Appendixes

Appendix A
Evaluation framework

This appendix outlines the approach undertaken by the Public Sector Commission to evaluate performance in accordance with the *Public Sector Management Act 1994* (PSM Act) and *Public Interest Disclosure Act 2003* (PID Act).

Under ss. 21 and 22D of the PSM Act, the Public Sector Commissioner is required to monitor and report on the state of public sector administration and management each year, and compliance with standards and ethical codes. The Commission's jurisdiction under the PSM Act applies to all WA public sector bodies, which includes:

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

This does not include other government bodies such as:

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

Under s. 22 of the PID Act, the Commissioner is also required to report on compliance with the PID Act and the *Public interest disclosure code of conduct and integrity*. The Commissioner's jurisdiction under the PID Act is broader and includes public universities, local governments and other PSM Act Schedule 1 entities.

As of 1 July 2015, the *Corruption and Crime Commission Act 2003* (WA) was amended. This has resulted in the transfer of the oversight of minor misconduct by public officers and the prevention and education functions to the Commission. Under the revised Act, the Commission will monitor and report to Parliament on behavioural trends and activities undertaken by public authorities to respond effectively and prevent unethical behaviour in the sector.

Evaluation framework

The Commission monitors the state of the sector through performance assessments, general enquiries, surveys (of public authorities and employees) and other workforce data collection.

The Commission makes every effort to ensure the integrity of public sector data but it relies on public authorities to provide accurate data.

Employee perception survey (EPS)

The EPS evaluates employee views about their workplace, including ethical behaviour, equity and diversity, and job satisfaction. The EPS is a valuable tool to identify areas of opportunity and acknowledge good practice.

In 2015, employees from 20 public sector entities were invited to complete the EPS. These entities comprised a range of sizes and portfolios as, typically, the EPS is conducted in each entity with more than 20 employees approximately once every five years. The EPS continues to evolve and gather information about different topics from year to year. As such, trends across time may not be available for some items.

The average response rate for 2015 was 31%. This report assumes there is no significant difference between those employees who were asked to participate and those who were not. It also assumes there is no difference between those participants who responded and those who did not. Some care should be taken in considering the EPS results as they may not be entirely representative of the views of the broader public sector.

The *State of the WA public sector statistical bulletin 2015* lists sector-wide EPS data by demographic categories. De-identified data from the EPS is made available at www.data.gov.au in line with government policy of making data within the sector available and transparent.

Public sector entity survey (PSES)

The annual PSES requests information from public sector entities about their administration and management practices, such as capability development, workforce diversity, and innovation. The survey also requests information about designated public interest disclosure officers, internal procedures and any disclosures received. The PSES provides entities with an internal planning and diagnostic tool.

In 2015, only public sector entities with more than 20 full-time equivalents (FTE)[36] were asked to complete the PSES. All of these entities responded to the survey.

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

To reduce the reporting burden, those with less than 20 FTE (24 entities) completed a shorter version of the survey in the form of the integrity and conduct survey (ICS). The PSES was completed by 84 entities (more than 20 FTE). The PSES continues to evolve and gathers information about different topics from year to year. As such, trends across time may not be available for some items.

Entity level responses are published in the *State of the WA public sector statistical bulletin 2015*.

Integrity and conduct survey (ICS)

Following legislative changes brought about by the *Corruption and Crime Commission Amendment (Misconduct) Act 2014*, the public interest disclosure survey has been replaced by the ICS for 2015.

The ICS will be sent annually to the principal officers of public authorities. This survey is one of the methods used to evaluate compliance with the PID Act and in the future, the *Corruption, Crime and Misconduct Act 2003*.

The survey assists public sector entities with fewer than 20 FTE, as well as non-public sector authorities, to meet their annual reporting requirements.

The ICS requests information about designated public interest disclosure officers, internal procedures and any disclosures received, as well as activities undertaken by authorities to respond effectively to and prevent unethical behaviour.

In 2015, 267 public authorities were asked to complete the ICS and the average response rate was 72%. Broken down by authority type, the response rates were:

• 100% of public sector entities with less than 20 FTE (24 of 24 responded)
• 100% of public universities (4 of 4)
• 83% of government trading enterprises (15 of 18)
• 72% of local governments (100 of 138)
• 58% of government boards and committees (48 of 83).

