

# 3

# Agency in focus

## Commission profile

### Who we are

The Commission is an independent authority with policy, assistance and oversight roles. Our objective is to bring leadership and expertise to the public sector to support the integrity, effectiveness and efficiency of public administration and management. To achieve these goals we have identified four strategic priorities:

- increase efficiency, flexibility and integrity
- provide and support governance and leadership
- build an accountable, knowledgeable and diverse workforce
- promote openness and transparency in evaluation and reporting.

### Responsible Minister

Our responsible Minister is the Hon. C J Barnett MLA, Premier.

### Enabling and administered legislation

The Commissioner is an independent statutory officer established under the PSM Act and is supported in his functions by the Commission, a department established under the PSM Act.

On behalf of the Commissioner, the Commission administers the:

- *Public Sector Management Act 1994*
- *Public Interest Disclosure Act 2003*
- applicable sections of the *Corruption, Crime and Misconduct Act 2003*.

Additionally, the Office of the DEOPE resides within the Commission and administers Part IX of the *Equal Opportunity Act 1984* (EO Act).

### What we do

We support the Public Sector Commissioner (Commissioner) who:

- is the employing authority of Chief Executive Officers (CEOs) appointed by the Governor pursuant to section 45 of the *Public Sector Management Act 1994* (PSM Act)

- is responsible for the administration of the Senior Executive Service (SES) and the broader Public Service
- administers the redeployment and redundancy framework for the public sector
- has a primary role in the setting of remuneration for boards and committees
- can be directed by the Government to
  - conduct special inquiries
  - review part or all of the functions, management or operations of one or more public sector bodies, pursuant to section 24B.(2) of the PSM Act
  - action machinery of government changes—when government departments are established, amalgamated, divided or abolished
- is responsible for the prevention, education and oversight of minor misconduct under the *Corruption, Crime and Misconduct Act 2003* (CCM Act)
- has responsibility for arrangements under the *Public Interest Disclosure Act 2003* (PID Act)
- works closely with the Director of Equal Opportunity in Public Employment (DEOPE) on workforce, diversity and equal opportunity in public employment.

### **Our values**

We commit to being:

- responsive and professional in our service delivery
- accountable in what we do
- forward thinking in our delivery
- collaborative in our relationships.

### **Our stakeholders**

We maintain a strong relationship with public sector agencies, public sector boards and committees, local governments, public universities, Government Trading Enterprises (GTEs), the Parliament of Western Australia (the Parliament), the government of the day and the community.

### **Government affiliated bodies**

The Salaries and Allowances Tribunal has been determined by the Treasurer, the Hon. Mike Nahan MLA, to be an affiliated body of the Commission in accordance with section 60(1)(b) of the *Financial Management Act 2006*.

*To fulfil its purpose of supporting the Government and the people of Western Australia, the public sector must be efficient, effective and retain the confidence of the community, the Government and the Parliament.*

## **Corporate Executive**

### **Mal Wauchope, Public Sector Commissioner**

Mal leads and positions the Commission in his role as an independent statutory officer, balancing his policy, assistance and oversight roles.

### **Dan Volaric, Deputy Commissioner, Conduct, Compliance and Internal Governance**

Dan manages the Commissioner's statutory responsibilities in relation to standards, reviews, investigations and misconduct.

### **Rebecca Harris, Acting Executive Director, Strategic Engagement and Coordination**

Rebecca delivers the Commissioner's strategic initiatives in relation to statutory responsibilities and strategic priorities.

### **Lindsay Warner, Acting Executive Director, Public Sector Renewal**

Lindsay manages the Commissioner's statutory responsibilities in relation to policy and reform.

### **Andrew Dores, Acting Executive Director, Workforce Performance and Advisory Services**

Andrew provides high level advice and support to ministerial offices, CEOs and agencies on public administration matters.

### **Alan Barrett, Acting Executive Director, Information Systems, Evaluation and Reporting**

Alan delivers system level intelligence and assurance about public sector administration and management performance.

### **Amanda Alderson, Chief Finance Officer**

Amanda provides costing, financial and management reporting services.

