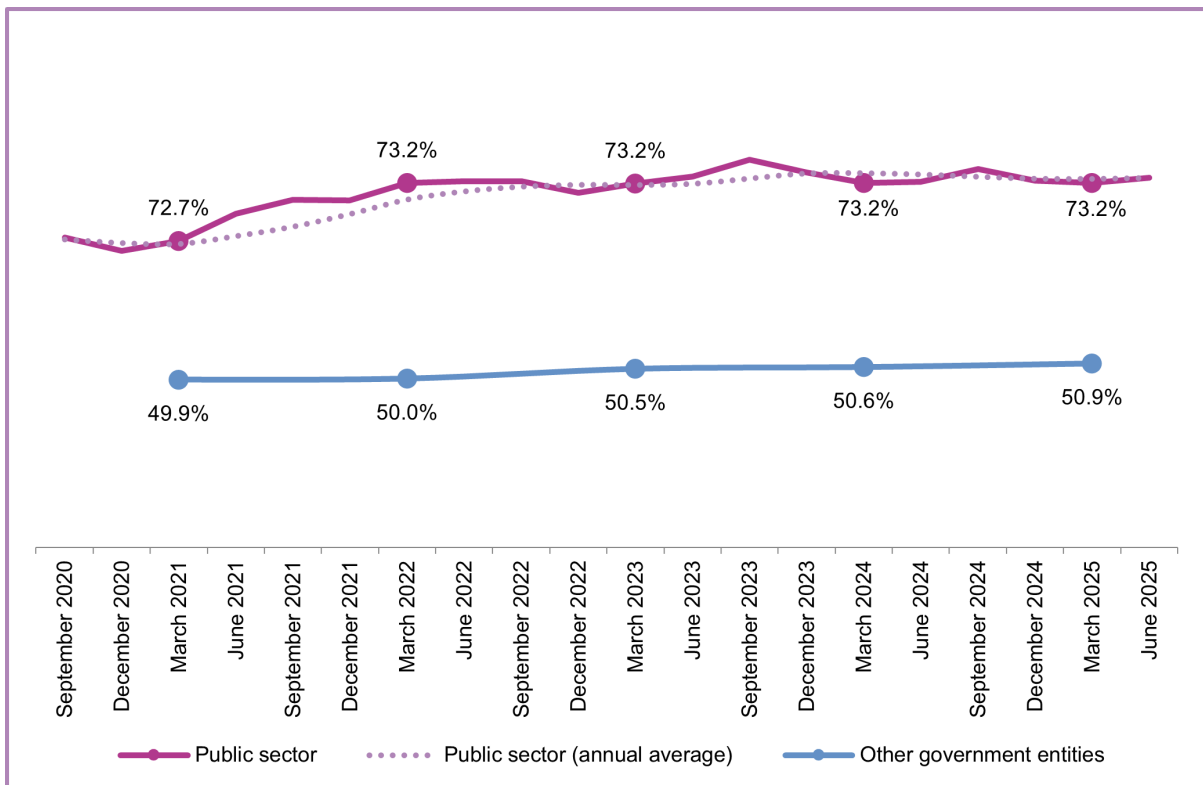
### Women employees

In March 2025, the government sector employed 169,160 (66.9%) women comprising 132,631 in the public sector and 36,529 in other government entities.

Over the past 5 years, the percentage of women in the public sector has increased slightly from 72.7% in March 2021 to 73.2% in March 2025 (Figure 13).

In other government entities, the total workforce (headcount) increased by 8,396 (+13.2%) between March 2021 and March 2025. The headcount of women increased by 4,822 (+15.2%). As a result, the percentage of women increased from 49.9% in March 2021 to 50.9% in March 2025.

**Figure 13: Women in the government sector 2020-21 to 2024-25**



<sup>8</sup> Diversity data for 2024 related to other government entities has been corrected to include updated information provided by one public university in 2025.

## Gender pay gap

The median salary for women in the public sector increased by more than the median salary for men between March 2024 and March 2025. As a result, the gender pay gap decreased. In 2024-25, the median salary for women was 6.6% lower than the median salary for men, a significant decrease from 9.6% in 2023-24 (Table 15).

**Table 15: Median salary and gender pay gap in the public sector**

	March 2023	March 2024	March 2025	Change 2024 to 2025
All employees	\$93,177	\$96,307	\$102,048	+\$5,741
Women	\$90,259	\$92,272	\$100,551	+\$8,279
Men	\$99,026	\$102,084	\$107,694	+\$5,610
Gender pay gap*	\$8,767 (8.9%)	\$9,812 (9.6%)	\$7,143 (6.6%)	-\$2,669 (-3.0ppt)

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

The median overtime payment for men in the public sector in 2024-25 was \$5,076 (a slight increase from \$4,941 in 2023-24) compared with \$1,353 for women (a slight increase from \$1,288 in 2023-24). This is an overtime gender pay gap of 73.3% (a small decrease from 73.9% in 2023-24). The gap is based on the difference between the median annual overtime payments of men and women, including employees at all levels.

Other government entities<sup>9</sup> (Table 16):

- The median salary for women and men in government trading enterprises and other authorities increased by similar amounts between March 2024 and March 2025, and the gender pay gap remained at 7.2% as a result.
- The median salary for women in local governments increased more than the median salary for men between March 2024 to March 2025, resulting in a negative gender pay gap<sup>10</sup>.
- The median salary for women in public universities increased more than the median salary for men between March 2024 and March 2025, and the gender pay gap reduced. In March 2025, the median salary for women was 6.8% lower than the median salary for men, down from 7.4%.

**Table 16: Median salary and gender pay gap in other government entities March 2025**

	Government trading enterprises and other authorities	Local governments	Public universities
All employees	\$115,438	\$79,441	\$107,477
Women	\$108,150	\$79,603	\$104,001
Men	\$116,490	\$79,280	\$111,534
Gender pay gap*	\$8,340 (7.2%)	-\$323 (-0.4%)	\$7,533 (6.8%)

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

<sup>9</sup> See Appendix 1: Data quality statement for more information on the collection of this information from other government entities and how to interpret this.

<sup>10</sup> A negative gender pay gap occurs when this calculation results in a negative percentage due to female employees being paid more than male employees.



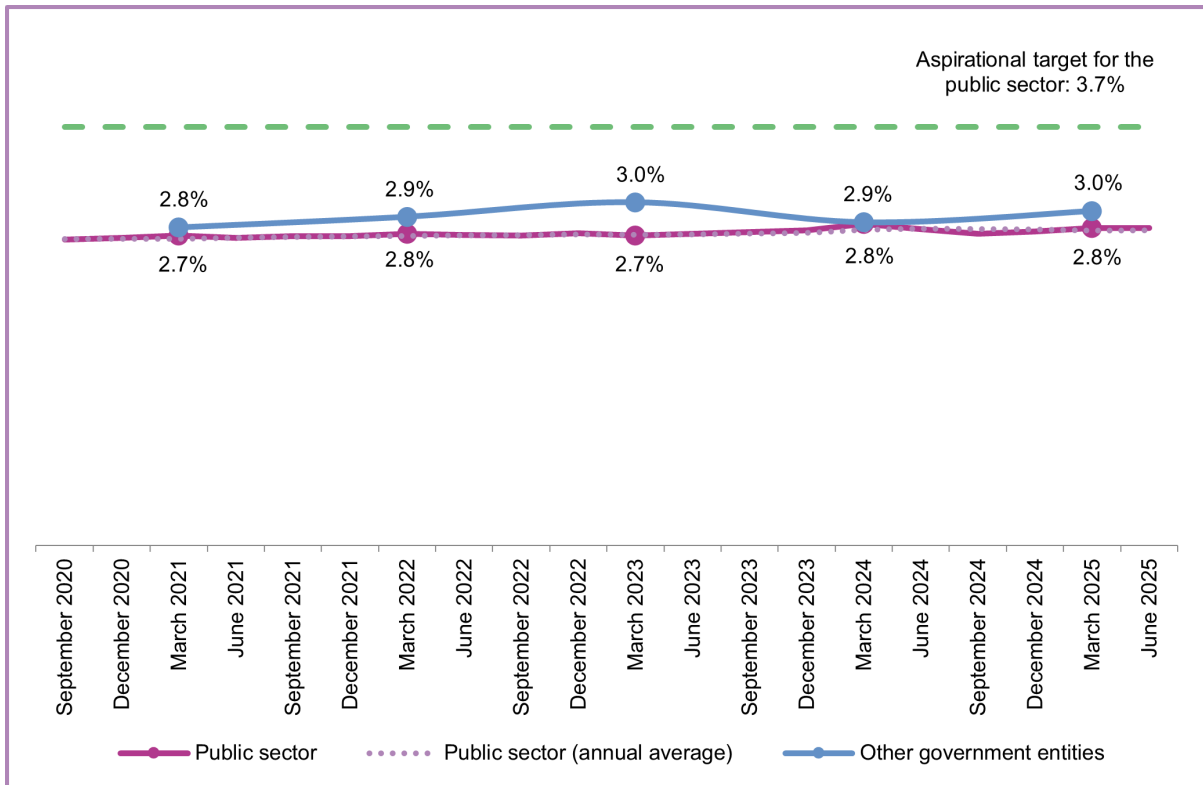
## Aboriginal and Torres Strait Islander employees

In March 2025, 5,453 government sector employees (3,794 employees in the public sector and 1,659 in other government entities) identified as Aboriginal and Torres Strait Islander.