Human resource minimum obligatory information requirement (HRMOIR)

On a quarterly basis, the Commission collects and reports HRMOIR workforce data from public sector entities. The data includes demographic information such as age, gender, diversity status and occupation. The *State of the WA public sector statistical bulletin 2015* lists key HRMOIR statistics, both sector-wide and at the entity level.

Appendix B
Explanatory notes for benchmarking data

This appendix provides further information for inter-jurisdictional comparison data throughout the report.

Data sources

Table B.1 lists the data sources used by the Public Sector Commission to benchmark the WA public sector results.

Table B.1   Data sources used to benchmark WA public sector results

Jurisdiction	Data source
Australian Capital Territory (ACT)	ACT Commissioner for Public Administration 2014, *State of the service report 2013-2014*
Australian Public Service (APS)	Australian Public Service Commission 2014; 2015, S*tate of the service report 2013–2014*, *Statistical bulletin 2014-2015*
New South Wales (NSW)	NSW Public Service Commission 2014, *Workforce profile report 2014*, *People matter employee survey 2014: Main findings report*
Northern Territory (NT)	NT Office of the Commissioner for Public Employment 2014, *State of the service report 2013–14*
Queensland (Qld)	Qld Public Service Commission 2014, *Queensland public service workforce characteristics 2013-2014*, *Working for Queensland: Employee opinion survey 2014 report*
South Australia (SA)	SA Commissioner for Public Sector Employment 2014, *South Australian public sector workforce information: June 2014 – summary tables*, 'Data dashboard—June 2014'
Tasmania (Tas)	Tas Department of Premier and Cabinet 2014, *Tasmanian State Service annual report 2013–2014*
Victoria (Vic)	Vic Public Sector Commission 2014, *The state of the public sector in Victoria 2013–2014*
United Kingdom (UK)	United Kingdom Cabinet Office 2014, *Civil service people survey 2014: Summary of findings*

Explanatory notes

In general, the term 'workforce' represents the public sector workforce in each jurisdiction.

For WA, all workforce numbers are calculated based on data reported by entities through the human resource minimum obligatory information requirement (HRMOIR) process at 30 June 2015. Workforce respondent data is from the Commission's 2015 employee perception survey.

Table B.2 explains some of the differences in workforce metrics and data definitions used by each jurisdiction. Caution should be exercised in drawing any comparisons across jurisdictions due to these and other differences.

Unless otherwise stated, data for other jurisdictions is from the 2013/14 reporting year, and data for WA is from 2014/15 due to the time of publication.

Table B.2   Explanatory notes for inter-jurisdictional comparisons

Metric	Explanatory notes
Women as % of senior executives	'Senior executives' are defined differently across jurisdictions. In WA, senior executives comprise those employees in the SES as defined in Part 3, Division 2 of the PSM Act.
	This metric is based on headcount for all jurisdictions except QLD (FTE). For Vic, senior executives includes those in public entities.
Aboriginal Australians as % of workforce	'Aboriginal Australians' is respectfully used to refer to 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.
	This metric is based on headcount for all jurisdictions. APS data is for ongoing employees only. Tas data is based on responses to the 'Tasmanian State Service workforce survey'.
People with disability as % of workforce	'People with disability' is defined differently across jurisdictions. In WA, people with disability have an ongoing employment restriction, due to their disability, that requires any of the following:
	• restriction in the type of work they can do
	• modified hours of work or 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.
	This metric is based on headcount for all jurisdictions. APS data is for ongoing employees only. Tas data is based on responses to the 'Tasmanian State Service workforce survey'.
% workforce respondents who believe they have ethical leadership	'Ethical leadership' is defined differently across jurisdictions. For WA, this is represented by 'senior managers lead by example in ethical behaviour'.
	This data is collected through employee perception surveys.