### **Stephanie Boyd, Acting Manager Human Resource Strategy and Support**

Stephanie delivers organisational and employee relations advice to management and employees across the Commission.

*Our objective is to bring leadership and expertise to the public sector to support the integrity, effectiveness and efficiency of public administration and management.*

## **Executive framework**

### **Corporate Executive**

The Corporate Executive, chaired by the Commissioner, is responsible for making key strategic decisions regarding the priorities and direction of the Commission going forward. Formal Corporate Executive meetings are supported with more frequent senior management meetings attended by all members of the executive team.

### **Audit and Risk Committee**

The Audit and Risk Committee strengthens the Commission's control environment by overseeing and monitoring the Commission's governance, risk and control frameworks and its external accountability requirements. The responsibility of the Audit and Risk Committee is to review and monitor the adequacy of arrangements to ensure that risks are effectively identified and managed, and that risk management is appropriately embedded in the Commission's planning and budgetary process.

### **Information Systems Governance Group**

The Information Systems Governance Group (ISGG) provides Information and Communications Technology (ICT) systems planning support and endorsed policies and projects to the Corporate Executive of the Commission. The ISGG is a working group that maximises the return on the Commission's investment in systems and ICT through integration, consolidation and assessing opportunities for improvement. The ISGG also works to develop business-focused ICT policy and ensure appropriate, secure management of, and access to, Commission systems in keeping with sector-wide policies published by the Government Chief Information Officer (GCIO), Mr Giles Nunis.

In 2015/16 the ISGG considered a range of significant ICT issues and projects, including the transition of the minor misconduct function from the Corruption and Crime Commission (CCC) to the Commission's systems, and reviewing system and information security in line with recommendations published by the Office of the Auditor General throughout the year, and provided ongoing contract performance for the provision of ICT services related to the Commission's key systems and websites.

### **Delegations**

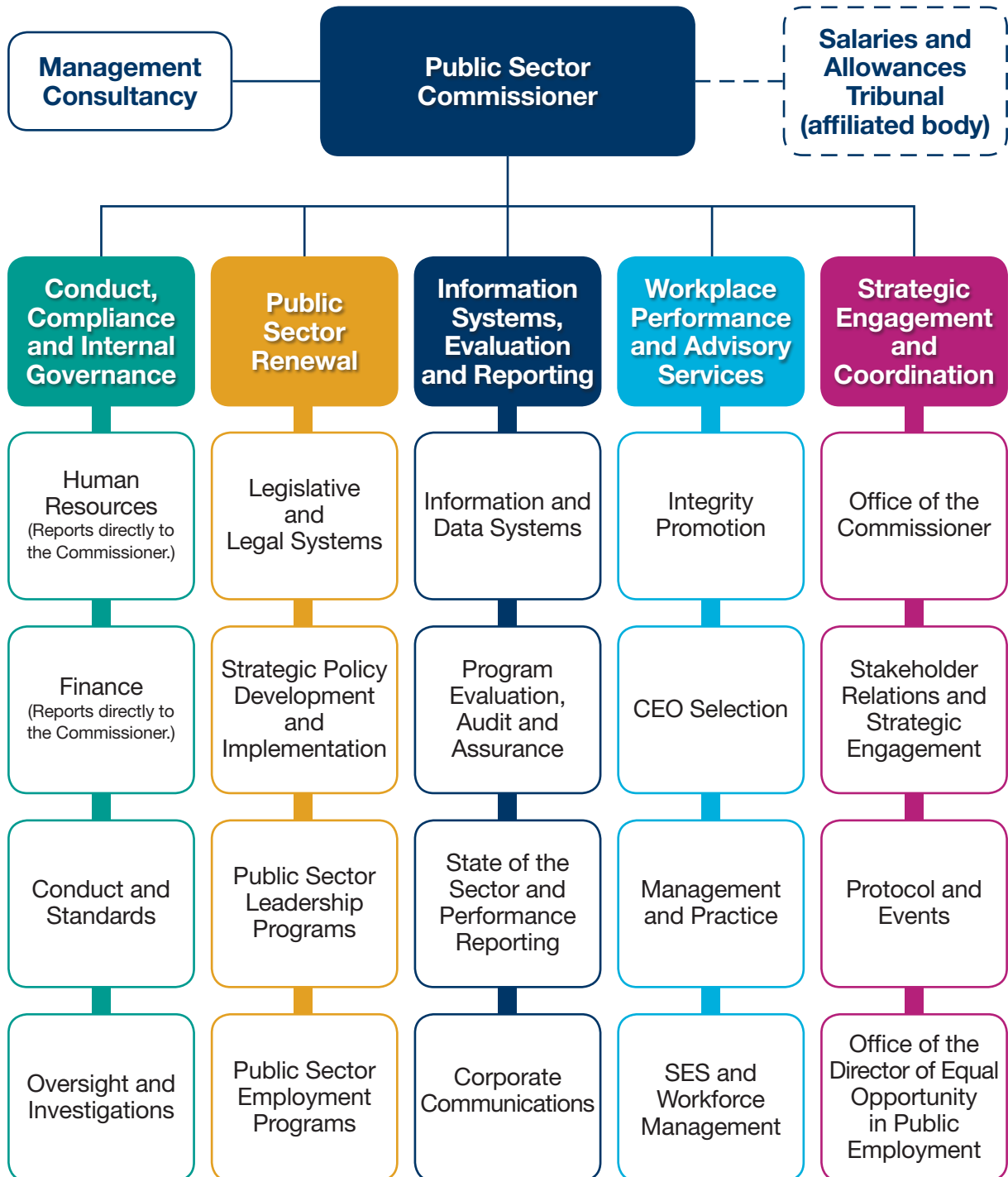
In 2015/16 the Commission conducted a review of our central legislative delegations register. During the review, the validity of delegations was assessed to ensure accountability and responsibility requirements were consistent with our relevant legislative obligations.