In the public sector, both the number of employees identifying as Aboriginal and Torres Strait Islander and the number of employees sharing this information increased over the last 5 years. The percentage of Aboriginal and Torres Strait Islander employees in the public sector has remained around 2.8% over this 5 year period.

The percentage of Aboriginal and Torres Strait Islander employees in other government entities stayed consistent with a slight increase from 2.9% in March 2024 to 3.0% in March 2025 (Figure 14).

**Figure 14: Aboriginal and Torres Strait Islander employees in the government sector 2020-21 to 2024-25**



## Aboriginal cultural awareness training

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

Overall, 100.2% (185,674 of 185,383)<sup>11</sup> of public sector employees and board members and sworn police officers in scope of the instruction have completed cultural awareness training. This comprises 185,218 of 184,816 public sector employees and sworn police officers; and 456 of 567 board members.

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

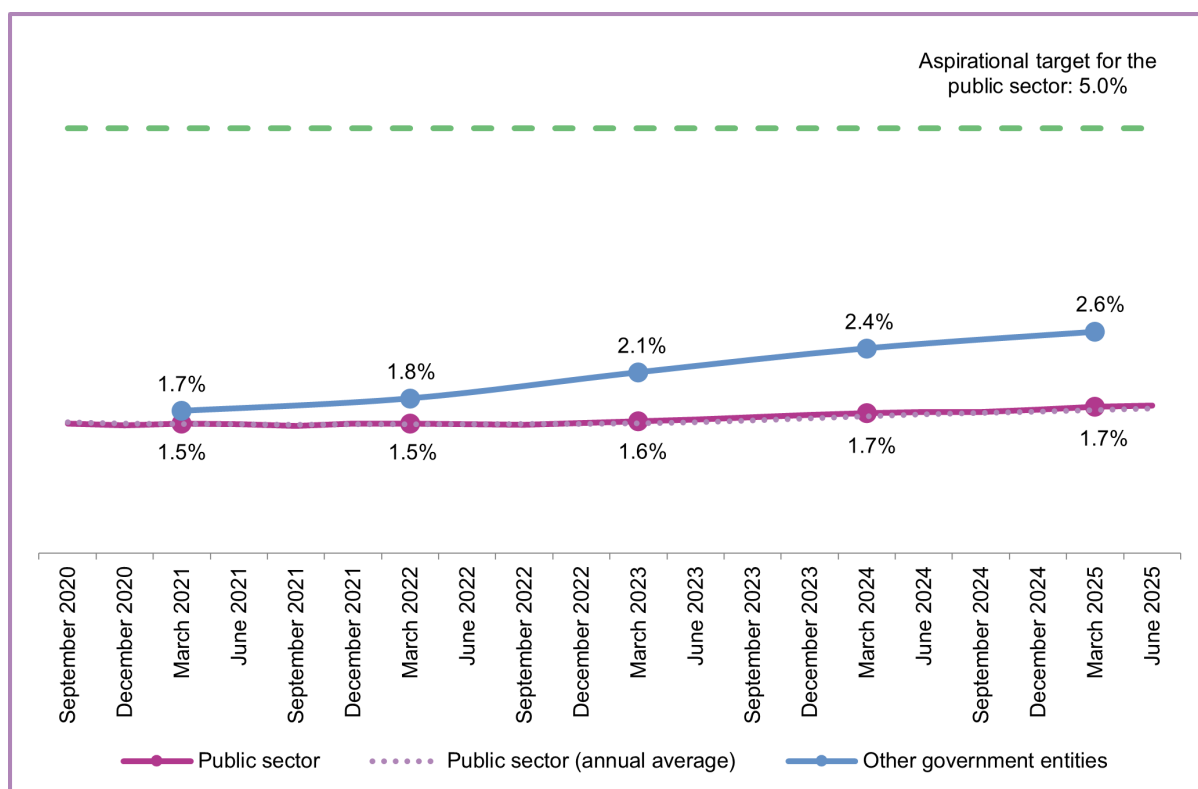
- local governments: 7,903 of 28,590 employees
- public universities: 2,620 of 22,264 employees
- government trading enterprises and other authorities: 10,129 of 13,374 employees
- non-public sector boards: 65 members

## Employees with disability

In March 2025, 3,632 government sector employees (2,323 in the public sector and 1,309 in other government entities) identified as a person with disability. This was an increase of 206 headcount in the public sector from 2023-24 and 60 headcount in other government entities.

The percentage of employees with disability in the public sector has been stable since March 2021 at between 1.5% and 1.7%. In other government entities, the percentage has increased from 2.4% in March 2024 to 2.6% in March 2025 (Figure 15).

**Figure 15: Employees with disability in the government sector 2020-21 to 2024-25**



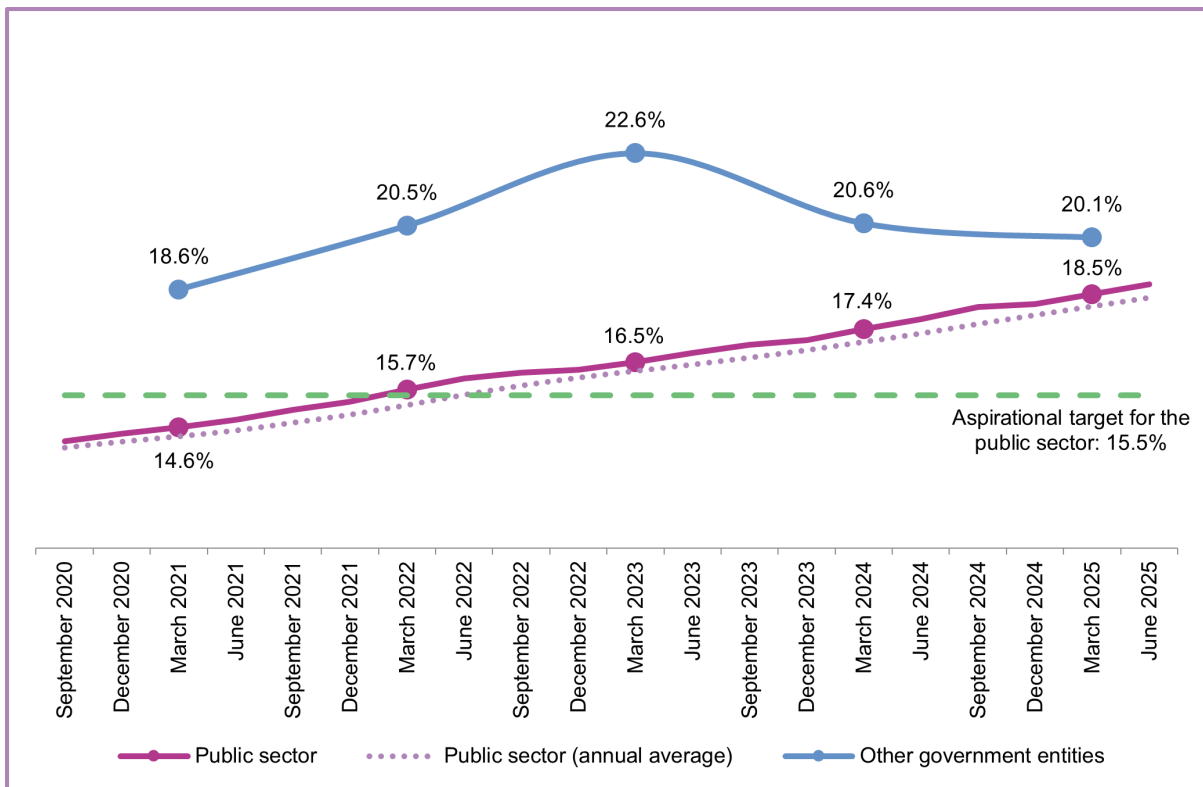
<sup>11</sup> This includes employees and board members who have completed cultural awareness training prior to 2021. These figures are reported as employees required to complete training, it is possible to have a total of over 100% of required employees due to the timing of employee cessations.

## Culturally and linguistically diverse employees

In March 2025, 34,919 government sector employees (23,396 in the public sector and 11,523 in other government entities) identified as culturally and linguistically diverse. The percentage of culturally and linguistically diverse employees has steadily increased in the public sector from 14.6% in March 2021 to 18.5% in March 2025 (Figure 16).

In other government entities, the percentage has fluctuated over time to increase from 18.6% in March 2021 to 20.1% in March 2025.