Metric	Explanatory notes
Employee engagement	'Employee engagement' represents a combination of employee perceptions such as work commitment, pride, satisfaction and motivation. Based on the UK Civil Service methodology, it is measured using an index derived from employee responses to five survey items. Further information on this methodology is provided in Appendix C.
% workforce respondents who are satisfied with their career opportunities	'Satisfaction with career opportunities' is defined differently across jurisdictions. For WA, this is represented by 'I am satisfied with the opportunities available to me for career progression in my current agency'. This data is collected through employee perception surveys.
% workforce respondents who reported receiving formal performance feedback in the last 12 months	'Formal performance feedback' is defined differently across jurisdictions. For WA, this is represented by 'if you have been employed in your agency for more than 12 months, have you participated in one or more formal, documented performance management meetings with your supervisor in the past 12 months?' This data is collected through employee perception surveys.
% workforce respondents who reported being subject to bullying in the last 12 months	'Bullying' is defined differently across jurisdictions. For WA, this is represented by 'during the past 12 months, have you been subjected to repeated bullying in your workplace?' Bullying is defined by WA to mean: 'repeated (i.e. on more than one occasion) unreasonable or inappropriate behaviour directed towards workers that creates a risk to health and safety. Bullying should not be confused with legitimate feedback given to staff (including constructive criticism) on work performance or work-related behaviour; or other legitimate management decisions and actions undertaken in a reasonable and respectful way.' This data is collected through employee perception surveys. WA, NSW, and Vic data covers 'bullying' only. Data for APS and QLD covers 'bullying and harassment'.

Where data has been collected through employee perception surveys, the methodology differs significantly across jurisdictions. For example, most jurisdictions conduct a census across all public sector entities whereas WA conducts a sample survey of around one in five entities each year.

Other differences include the employee survey response scales, where jurisdictions generally use either 5- or 7-point rating scales, and some exclude the 'don't know' option. These differences may result in higher positive and negative scores (due to the inclusion or exclusion of slight positive, slight negative and 'don't know' scores). WA uses a 7-point scale however respondents can select 'don't know' as applicable.

Appendix C
Employee engagement model

A theoretical model has been developed by the Public Sector Commission, based on employee engagement research from Australian and international jurisdictions. This model is designed to measure the strength of relationships between workplace factors, job satisfaction and employee engagement, and several key organisational outcomes.

The model enables identification of factors that have the most impact on employee engagement. Examining the performance of these factors within an organisation can help identify priorities for capability and policy development.

Key drivers of employee engagement and outcomes

Analysis of the Commission's 2015 employee perception survey (EPS) data identified eight key factors affecting employee engagement within a sample of public sector entities. These factors are shown on the left of the model diagram in Figure C.1.

The three factors with the most impact for the 20 entities surveyed were:

• senior leadership

• work/life balance

• job empowerment.

Research has shown that higher levels of engagement across an organisation result in better productivity, lower levels of absenteeism, higher retention, improved service quality and increased innovation.[37] Level of employee engagement was shown to be related to intention to leave, productivity and innovation in the 2015 EPS sample.

