



Appendices

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Appendix A

Leadership development programs

Public Sector Commission programs

Leadership essentials

Designed for leaders at PSGOGA levels 7–9 and equivalent to support their development to be successful senior executives. The program involves the completion of four modules, coaching sessions and group work completed over nine months.

Management essentials

Aimed at mid-level managers across the public sector, the program is a series of modules delivered as individual workshops. The program empowers participants to make good decisions and lead from where they are.

Graduate development program

This program builds a whole-of-government perspective among new graduates and assists them in developing an appreciation of the complexity, importance and breadth of the public sector in WA. The 10-month program applies a blended learning approach through formal training, group and peer learning and on-the-job application of knowledge.

Public Sector Commission programs in partnership with the Australia and New Zealand School of Government (ANZSOG)

Executive Masters in Public Administration (EMPA)

The EMPA is a two year part-time, post graduate qualification based on scholarship arrangements. In 2016, the program included the option to attend a component delivered in Singapore, as part of our partnership with the Lee Kuan Yew School of Public Policy.

Executive Fellows Program (EFP)

This three-week intensive residential program brings together 80 senior executives, leading academics and experienced practitioners from Australia, New Zealand and overseas. In 2016, this program included a component delivered in Singapore for the first time.

CEO Forum

Each year, ANZSOG invites each jurisdiction to nominate CEOs to participate in a national forum designed to enable chief executives to share practices and insights with their peers, to reflect on these, and to develop their thinking about how best to deal with challenges in common. Since 2014, 17 chief executives from the WA public sector have participated in these forums.

Leadership seminars

Through ANZSOG's global reach, this program is designed to bring some of the world's leading academics, subject matter experts and highly experienced and respected practitioners from Australia and overseas to WA audiences. In 2016/17, the Commission delivered 14 events with the assistance of six international and national speakers, that were attended by chief executives, senior executives, aspiring leaders and practitioners.

Topics included evidence-based decision making; outcomes-based frameworks; Indigenous public servant leadership; public service motivation; good governance; collaborative leadership; managing in a volatile, uncertain and ambiguous world; and improving the quality of policy advice.

Appendix B

Summary of Machinery of Government changes

Amalgamations

New departments	Previous departments
Department of Jobs, Tourism, Science and Innovation	Department of State Development Department of Commerce ¹ Western Australian Tourism Commission ²
Department of Mines, Industry Regulation and Safety	Department of Mines and Petroleum Department of Commerce ³
Department of Primary Industries and Regional Development	Department of Agriculture and Food Department of Regional Development Department of Fisheries Regional Development Commissions ⁴
Department of Communities	Department of Child Protection and Family Support Department of Housing ⁵ Disability Services Commission Department of Local Government and Communities ⁶
Department of Biodiversity, Conservation and Attractions	Department of Parks and Wildlife Botanical Gardens and Parks Authority Zoological Parks Authority Rottneest Island Authority
Department of Justice	Department of the Attorney General Department of Corrective Services
Department of Education	Department of Education Department of Education Services School Curriculum and Standards Authority
Western Australia Police	Western Australia Police Road Safety Commission ⁷
Department of Planning, Lands and Heritage ⁸	Department of Planning Department of Lands State Heritage Office
Department of Water and Environmental Regulation	Department of Water Department of Environment Regulation Office of the Environment Protection Authority

New departments

Department of Local Government, Sport and Cultural Industries

Previous departments

Department of Local Government and Communities ⁹
Department of Culture and the Arts
Department of Racing, Gaming and Liquor
Department of Sport and Recreation

Change in duties

Department

Changes

Department of Finance

Strengthened focus on procurement reform to create local jobs.
Assume responsibility for strategic projects (excluding asset sales).
Lead delivery of building and management services.

Department of Treasury

Assume responsibility for Economic Reform and the Public Utilities Office.

Department of Training and Workforce Development

Undertake significant internal reform.
More strongly align training service provision to industry needs.

Department of Transport

Accelerate internal cultural reforms to better integrate Main Roads and the Public Transport Authority.

Department of the Premier and Cabinet

Assume responsibility for Aboriginal affairs policy.

1 Industry promotion and functions

2 Trading as Tourism WA

3 Regulatory functions and Labour Relations

4 Staff only, entities will remain

5 Including Housing Authority

6 Communities functions including seniors, volunteering and youth

7 Staff only, entity will remain

8 Includes Aboriginal heritage and Aboriginal land matters

9 Local Government functions and multicultural interests

Appendix C

Appointments and reappointments of CEO positions 2016/17

Appointments 2016/17

Position and agency	Appointee
Chief Executive Officer, Tourism Western Australia	Mr Edmund (Gwyn) Dolphin
Director, Gascoyne Development Commission	Mr Gavin Robins
Director, Peel Development Commission	Mr Andrew Ward
Director, Pilbara Development Commission	Mr Terry Hill
Director General, Department of Commerce	Ms Anne Driscoll
Director General, Department of the Attorney General	Dr Adam Tomison
Director General, Department of Transport; Chief Executive Officer, Public Transport Authority; Commissioner of Main Roads, Main Roads WA (concurrent appointment)	Mr Richard Sellers
Managing Director, Central Regional TAFE	Mr William (Bill) Swetman
Managing Director, North Metropolitan TAFE	Ms Michelle Hoad
Managing Director, North Regional TAFE	Mr Kevin Doig
Managing Director, South Metropolitan TAFE	Ms Terry Durant
Managing Director, South Regional TAFE	Mr Duncan Anderson

Reappointments 2016/17

Position and agency	Appointee
Chief Executive Officer, Insurance Commission of Western Australia	Mr Rod Whithear
Chief Executive Officer, Metropolitan Redevelopment Authority	Mr Kieran Kinsella
Commissioner, Small Business Development Corporation	Mr David Eaton
Director General, Department of Education and Chief Executive Officer, Country High School Hostels Authority (concurrent appointment)	Ms Sharyn O'Neill
Director General, Department of State Development	Mr Stephen Wood

In 2016/17 we also assisted in the recruitment, appointment and reappointment of the following statutory office holders:

- Mr Chris Field, Parliamentary Commissioner for Administrative Investigations (Ombudsman).
- Ms Rebecca Harris, Director of Equal Opportunity in Public Employment.