**Figure 16<sup>12</sup>: Cultural and linguistically diverse employees in the government sector 2020-21 to 2024-25**



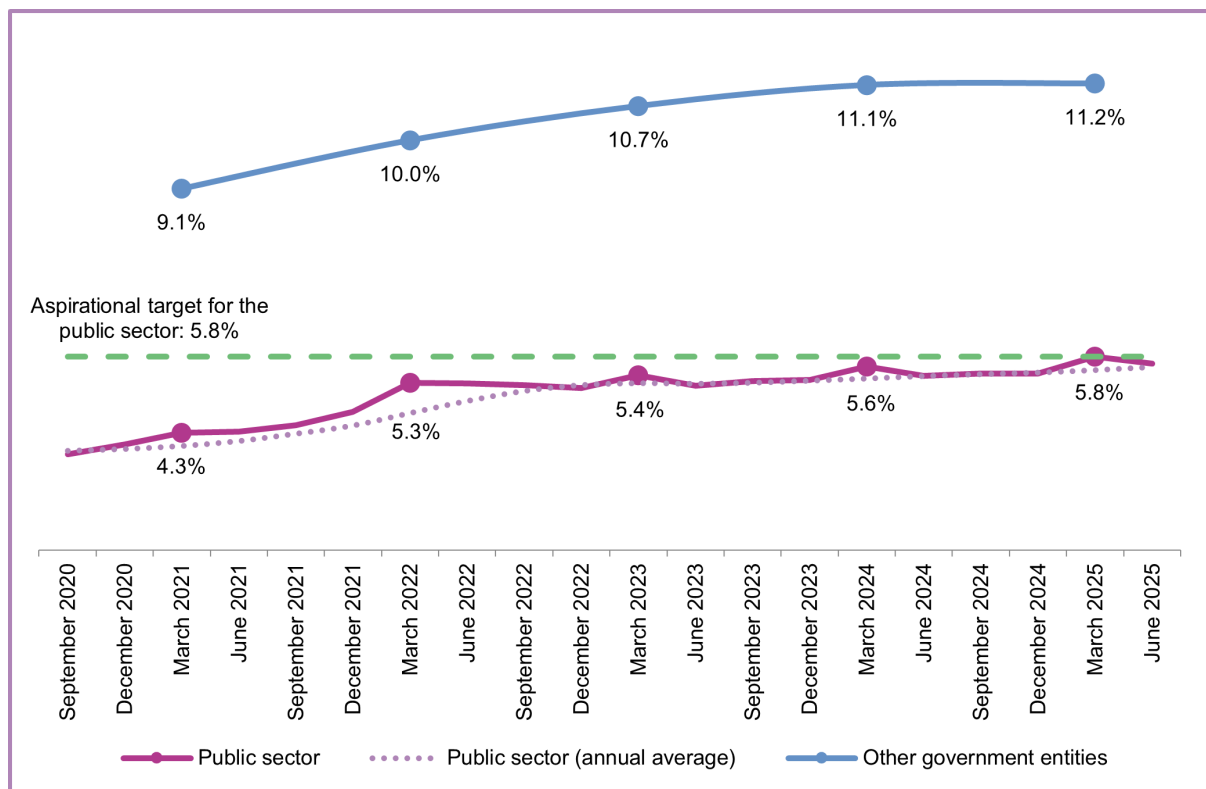
<sup>12</sup> Cultural and linguistic diversity data for 2024 related to other government entities has been corrected to include updated information provided by one public university in 2025.

## Youth employees

In March 2025, 18,509 government sector employees (7.3%) were aged 24 or under (10,494 in the public sector and 8,015 in other government entities). For the public sector, this was an increase of 862 since March 2024 while other government entities saw an increase of 163 headcount.

Youth representation increased slightly to 11.2% of employees in other government entities (from 11.1% in March 2024) while youth in the public sector increased from 5.6% in March 2024, having met the aspirational target of 5.8% in March 2025 (Figure 17)<sup>13</sup>.

**Figure 17: Youth in the government sector 2020-21 to 2024-25**



## Employees of diverse sexualities and genders

The government sector currently reports data to the Public Sector Commission on employees who identify as neither male nor female. This data shows less than 0.1% of employees in the public sector identify as being neither male nor female, consistent with previous years.

Other government entities have a higher percentage of employees identifying as neither male nor female when compared to the public sector. The percentage of employees identifying as neither male nor female in these entities decreased marginally from 0.3% in 2024 to 0.2% in 2025.

<sup>13</sup> Data for other government entities includes casual employees paid at any time during the preceding year. This may have the effect of inflating youth representation compared to the public sector where point in time data captures only employees current at the pay period.



## Section 4: Leadership

**This section of the report focuses on the leadership landscape across the government sector with an emphasis on the diversity and profile of leaders. In line with information in Section 3: Workforce diversity, the following information references March point in time data.**

Leaders are influential and set direction for their agencies. Having diverse leaders is important for increasing diversity in the workforce which is key to improving productivity and innovation. Gains in management diversity were reported for women and employees with disability this year (Table 17).

The percentage of Aboriginal and Torres Strait Islander employees in management roles decreased from 2.5% in March 2024 to 1.9% in March 2025 for management tiers 1 to 3 in other government entities. In the public sector, the percentage in management tiers 1 to 3 decreased to 1.8% (down from 2.1%) and decreased in the Senior Executive Service (SES) to 1.7% (down from 2.6%). Total representation in the government sector remained at 2.8%.

The percentage of employees with disability in management tiers 1 to 3 was 2.4% (up from 2.2% in March 2024) in the public sector and 2.0% (up from 1.6% in March 2024) in other government entities. Representation in the SES decreased from 2.3% to 1.6%.

In 2025 the percentage of culturally and linguistically diverse employees in management tiers 1 to 3 decreased in the public sector to 13.7% (down from 14.7%) and in other government entities to 13.3% (down from 14.1%). Representation in the SES also decreased slightly to 8.1% (down from 8.2%).

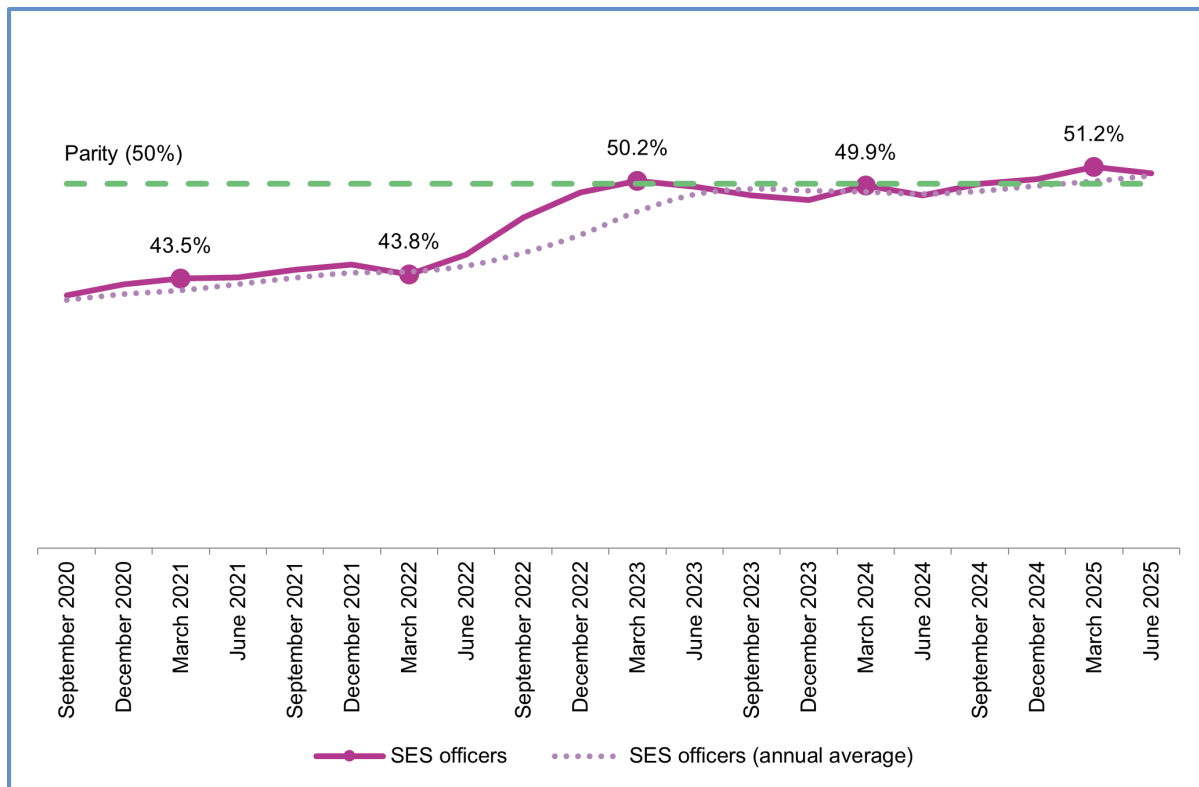
**Table 17: Diversity in the government sector 2024-25**

Diversity group	Total representation (management and non-management)	Representation in SES (public sector only)	Representation in management tiers* public sector	Representation in management tiers* other government entities
Women	66.9%	51.2%	54.8%	41.3%
Aboriginal and Torres Strait Islander employees	2.8%	1.7%	1.8%	1.9%
Employees with disability	2.0%	1.6%	2.4%	2.0%
Culturally and linguistically diverse employees	19.0%	8.1%	13.7%	13.3%

\* Management tiers refer to employees in top 3 tiers of authorities relating to management and decision making responsibilities rather than salary (see [About our workforce data](#) for more information).