37 MacLeod, D & Clarke, N 2009, *Engaging for success: Enhancing performance through employee engagement,* pp. 11-14

Figure C.1   Employee engagement model
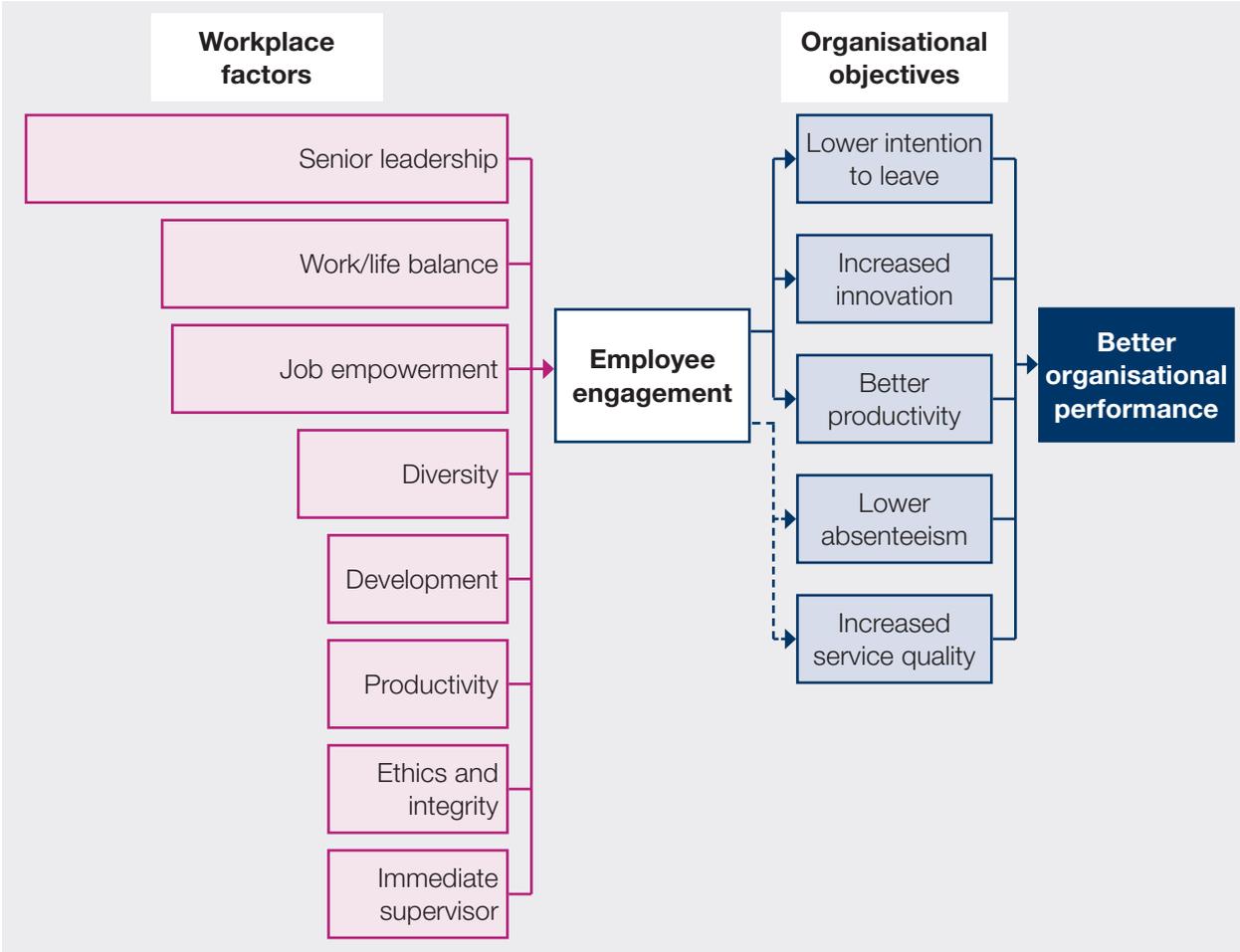
Factor analysis

A principal components exploratory factor analysis was conducted to examine the relationships between 43 questions in the 2015 EPS and identify the possible factors driving employee engagement.

Factor analysis statistically groups together highly related survey questions. This is where one survey question shows a very similar pattern of responses to another question. Factors are considered to reflect underlying drivers of employee engagement and measure broader concepts than the individual survey questions.

The analysis extracted eight factors from the 2015 EPS questions.[38] Those questions that were most strongly associated with each of the factors are shown in Table C.1 in order of the strength of relationship between the question and its factor.[39]

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38 Using direct oblimin rotation and extracted based on eigenvalues greater than 1.
39 With a coefficient of at least 0.4. Where questions loaded on more than one factor, they have been listed against the factor with the highest coefficient in Table C.1.

Table C.1   2015 EPS questions associated with each workplace factor

Factor	Question
Senior leadership	Change is managed well in my agency
	I feel that my agency on the whole is well managed
	My agency's senior leaders provide effective leadership
	My agency uses technological advances to improve service design and delivery to customers/clients
	In relation to your current job, please indicate your level of satisfaction with your agency as an employer
	Recruitment and promotion decisions in my agency are fair
Work/life balance	You are able to access and use flexible work arrangements to assist in your work/life balance
	My workplace culture supports people to achieve a suitable work/life balance
	My agency is committed to health and wellbeing within the workplace
Job empowerment	My job allows me to utilise my skills, knowledge and abilities
	I am sufficiently challenged by my work
	I am clear what my duties and responsibilities are
	I understand how my work contributes to my agency's objectives
	In relation to your current job, please indicate your level of satisfaction with the job overall
	I have the authority (e.g. the necessary delegations, autonomy, level of responsibility) to do my job effectively
	I am recognised for the contribution that I make
	I am satisfied with the opportunities available to me for career progression in my current agency
Diversity	Your workplace culture is equally welcoming of people from all diversity groups
	Your co-workers treat employees from all diversity groups with equal respect
	Your immediate supervisor treats employees from all diversity groups in the workplace with equal respect
	Your agency is committed to creating a diverse workforce