*The Corporate Executive, chaired by the Commissioner, is responsible for making key strategic decisions regarding the priorities and direction of the Commission.*

# OUR ORGANISATIONAL STRUCTURE

as at 30 June 2016

2015/16



# OUR WORKFORCE PROFILE

2015/16

40.5%  
men

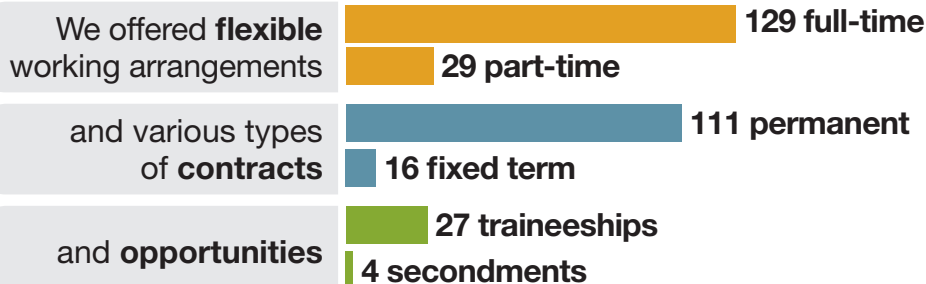


59.5%  
women



**158**  
headcount

**129.6**  
FTE



## We are committed to employing a diverse workforce

Group	Public sector average	Representation %		
		2013/14	2014/15	2015/16
Aboriginal Australians	2.7%	21.0	28.8	19.1
People with disability	2.0%	3.5	3.0	5.1
Women in management	32.9%	41.7	33.3	46.2
People from culturally and linguistically diverse backgrounds	12.6%	12.4	9.0	17.2
People 24 and under	4.4%	21.0	28.2	22.9
People 45 and over	52.6%	32.3	32.0	31.8

## **Disability access and inclusion plan**

Under the *Disability Services Act 1993* the Commission is required to report each year on progress in implementing our Disability Access and Inclusion Plan (DAIP). In 2015/16 we released a new DAIP, which outlines our disability access and inclusion priorities for the next five years and builds upon our past achievements.