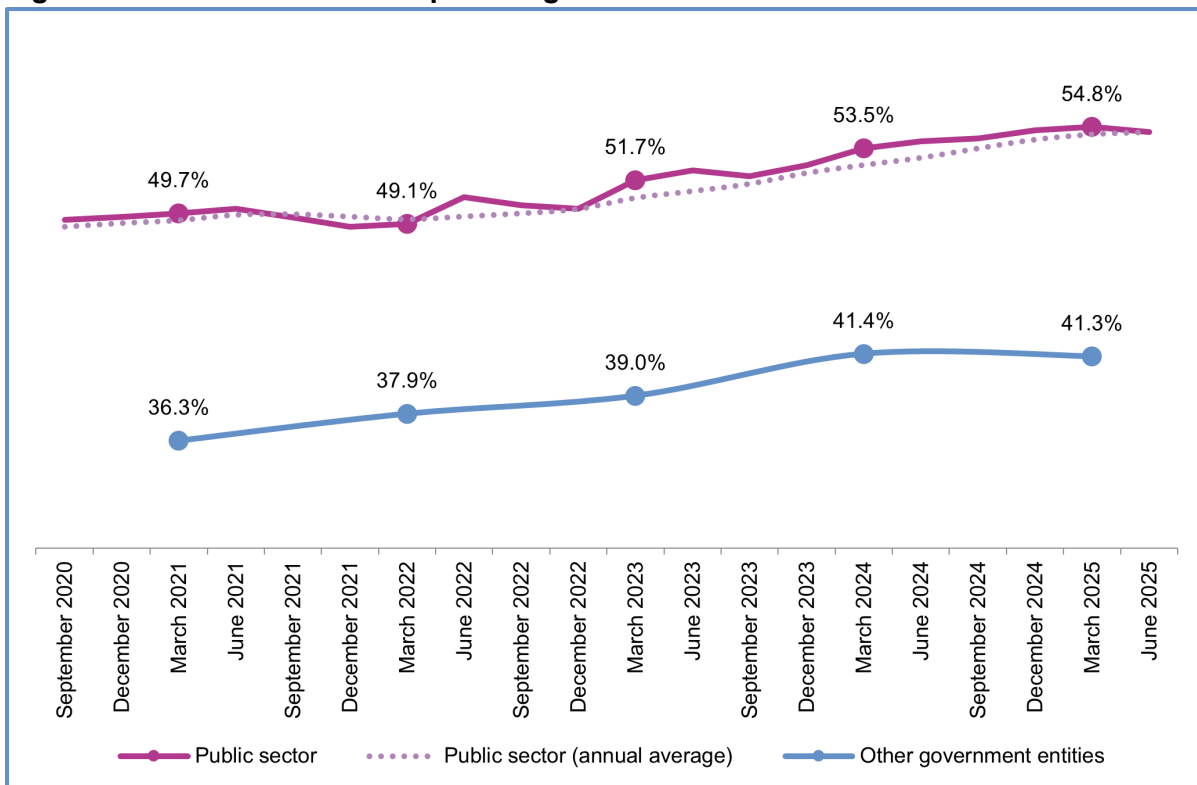
In March 2025, representation of women in the SES was 51.2% (Figure 18), an increase from March 2024 (49.9%) and the highest level of representation recorded. The aspirational target is 50% which is set in the [Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020-2025](#).

**Figure 18: Women in the SES 2020-21 to 2024-25**



As the SES only exists in the public service, a similar indicator for the government sector is women in management tiers. The percentage of women in management tiers in other government entities decreased slightly from 41.4% in March 2024 to 41.3% in March 2025 (Figure 19).

**Figure 19: Women in leadership in the government sector 2020-21 to 2024-25**

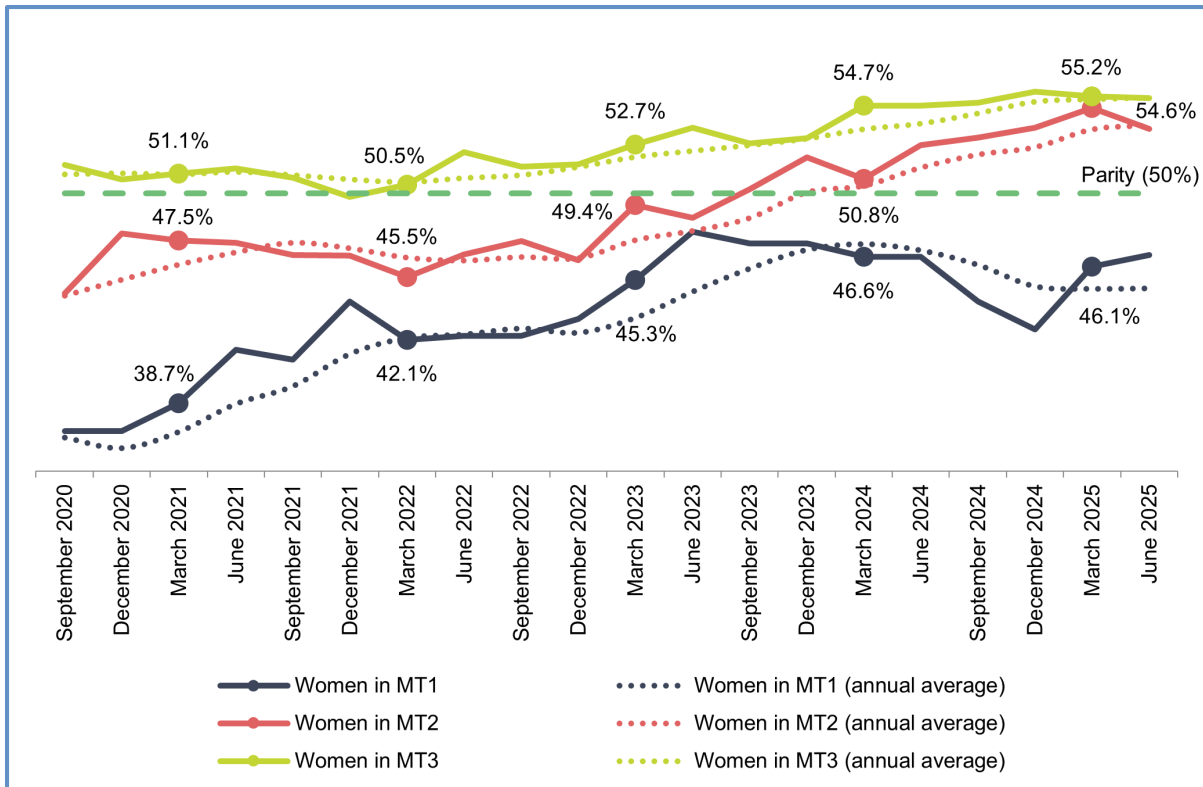


The [Women in Executive Leadership Initiative](#) had 19 women participating in 2024-25, and 26 women in 2023-24. The Public Sector Commission developed this initiative to trial over 2 years as an approach to executive development primarily through on the job experience. The Public Sector Commissioner enabled each department and SES organisation to establish a temporary level 9 position for 12 months as a development opportunity for an accomplished and permanently employed level 7 or 8 woman.

The percentage of women in tier 2 and tier 3 leadership positions in the public sector was higher in March 2025 than at the same point in 2024. Representation of women in tier 2 positions increased to 54.6% (up from 50.8% in March 2024) while representation of women in tier 3 positions increased slightly to 55.2% (up from 54.7% in March 2024). The percentage of women in tier 1 positions in the public sector decreased this year to 46.1%, down from 46.6% in March 2024 (Figure 20).