Factor	Question
Development	In my agency, there is adequate opportunity to develop the required skills for being a leader
	Training and development opportunities in my work area are available to all employees
	I receive appropriate training or have access to information that enables me to meet my recordkeeping responsibilities
	I have received performance feedback from my supervisor in the last 12 months that has helped my performance
Productivity	My workgroup achieves a high level of productivity
	The people in my work group use their time and resources efficiently
	The people in my work group are committed to providing excellent customer service and making a positive difference to the community
	In the last 12 months, my work group has implemented innovative processes or policies
Ethics and integrity	Senior managers in my agency lead by example in ethical behaviour
	Confidential information in my workplace is only disclosed to appropriate people
	Conflicts of interest are identified and managed effectively in my workplace
	Purchasing decisions in my workplace are not influenced by gifts or incentives
	My agency actively encourages ethical behaviour by all of its employees
	My co-workers demonstrate honesty and integrity in the workplace
Immediate supervisor	My immediate supervisor is effective in managing people
	My immediate supervisor makes use of appropriate communication and interpersonal skills when dealing with me
	My immediate supervisor effectively communicates with me about business risks impacting my work group
	My immediate supervisor appropriately deals with employees that perform poorly
	My immediate supervisor demonstrates honesty and integrity in the workplace
	My input is adequately sought and considered about decisions that directly affect me
	In my work area, communication between senior managers and other employees is effective

Determining employee engagement levels

An employee engagement index was calculated for the EPS respondents as a measure of the level of employee engagement within the sample. The index was the same as that reported for Victoria (Vic), New South Wales (NSW), the Australian Public Service (APS) and the United Kingdom (UK) to enable benchmarking across jurisdictions.[40]

Calculating the engagement index

The index measures employee responses to five EPS questions that ask staff about:

- pride – 'I am proud to tell others I work for my agency'

- motivation – 'my agency motivates me to help it achieve its objectives'

- inspiration – 'my agency inspires me to do the best in my job'

- advocacy – 'I would recommend my agency as a great place to work'

- attachment – 'I feel a strong personal attachment to my agency'.

An index is calculated by first converting responses to the five questions as per Table C.2, then averaging the scores for each employee.

Table C.2   Conversion scores for EPS engagement items

Response	Score
Strongly agree	100
Moderately agree	83.33
Mildly agree	66.66
Neither agree nor disagree	50
Mildly disagree	33.33
Moderately disagree	16.66
Strongly disagree	0

No index is calculated for employees that did not answer, or responded 'don't know' or 'doesn't apply', to any of the questions.

The employee engagement index for the WA sample overall was 67. This is similar to Vic (66) and NSW (65), and higher than the APS (62) and the UK (59). The engagement index for each of the 20 entities that participated in the 2015 EPS ranged from 51 to 74.

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40 See Appendix B for information about inter-jurisdictional data sources.

The impact of factors on employee engagement

A multiple regression analysis was used to model the effect of the key drivers on employee engagement as measured by the engagement index.

The factor analysis that was used to identify the drivers produces a score for each employee against each factor. These factor scores were used as the predictor variables in the analysis.

The regression analysis showed that all factors in Figure C.1 were significant drivers of engagement. The factors are ordered according to their impact on engagement, with senior leadership, work/life balance and job empowerment having the largest impact. This was based on the size of standardised coefficients produced by the multiple regression.

Appendix D
Compliance statements

In accordance with s. 31(2) of the *Public Sector Management Act 1994* (PSM Act), organisations which are not listed in Schedule 1 of the *Financial Management Act 2006* (FM Act) are required to provide each year to the Public Sector Commissioner a statement on the extent to which they have complied with the public sector standards in human resource management, codes of ethics and any relevant code of conduct.