Since the implementation of our first DAIP in 2010 the Commission has introduced a range of initiatives to support equitable and inclusive access for people with disability to our services, facilities and information, including:

- partnering with the Disability Services Commission to improve participation, inclusion and access for people with disability in our organisation
- partnering with the Mental Health Commission to support good mental health in the workplace
- providing mental health first aid and disability awareness training for our employees.

## **Developing our talent**

### **Performance management**

Performance development processes are important in aligning individuals' goals and career development needs with the overarching outcomes of the Commission. During 2015/16 we updated our performance development process to a more contemporary and streamlined approach. A series of 'Constructive performance conversations workshops' were delivered to increase the capability of our managers to conduct effective professional development discussions. This year 70 per cent of staff participated in a performance development discussion. This is an increase on the previous year where 67 per cent of staff completed a performance development discussion.

### **Professional development**

To assist staff to more effectively deal with clients exhibiting difficult and challenging behaviour the Commission provided 33 employees with the opportunity to attend a training session entitled 'Managing Challenging Behaviours of Clients', which focused on clients with mental health issues. The session has assisted our staff to better understand, recognise and manage challenging and difficult behaviour.

Additionally, to support our focus on the transfer of minor misconduct, we continued to build our capacity to undertake workplace investigations by providing the *Certificate IV in Government (Investigation)* to 17 employees.

### **Graduate program**

This year the Commission recruited two university graduates as part of its annual graduate recruitment program. Throughout the year the graduates undertook a range of challenging projects and also participated in the Graduate Future Leaders Program, where they had the opportunity to network with senior leaders and other graduates from across the sector.