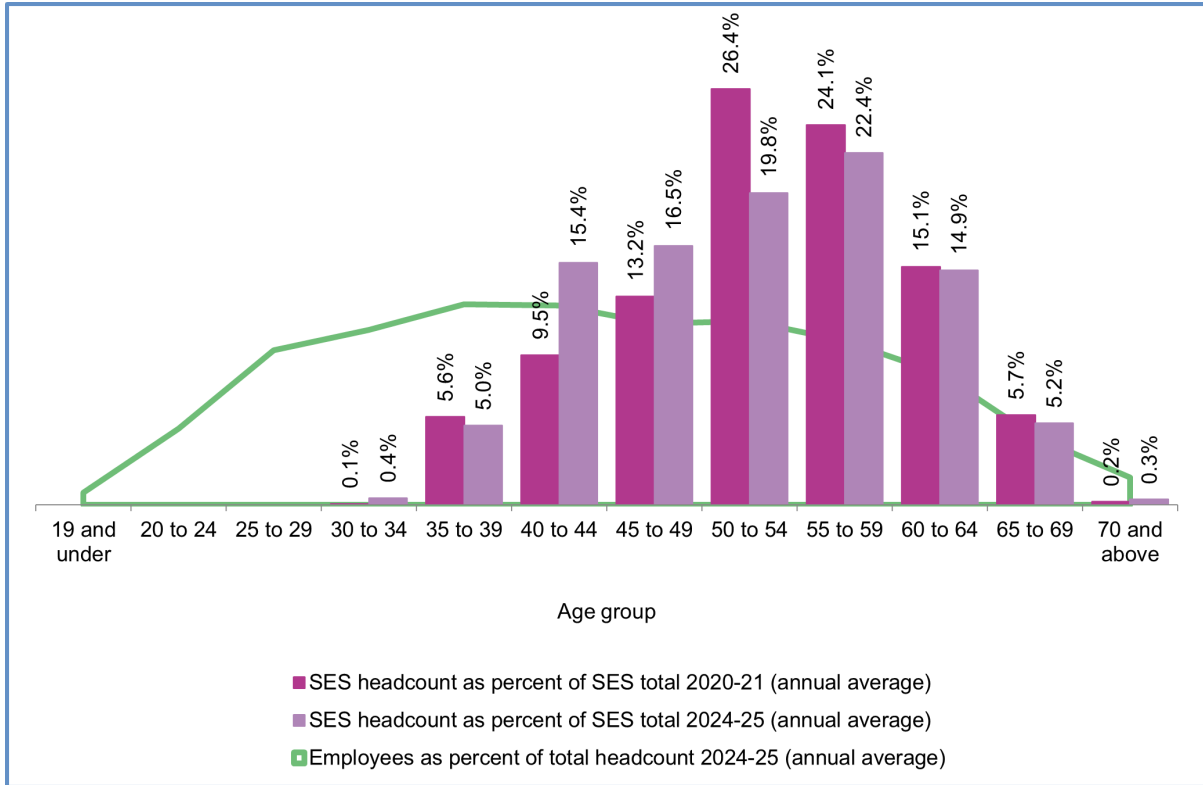
**Figure 20: Women by management tier in the public sector 2020-21 to 2024-25**





Between 2020-21 and 2024-25 the age profile of the SES has changed with more SES officers who are 49 years and younger than in 2020-21. (Figure 21). While there are more SES officers in younger age groups, the age profile of the SES remains older than the public sector in general.

**Figure 21: Age profile of SES officers 2020-21 and 2024-25**



## Section 5: Conduct

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

A one off change occurred in 2025 adjusting the reference period of the 2025 Integrity and Conduct data collection. This change reduces agency burden and streamlines the Commission's collections into one annual collection. Data included under the headings 'Overview of integrity', 'Discipline', 'Public interest disclosures', 'Grievances' and 'Breaches of public sector standards' relates to 1 April 2024 to 31 March 2025 and previous year references relate to 1 July 2023 to 30 June 2024. As a result there may be some overlap in the data presented.

Data presented under 'Misconduct reporting' as per previous reports relates to July to June reference periods as this is sourced separately by the Commission's data holdings.

### Overview of integrity<sup>14</sup>

The Public Sector Commission has an integrity leadership role in the government sector. Under the PSM Act the Commission sets the overarching standards of conduct expected of public sector employees. Under the CCM Act it is the Commission's remit to ensure public authorities are appropriately dealing with minor misconduct and to help them prevent misconduct. Under the PID Act the Commission both monitors and assists authorities' compliance to support speaking up.

The Parliamentary Inspector of the Corruption and Crime Commission tabled a report in Parliament titled 'An inadequate investigation of alleged corruption'. Although allegations of serious misconduct fall outside of the jurisdiction of the Public Sector Commission to investigate, the Public Sector Commissioner wrote to the heads of public sector agencies in June 2025 reminding them of their obligations under the CCM Act and the importance of ensuring that allegations of misconduct in their agencies are thoroughly and transparently dealt with. The letter also highlighted the range of information and resources they have to actively manage their integrity and investigations.

In October 2024, the Commission released [Embedding Integrity: Integrity Strategy for WA Public Authorities 2024-28](#). This new strategy builds on the first strategy released in 2019, and provides a cohesive set of actions for the Commission, public authorities and individuals to further embed integrity.

In October 2023 [Commissioner's Instruction 40: Ethical Foundations](#) took effect for the public sector, establishing a new Code of Ethics and setting minimum standards of conduct and integrity. The standards align to the key integrity risks arising from the unique powers, functions and resources of public sector officers. Each agency's code of conduct is required to reflect the Code of Ethics and build on it by providing detail and specific conduct requirements for employees in the context of the agency's operating conditions, risk profile and relevant legislation. This year the Commission amended the instruction to mandate the public sector's use of the Commission's Integrity Framework Maturity Self-Assessment tool.

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<sup>14</sup> Data presented in Overview of integrity against 2024-25 relate to the reference period 1 April 2024 to 31 March 2025 and previous year references relate to 1 July 2023 to 30 June 2024.

At 31 March 2025:

- 74% of public sector agencies have used the Commission's Integrity Framework Maturity Self-Assessment tool, with a further 23% of public sector agencies reporting that they plan to use this tool in the next 12 months
- all public sector agencies and 78 of 80 public sector boards had codes of conduct; 93% of those with codes reported they met the requirements of Commissioner's Instruction 40
- 100% of other government entities and boards and committees had codes of conduct.

The instruction requires the public sector to implement measures to embed integrity including providing formal and planned training to their employees on their codes of conduct and following up with refresher training no less than every 3 years. While not required by other government entities, training on codes is encouraged to help employees understand what is expected of them.

At 31 March 2025:

- 80% of public sector agencies and boards and committees that had codes of conduct provided training on these codes to their employees and members
- 89% of public sector agencies and boards and committees that provide training had the majority of their employees or members (at least 75%) trained on their codes
- 81% of other government entities and boards and committees provided training on their codes to their employees and members.

The Commission intends to engage with public sector agencies that reported not providing training on their codes of conduct. Notably, most boards and committees that do not offer standalone code of conduct training advised that this content is included in their general induction training.

Public sector agencies and boards and committees are also required under the instruction to have an integrity framework that documents and coordinates their approaches to integrity. While not required, other government entities are encouraged to have integrity frameworks.

At 31 March 2025:

- 85% of public sector agencies and boards and committees had integrity frameworks that met the requirements of Commissioner's Instruction 40
- 45% of other government entities and boards and committees had integrity frameworks and a further 34% planned to implement frameworks in the next 12 months.

## Discipline<sup>15</sup>

Part of the role of principal officers (generally chief executive officers and directors general) is to oversee the conduct of their employees and deal with inappropriate behaviours when they occur, including suspected breaches of discipline. For certain employees in the public sector, part 5 of the PSM Act contains the disciplinary scheme that must be followed by employing authorities.

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<sup>15</sup> Data presented in Discipline against 2024-25 relate to the period 1 April 2024 to 31 March 2025 and previous year references relate to 1 July 2023 to 30 June 2024.

Fewer public authorities reported finalising disciplinary processes this year, with 60.7% of authorities reporting having completed at least one disciplinary process in 2024-25 compared to 63.2% in 2023-24.

Public authorities reported finalising 2,502 discipline processes in 2024-25 (Figure 22) – 42.4% related to employees in the public sector and just under one third (32.6%) related to local government employees.

When public authorities suspect breaches of discipline they generally start disciplinary processes to determine if breaches have occurred. If they also suspect that the conduct involves minor or serious misconduct they must notify the Public Sector Commission or Corruption and Crime Commission in accordance with the CCM Act (see below for more detail).

Not all processes result in substantiated allegations. In 2024-25 1,617 processes contained at least one allegation that was substantiated, up from 1,448 in 2023-24.