Glossary

Term	Definition
Aboriginal Australian	People of Aboriginal and/or Torres Strait Islander descent who identify as such, and are accepted as such, by the community in which they live.
Act	A law made by Parliament, and known as an Act of Parliament.
Allegation	A claim that an individual has engaged in a specific instance of conduct which is suspected to amount to minor misconduct. A matter may contain more than one allegation.
Breach of standard	A determination by the Commissioner that one or more of the requirements of a public sector standard have or have not been complied with.
Code of conduct	A formal written policy documenting the behaviour expected of all employees of a public authority. Under the PSM Act each public sector body is expected to develop a code of conduct consistent with the public sector Code of Ethics.
Code of Ethics	The Western Australian Code of Ethics outlines the minimum standards of conduct and integrity for public sector bodies and employees outlines in the PSM Act.
Department	An organisation established under Section 35 of the PSM Act.
Ethical codes	Ethical codes are made up of the Code of Ethics together with authority-specific codes of conduct.

Term	Definition
Full-time equivalent	One Full-time equivalent (FTE) is one person paid for a full-time position. FTE totals include all current employees except board members (unless they are on a public sector authority payroll), trainees engaged through any traineeship program, award or agreement, and casuals who were not paid in the final pay period for the financial year. FTE calculations do not include any time is not ordinary time paid, such as overtime and flex-time.
Headcount	Number of employees directly employed by a public sector agency at a point in time, regardless of employment type.
Leaders	A term used to refer to leadership roles in general and not only limited to Management Tiers 1, 2 and 3.
LGBTI people	Refers to people who identify as Lesbian, Gay, Bisexual, Transgender or Intersex.
Managers	A term used to refer to mid-level supervisors.
Matter	An issue being dealt with by the Commission (created by a report or notification) which relates to, or is suspected to relate to minor misconduct.
Non-SES organisation	A term defined by Section 3 of the PSM Act.
People 24 and under	A term applied to the diversity group commonly referred to as 'youth'.

Glossary

Term	Definition
People 45 and over	A term applied to the diversity group commonly referred to as 'mature-aged'.
People from culturally and linguistically diverse backgrounds	A term applied to people born in countries other than those below, which have been categorised by the Australian Bureau of Statistics as mainly English speaking countries: Australia, Canada, England, Ireland, New Zealand, Northern Ireland, Scotland, South Africa, United States of America, Wales.
People with disability	A term applied to people with ongoing disability who have an employment restriction that requires any of the following: modified hours of work or time schedules; adaptations to the workplace or work area; specialised equipment; extra time for mobility or for some tasks; ongoing assistance or supervision to carry out their duties.

Term	Definition
Public authority	For the purposes of this report, the term generally includes all State Government agencies, local governments, public universities, GTEs and many government boards and committees. The term public authority has specific legislative meaning in the PID Act, EO Act and CCM Act.
Public officer	For the purposes of this report, the term refers to all people in public employment.
Public sector	Refers collectively to departments, SES organisations, non-SES organisations and ministerial offices.
Senior Executive Service (SES)	Generally comprises positions classified at Public Service and Government Officers General Agreement 2014 equivalent Level 9 and above, with specific management or policy responsibilities.
Non-SES organisation	An organisation listed in Schedule 2 of the PSM Act.
Women in management	For the public sector, women in management refers to the representation of women in the top three management tiers, and includes the SES.

Shortened forms

Term	Definition
ANZSOG	Australian and New Zealand School of Government
CaLD	Culturally and linguistically diverse
CCC	Corruption and Crime Commission
CCM Act	<i>Corruption, Crime and Misconduct Act 2003</i>
CEO	Chief Executive Officer
CFO	Chief Finance Officer
CHRO	Chief Human Resource Officer
CIO	Chief Information Officer
Commission	Public Sector Commission
Commissioner	Public Sector Commissioner
CPS	Client perception survey
DEOPE	Director of Equal Opportunity in Public Employment
EO Act	<i>Equal Opportunity Act 1984</i>
EPS	Employee perception survey
FOI	Freedom of information
FTE	Full-time equivalent
GTE	Government Trading Enterprise

Term	Definition
HR	Human resources
HRMOIR	Human resource minimum obligatory information requirement
ICS	Integrity and conduct survey
ICT	Information and communications technology
IL Act	<i>Integrity Lobbyist Act 2016</i>
KEI	Key effectiveness indicator
LGBTI	Lesbian, Gay, Bisexual, Transgender or Intersex
MOG	Machinery of Government
OGCIO	Office of the Government Chief Information Officer
OSH	Occupational safety and health
PID Act	<i>Public Interest Disclosure Act 2003</i>
PSES	Public sector entity survey
PSGOGA	Public Service and Government Officers General Agreement
PSM Act	<i>Public Sector Management Act 1994</i>
SES	Senior Executive Service
SPR	Service Priority Review
WA	Western Australia or Western Australian