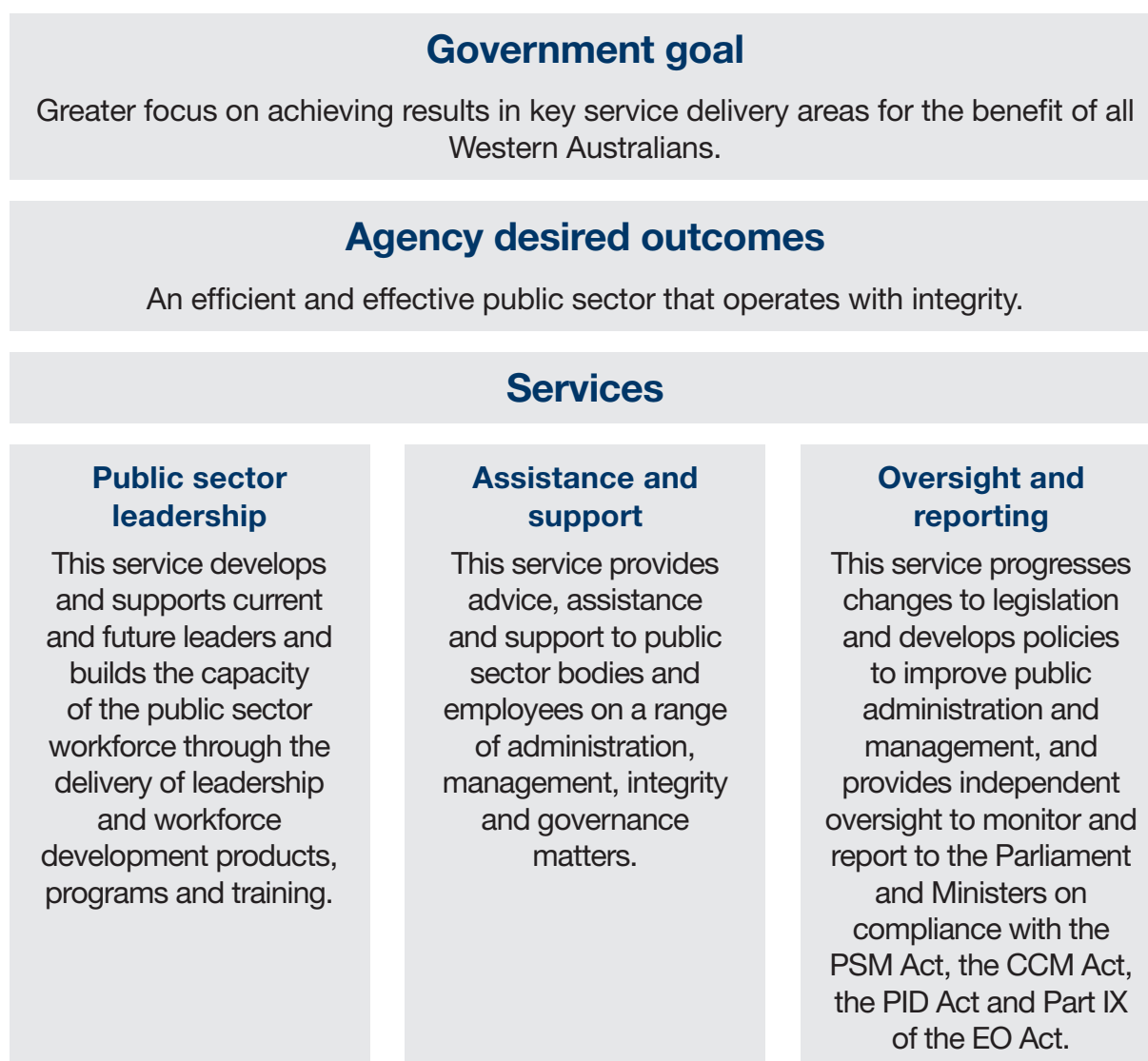
## Traineeship programs

The Commission recognises the contribution of trainees to the sector and supports initiatives to help young people find employment in the public sector. Over the course of the year we employed two school-based trainees and one full-time Aboriginal trainee. We currently have seven permanent employees who commenced their public sector career through one of our traineeship programs.

## Performance management framework

### Outcome-based management framework

We support the broad government goal of 'Results-based service delivery' by providing services that are designed to enhance the efficiency, effectiveness and integrity of the public sector. The diagram below illustrates the relationship between our services and desired outcomes, and the broad government goal to which we contribute.





The Commission’s three services are linked to Key Performance Indicators (KPIs) comprised of effectiveness and efficiency indicators which consider the extent to which the Commission has achieved its desired outcomes, as illustrated below.

Desired outcomes	Services provided
Effectiveness indicators	Efficiency indicators
<p><b>An efficient and effective public sector that operates with integrity.</b></p> <ul style="list-style-type: none"> <li>• The portion of core clients who indicate the Commission has delivered policy, assistance and oversight that has assisted them to enhance integrity within their agencies.</li> <li>• The portion of core clients who indicate the Commission has delivered policy, assistance and oversight that has assisted them to enhance the effectiveness and efficiency of their agencies.</li> <li>• The portion of core clients who indicate that assistance provided by the Commission has helped them to meet their statutory obligations under the PID Act.</li> <li>• The portion of core clients who indicate that assistance provided by the Commission has helped them to meet their statutory obligations under Part IX of the EO Act.</li> </ul>	<p><b>Public sector leadership</b></p> <ul style="list-style-type: none"> <li>• Average cost per leadership development product, program or training hour.</li> <li>• Average cost per workforce development program, product or training hour.</li> </ul> <p><b>Assistance and support</b></p> <ul style="list-style-type: none"> <li>• Average cost per hour of assistance and support provided.</li> <li>• Average cost per public administration, standards and integrity program, product or training hour.</li> </ul> <p><b>Oversight and reporting</b></p> <ul style="list-style-type: none"> <li>• Average cost per hour addressing legislative and policy development.</li> <li>• Average cost per hour of performance and oversight activity.</li> <li>• Percentage of oversight actions completed within target timeframes.</li> </ul>

Note: Core clients comprise:

- departments created under section 35 of the PSM Act
- ministerial offices
- SES organisations specified in column two of Schedule 2 of the PSM Act
- non-SES organisations, including government boards and committees that have undertaken the Commission’s good governance and ethical decision making professional development within the financial year.