Each process may contain one or more allegations. Of those substantiated allegations in 2024-25:

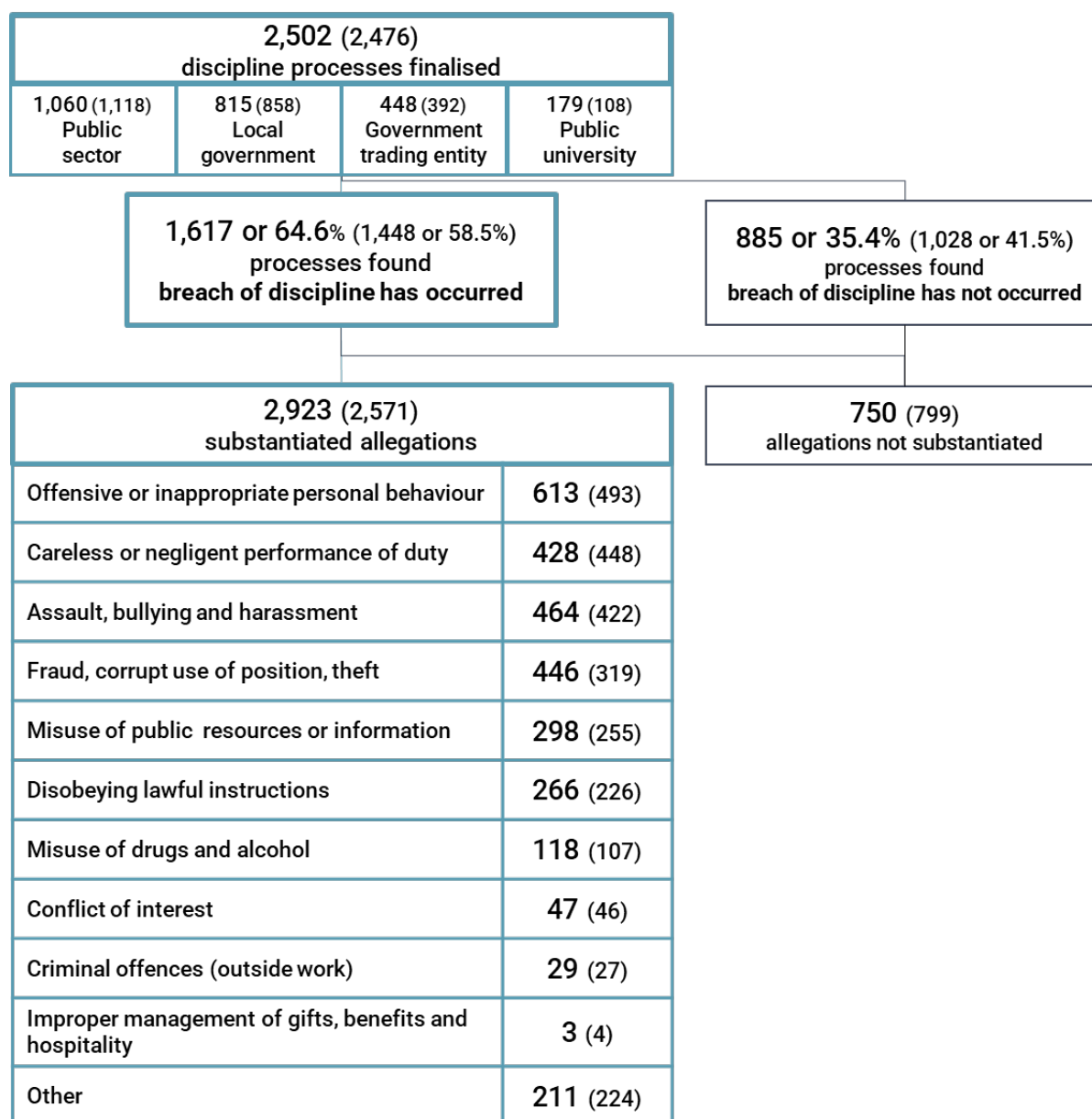
- 613 related to offensive or inappropriate personal behaviour, up from 493 in 2023-24
- 464 related to assault, harassment or bullying, up from 422 in 2023-24
- 428 related to careless or negligent performance of duties, down from 448 in 2023-24
- 266 related to disobeying lawful instructions, up from 226 in 2023-24
- 1,152 were spread across all other categories.

Where breaches of discipline are found, public authorities may take disciplinary and/or improvement actions against employees ranging from dismissal through to training. Multiple actions may be given such as both reprimand and training. In 2024-25 2,013 actions were applied that comprised:

- 744 reprimands, up from 618 in 2023-24
- 325 improvement actions (counselling), down from 348 in 2023-24
- 307 dismissals, up from 299 in 2023-24
- 637 were spread across all other actions.



**Figure 22: Finalised discipline processes in 2023-24 and 2024-25**



**Legend:** April 2024 to March 2025. Data in brackets is July 2023 to June 2024.



## Misconduct reporting

### Minor misconduct<sup>16</sup>

Minor misconduct is defined in section 4 of the CCM Act and includes behaviours that could constitute reasonable grounds for termination of employment. Principal officers (generally chief executive officers and directors general) must notify the Public Sector Commission of allegations of minor misconduct and the Corruption and Crime Commission of allegations of serious misconduct as soon as possible after they become aware of them as required by the CCM Act.

In 2024-25, 632 matters were finalised, up from 599 in 2023-24 (Figure 23).

The majority (76.6%) related to employees in the public sector followed by local governments. This is not unusual given the public sector employs the majority (71.6%) of people in scope of the CCM Act.

A minor misconduct matter is an individual notification made by a public authority or a report made by an individual. In each matter there may be one or more allegations about the conduct of one or more public officers.

The Public Sector Commission assesses each matter to decide if it includes allegations of minor misconduct. Not every matter the Public Sector Commission receives is assessed as including such allegations. Of the 632 matters finalised, the Public Sector Commission assessed 212 matters (33.5%) as not including allegations of minor misconduct:

- 74 were assessed as containing allegations of potential serious misconduct and referred to the Corruption and Crime Commission for consideration (mainly related to corrupt use of position).
- 124 were assessed as below the threshold of minor misconduct.
- 14 related to officers not under the jurisdiction of the Public Sector Commission's minor misconduct responsibilities. The Commission passes these matters on where appropriate so any public report of misconduct can be considered by the appropriate public authority regardless of where the person has sent the matter.

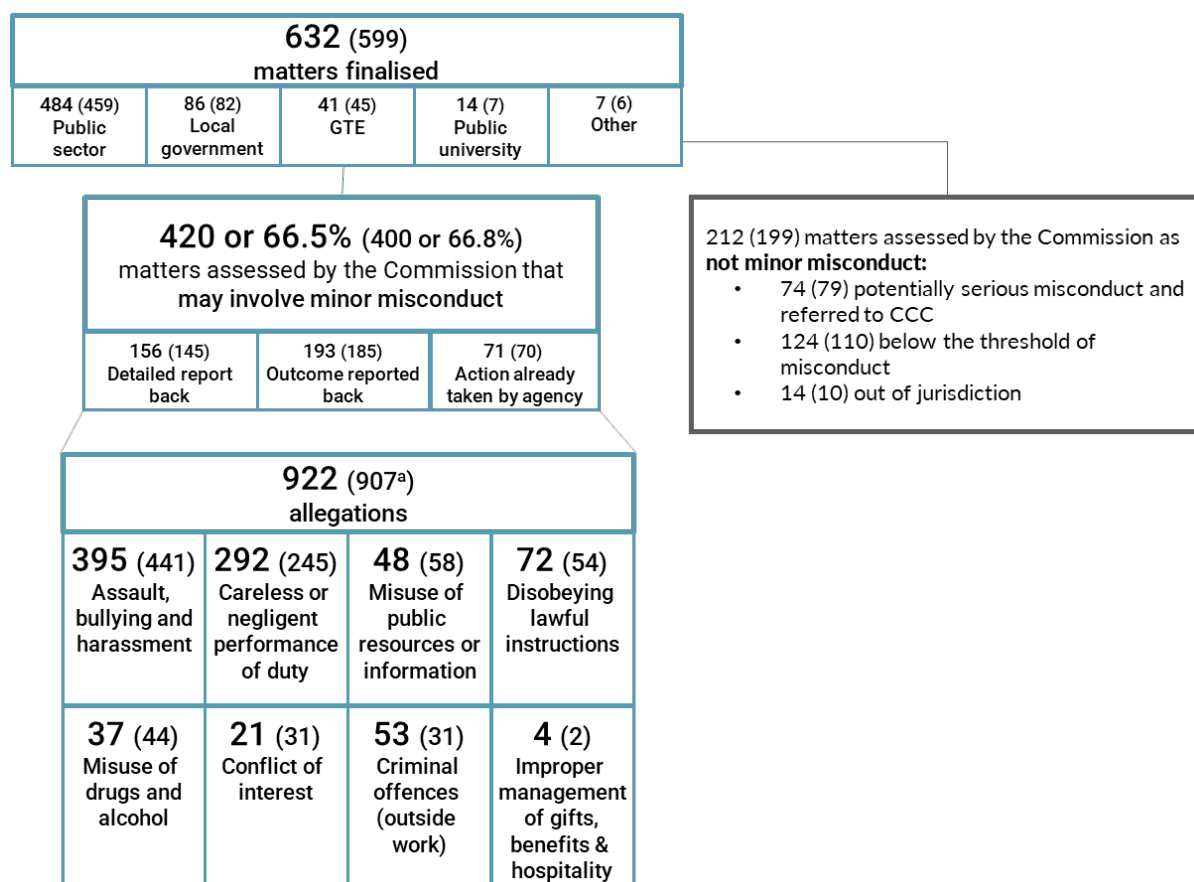
The 420 finalised minor misconduct matters assessed by the Commission that may involve minor misconduct contained 922 allegations comprised:

- 395 allegations related to assault, harassment or bullying
- 292 allegations related to careless or negligent performance of duties
- 235 allegations were spread across all other categories.

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<sup>16</sup> All minor misconduct data refers to reference period of 1 July to 30 June.

**Figure 23: Finalised minor misconduct matters in 2023-24 and 2024-25**



**Legend:** July 2024 to June 2025. Data in brackets is July 2023 to June 2024.

**Notes:** Each minor misconduct matter may contain one or more allegations.

<sup>a</sup> One allegation was assessed as below the threshold for minor misconduct.

## Serious misconduct

Serious misconduct refers to corrupt or criminal conduct as defined in the CCM Act. The Corruption and Crime Commission has jurisdiction for the assessment and investigation of serious misconduct over WA Police Force officers and Western Australian public officers including employees of departments, entities, statutory authorities and boards, universities and local governments.

Information on serious misconduct is published by the Corruption and Crime Commission.



## Public interest disclosures<sup>17</sup>

The *Public Interest Disclosure Act 2003* (PID Act) provides an avenue for the disclosure of public interest information. It applies across the government sector and sets requirements in relation to making and managing disclosures.

At 31 March 2025, 18 authorities reported not having at least one PID officer assigned to receive disclosures, up from 16 at 1 July 2024; and 38 government sector entities reported not publishing internal procedures in relation to the PID Act (as required under s.23(1)(e) and s.23(2)). This was a decrease from 46 government sector entities at 1 July 2024.

The Public Sector Commission continues to follow up with authorities that have not appointed a PID officer or have reported not publishing internal procedures under the PID Act.

The number of disclosures received across the government sector went up from 38 in 2023-24 to 69 in 2024-25 (an 82% increase). Of the 69 received, 3 were still pending assessment by agencies at the time of reporting. The number of disclosures received that were assessed as appropriate disclosures also increased from 8 in 2023-24 to 17 in 2024-25.

The percentage of finalised disclosures (not including those pending assessment) assessed as appropriate was 25.8%. Each appropriate disclosure is categorised by the type of information received (Table 18). One disclosure may contain more than one type of public interest information.

**Table 18: Type of public interest disclosure 2023-24 and 2024-25**

Types of public interest information contained in appropriate public interest disclosures	Number of times raised July 2023-June 2024	Number of times raised April 2024-March 2025
Improper conduct	7	13
Offence under written (State) law	4	6
Substantial irregular or unauthorised use of public resources	0	3
Substantial mismanagement of public resources	0	5
Act or omission that involves a substantial risk of injury to public health	0	0
Act or omission that involves a substantial risk of prejudice to public safety	0	0
Act or omission that involves a substantial risk of harm to the environment	0	0
Matters covered by the WA Ombudsman	0	0
<b>Total</b>	<b>11</b>	<b>27</b>

<sup>17</sup> Data presented in Public interest disclosures against 2024-25 relate to the period 1 April 2024 to 31 March 2025 and previous year references relate to 1 July 2023 to 30 June 2024.



## Grievances<sup>18</sup>

Grievances are complaints or concerns raised by employees about workplace issues they want resolved.

The percent of authorities that completed at least one grievance process decreased slightly from 38.0% in 2023-24 to 36.8% in 2024-25.

The number of grievances completed by government sector entities increased from 764 in 2023-24 to 1,124 in 2024-25. This included an increase for public sector agencies from 454 in 2023-24 to 638 in 2024-25; and an increase for other government entities from 310 in 2023-24 to 486 in 2024-25.

## Breaches of public sector standards<sup>19</sup>

Breaches of public sector standards claims are lodged directly with the public sector agencies that made the reviewable decisions to which the standards apply. Public sector agencies must attempt to resolve claims within 15 days. If they are not resolved in this time they must forward them to the Public Sector Commission.

In 2024-25, 142 claims were resolved by agencies without referring them to the Public Sector Commission, up from 98 in 2023-24.

Over 2024-25 the Public Sector Commission finalised 79 claims compared to 87 in 2023-24 (Figure 24). Of all claims finalised by the Public Sector Commission this year, one was upheld compared with 2 in 2023-24.

Claims relating to breaches of the Employment Standard remained the most common type of claim finalised by both public sector agencies and the Public Sector Commission.

Amendments were made to the Public Sector Management (Breaches of Public Sector Standards) Regulations 2005 that came into effect on 1 July 2025. The Commission continues to have jurisdiction over claims alleging breaches of the Employment Standard excluding claims about transfer.

From 1 July 2025, the Western Australian Industrial Relations Commission has jurisdiction over claims alleging breaches of public sector standards relating to transfer, performance management, grievance resolution, redeployment and termination of employment.

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<sup>18</sup> Data presented in Grievances against 2024-25 relate to the period 1 April 2024 to 31 March 2025 and previous year references relate to 1 July 2023 to 30 June 2024.

<sup>19</sup> Data presented in Breaches of public sector standards against 2024-25 relate to the period 1 April 2024 to 31 March 2025 and previous year references relate to 1 July 2023 to 30 June 2024 unless otherwise specified.

**Figure 24: Finalised breach of standards claims 2023-24 and 2024-25**

<b>221 (185)</b> <b>Breach claims finalised</b>	
Finalised by the agency	Finalised by the Commission
<b>142 (98)</b>	<b>79 (87)</b>

<b>Employment standard</b> <b>201 or 91.0%</b> (162 or 87.6%)	
135 (92)	66 (70)
<b>Grievance resolution</b> <b>20 or 9.0%</b> (22 or 11.9%)	
7 (6)	13 (16)
<b>Redeployment</b> <b>0 or 0%</b> (1 or 0.5%)	
0 (0)	0 (1)
<b>Performance management</b> <b>0 or 0%</b> (0 or 0%)	
0 (0)	0 (0)
<b>Termination</b> <b>0 or 0%</b> (0 or 0%)	
0 (0)	0 (0)

<b>Of the total breach claims finalised the Commission upheld 1 or 0.5%</b> (2 or 1.1%)
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**Legend:** April 2024 to March 2025. Data in brackets is July 2023 to June 2024.

The Commission’s 2024-25 Annual Report has a reference period of July 2024 to June 2025. Note that during this reference period the Commission finalised 85 breach of public sector standards claims.



## Appendix 1: Data quality statement

This report contains information from a range of sources including:

- quarterly workforce data reported to the Public Sector Commission through the Human Resource Minimum Obligatory Information Requirements (HR MOIR)
- data collected as part of the Public Sector Commission's annual collection program which includes equal employment opportunity, integrity and conduct, public interest disclosure, and government boards and committees
- data sourced through other Public Sector Commission initiatives and projects.

State finance data is provided by the Department of Treasury and Finance.

[About our workforce data](#) has more information on definitions and the methodologies applied.

### Human Resource Minimum Obligatory Information Requirements

The Public Sector Commission collects workforce data from public sector agencies quarterly to support evidence based policy formulation and for other public sector workforce related purposes. The data includes demographic information about employees such as age, gender, diversity status and occupation. This HR MOIR data has been used to derive information about the workforce profile and diversity of the public sector. Data is supplied by public sector agencies according to the [HR MOIR Data Definitions 1.5.1](#).

Point in time information on the public sector is published in the Public Sector Commission's [Workforce Reports](#).

Data on occupations is reported by public sector agencies following the Australian and New Zealand Standard Classification of Occupations (ANZSCO). Occupational groups referred to in this report consist of aggregated groups of related ANZSCO codes. Details of the composition of the various occupational groups are in the [State of the Western Australian Government Sector Workforce statistical bulletins](#).

### Annual average figures

Quarterly HR MOIR reporting reflects public sector agency holdings at the last pay period for that month. This is referred to as point in time data. Before 2019-20, the size of the public sector and other workforce trends were estimated based on June quarter point in time data. However, the size of the sector fluctuates throughout each year, exhibiting regular seasonal variation such as growth and shrinkage of the workforces in the Department of Education and TAFE colleges in line with academic terms.

Since the 2020-21 report, year on year analysis is based on an annual average of figures reported in the 4 quarters of each financial year. Averaged figures for the financial year provide a more reliable estimate of the size and composition of the public sector over the long term.

Data for local governments, public universities and government trading enterprises is collected only once each year in March (see Annual collection below). As such, no average figures can be provided and March point in time data is reported.



## Annual Collection

Public sector agencies, local governments, public universities and government trading enterprises all responded to the Annual Collection in March–April. The Annual Collection combined the former Equal Employment Opportunity annual collection in March–April, and the Integrity and Conduct annual collection in June–July. Government boards and committees completed a custom version of the annual collection tailored to relevant questions.

### Annual Collection – Equal Employment Opportunity

This collection is used to gather information on workforce diversification from public sector agencies, local governments, public universities and government trading enterprises. In addition, local governments, public universities and government trading enterprises provide employee data, including demographics and employment information, through this collection.

Where information relates to employees, this is included in the relevant group – for example, WA Police employees are split with sworn police officers included in government trading enterprises and other authorities, and unsworn officers included in the public sector. Where information relates to entities, this is based on those authorities that responded to the annual collection, noting that some submissions incorporate multiple authorities.

The Equal Employment Opportunity annual collection sample frame comprised 234 entities:

- 69 public sector agencies reporting on behalf of 117 agencies in total
- 145 local governments
- 16 government trading enterprises
- 4 public universities

All data collected relates to the period 1 April 2024 to 31 March 2025. Workforce data provided by respondents comprised information on all employees paid in the last pay period of March 2025, and information on all casual employees employed at any time between 1 April 2024 and 31 March 2025 whether paid or not in the last pay period of March 2025. This is consistent with the approach and data definitions of previous years.

A workforce data spreadsheet was received from 164 of the entities required to provide one. The Shire of Coorow did not submit a workforce data spreadsheet. Each spreadsheet underwent a documented quality assurance process to ensure issues were minimised and consistency maintained between different entities' data.

During the 2025 annual collection, The University of Western Australia (UWA) submitted a corrected workforce data spreadsheet for the 2024 collection period. Due to differences in diversity metrics in the resubmitted data, details reported against the 2023-24 period in this report differ from those published in the [State of the WA Government Sector Workforce 2023-24](#) report.

Workforce diversity data for public sector agencies, sworn officers of the WA Police Force and parliamentary electorate offices was acquired through March 2025 HR MOIR reporting.



## Annual Collection – Integrity and Conduct

This collection is used to gather information on integrity and conduct matters in public sector agencies, local governments, public universities and government trading enterprises.

Where information relates to employees, this is included in the relevant group – for example, WA Police employees are split with sworn police officers included in government trading enterprises and other authorities, and unsworn officers included in the public sector. Where information relates to entities, this is based on those authorities that responded to the annual collection, noting that some submissions incorporate multiple authorities.

The Integrity and Conduct annual collection sample frame comprised 234 entities:

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

All data collected relates to the period 1 April 2024 to 31 March 2025. In previous years this data related to the period 1 July to 30 June. Comparisons of the period 1 April 2024 to 31 March 2025 to the period 1 July 2023 to 30 June 2024 will see some overlap in reported data.

Detailed information as reported by responding entities is in [State of the Western Australian Government Sector Workforce statistical bulletins](#).

## Annual Collection – Government Boards and Committees

This collection is similar in subject matter to the Integrity and Conduct portion of the annual collection but excludes questions that are not relevant to government boards and committees.

The Government Boards and Committees annual collection sample frame comprised 95 boards and committees:

- 80 public sector boards and committees
- 15 non-public sector boards and committees

All data collected relates to the period 1 April 2024 to 31 March 2025.

## Additional data sources

### Recruitment

Data relating to advertisements posted on jobs.wa.gov.au has been drawn from the Recruitment Advertising Management System (RAMS). Data extracted comprised all advertisements created with a posting date in the 2020-21 to 2024-25 financial years.

Reported advertisement numbers should not be taken to reflect the number of advertisements publicly posted on jobs.wa.gov.au as some advertisements are created in anticipation or for administrative purposes and never posted. Data should not be taken to reflect the number of public sector vacancies or the number of applicants appointed to public sector roles as a single advertisement may be used to fill multiple vacancies (for example, pool recruitments) or may result in no appointment being made.

## Redeployment, redundancy, severances, and separation payments

Data relating to redeployment, severances and separation payments is extracted from RAMS and the Executive Management System (EMS).

## Temporary personnel

Data relating to temporary personnel engagements and related expenditure are provided by the Department of Treasury and Finance based on data provided by reporting entities and temporary personnel providers under the Temporary Personnel Services Common Use Arrangement.

## Senior Executive Service (SES)

The Public Sector Commissioner manages SES positions under the PSM Act. Data relating to the number of SES officers in the public sector is based on snapshots of active contracts recorded in the Executive Management System (EMS) extracted at the end of each quarter. Diversity information for SES officers is derived by matching EMS information with HR MOIR data reported by public sector agencies in the relevant quarter.

## Minor misconduct

Data relating to minor misconduct is based on information entered into the Integrity and Risk Case Management (IRCM) system.

A finalised matter means the Public Sector Commission:

- assessed the matter as possible minor misconduct and action was subsequently taken by it or the public authority to deal with it or
- assessed the matter as potential serious misconduct and referred it to the Corruption and Crime Commission for consideration or
- assessed the matter as below the threshold of minor misconduct so no action was taken or
- did not have jurisdiction over the officer under the CCM Act so no action was taken.

Note: While no action was taken by the Commission, this would be referred to the employing authority where appropriate.

## Other relevant definitions and notes

All data is accurate as reported to the Public Sector Commission by contributing entities. The information provided reflects the Public Sector Commission's holdings at the date of release. Workforce data is occasionally revised for quality, and corrections applied may result in figures being adjusted over time.

As some figures have been rounded, discrepancies may occur between sums of the component items and totals.

Gender pay gap calculations are based on the median salary of all active contracts based on gender (men or women) of employees holding the contracts. The pay gap is the difference between the median equivalent annual salary of women and men, expressed as a percentage of men's median equivalent annual salary.

Information reported on the representation of Aboriginal and Torres Strait Islander employees, employees with disability, and culturally and linguistically diverse employees is based on self disclosure questionnaires generally provided to employees as part of engagement or induction packages; or as updated throughout their tenure in their entities. It is not compulsory for employees to disclose their diversity status. As such, representation is reported as a percentage of the headcount of valid responses rather than the total headcount of an agency or sector.

Data is provided for the last 5 financial years. Previous years' reports are [online](#). Additional data is published annually in [State of the Western Australian Government Sector Workforce statistical bulletins](#).

Data reported here may vary from data reported in other Public Sector Commission publications which may draw on quarterly point in time figures.



## Appendix 2: Compliance statements

In accordance with section 31(2) of the PSM Act, organisations not listed in Schedule 1 of the *Financial Management Act 2006* are required to provide statements to the Public Sector Commissioner each year on the extent to which they have complied with public sector standards, codes of ethics and any relevant codes of conduct.

<b>Architects Board of WA</b>	No compliance issues concerning the Public Sector standards, the Public Sector Commission's Code of Ethics or the Board's Code of Conduct arose during the period 1 April 2024 to 31 March 2025.
<b>Commissioner for Children and Young People</b>	The Commissioner for Children and Young People operates under an established code of conduct that references the WA Public Sector Code of Ethics (the Code). The CCYP has an employee grievance resolution policy which is regularly reviewed and updated to ensure compliance with the Public Sector Commissioner instructions, policies and guidelines. All staff, as part of orientation and induction, are provided with these documents on commencement and they are also available for review on the Content Manager document management system.
<b>Conservation and Parks Commission</b>	The Department of Biodiversity, Conservation and Attractions has fully complied with relevant Public Sector Standards, codes of ethics and its code of conduct in the period 1 April 2024 to 31 March 2025.
<b>Legal Practice Board</b>	<p>Compliance with Public Sector Code of Ethics in accordance with section 31(2) of the <i>Public Sector Management Act 1994</i> (PSM Act).</p> <p>The Legal Practice Board (Board) has fully complied with section 31(2) of the PSM Act as it relates to the operations of the Board. The Board continues to be fully compliant with public sector standards, the Code of Ethics, and the Public Sector Commission's requirement to maintain a Code of Conduct.</p> <p>The Board is committed to maintaining a high standard of accountability, integrity and transparency in all its functions and activities in line with public sector standards. As part of this, the Board is continuing its program of regular review and updating all of the Board's policies relating to both its internal and external functions, including but not limited to human resources and workforce management.</p> <p>The Board has a commitment to continue to maintain and review its own Code of Conduct for both Board members and Board employees.</p>



<p><b>Office of the Information Commissioner</b></p>	<p>The Office of the Information Commissioner (OIC) has a code of conduct which has been distributed to staff and is available on our intranet and knowledge management system. New staff members are provided a copy as part of their induction. The OIC is guided by the Public Sector Standards in our employment processes. No staff were redeployed or disciplined, and no grievances lodged. The OIC has nominated an Integrity Officer to monitor integrity issues in addition to a PID Officer.</p>
<p><b>Parliamentary Commissioner for Administrative Investigations (Ombudsman WA)</b></p>	<p>In the administration of the Office, the Deputy Ombudsman, acting as the Ombudsman under section 6A of the <i>Parliamentary Commissioner Act 1971</i>, complied with the Public Sector Standards in Human Resource Management, the Code of Ethics and the Office's Code of Conduct.</p> <p>Procedures designed to ensure such compliance have been put in place and appropriate internal monitoring is conducted to satisfy the Deputy Ombudsman that the above statement is correct.</p>
<p><b>Veterinary Practice Board</b></p>	<p>The Public Sector standards and ethical codes have been complied with.</p>



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