These compliance statements are reported below, in accordance with s. 31(4) of the PSM Act. Some non-SES organisations report with an affiliated entity instead (under s. 31(1)), and this is indicated where relevant.

Compliance statements provided under the PSM Act, 2014/15

Architects Board of Western Australia

No compliance issues concerning public sector standards, codes of ethics or the Board's code of conduct arose during the period from 1 July 2014 to 30 June 2015.

Commissioner for Children and Young People (CCYP)

I am satisfied that, to the best of my knowledge, CCYP has complied with the public sector standards, codes of ethics and agency code of conduct in accordance with s. 31(2) of the PSM Act.

Commissioner for Equal Opportunity

In accordance with s. 31(2) of the PSM Act, the Commissioner has fully complied with regards to the public sector standards, Public Sector Commissioner's Instructions, the Code of Ethics and the agency's code of conduct.

Commission for Occupational Safety and Health

Reported under the Department of Commerce in accordance with s. 31(1) of the PSM Act.

Conservation Commission of Western Australia

The Department of Parks and Wildlife, through an operational agreement signed in 2006, provides the framework for human resource management for the Conservation Commission.

In the administration of the Conservation Commission, the Director has complied with the Public Sector Standards in Human Resource Management, the Western Australian Public Sector Code of Ethics and the Conservation Commission's Code of Conduct. Information on both the Code of Ethics and the Code of Conduct is provided to employees on commencement with the Conservation Commission.

No complaints have been lodged under the Code of Ethics during the reporting period and there have been no instances of misconduct.

Environmental Protection Authority

Reported under the Office of the Environmental Protection Authority in accordance with s.31(1) of the PSM Act.

Heritage Council of Western Australia

Reported under the Department of the State Heritage Office in accordance with s. 31(1) of the PSM Act.

Legal Practice Board

The Legal Practice Board has fully complied with s. 31(2) of the PSM Act as it relates to the operations of the Board. The Board continues to be fully compliant with regard to the public sector standards and ethical codes.

The Board is committed to maintaining a high standard of accountability, integrity and transparency in all its functions and activities in line with the public sector standards. As part of this, the Board continues to undertake a program to review and update all policies relating to both its internal and external functions, including (but not limited to) human resource management. The Board is also committed to continuing to develop its own code of conduct, both for Board members and for Board staff, in line with the *Commissioner's Instruction No. 8 – Codes of conduct and integrity training*.

In accordance with s. 31(2) of the PSM Act, the Board provides the following information regarding compliance during the period under review:

- nil breach claims
- information on standards is provided at recruitment and the Code of Ethics is included in the offer of employment contract
- all employees receive an induction manual on employment with the Board, which includes the Code of Ethics (the manual sets out the Board's policies and conditions of employment and employees are required to sign that they have read the manual)
- training is provided to recruitment panels to ensure compliance with relevant standards
- the Board's policies are consistent with ethical principles and are subject to regular review and update.

The Board is committed to continually seeking to review and update its current practices through avenues such as auditing and review of its functions, performance management, ongoing training and seeking feedback from all stakeholders.

As far as the Executive Director is aware the Board complies with relevant public sector reporting.

Office of the Director of Equal Opportunity in Public Employment
Reported under the Public Sector Commission in accordance with s. 31(1) of the PSM Act.

Office of the Information Commissioner (OIC)
The OIC has a code of conduct which was last updated in July 2013. The code has been distributed to all staff and is available on the intranet. New staff members are provided with a copy as part of their induction.

Among other things, the code outlines the requirement to:

- refer to the WA Public Sector Code of Ethics to guide decision-making
- not divulge any information received under the *Freedom of Information Act 1992* (FOI Act) for any purpose except in accordance with the FOI Act
- adhere to the principles of natural justice when dealing with matters before the Information Commissioner
- report conflicts of interest
- treat stakeholders without discrimination
- report any gift or hospitality offers.

The public sector standards are followed by the OIC. During 2014/15, no staff were redeployed, terminated or disciplined, and no grievances were lodged. Two recruitment processes were finalised during the year, which adhered to the Employment standard. The performance management policy for the OIC is currently under review, which will more appropriately follow the Performance management standard.

Office of the Public Advocate
Reported under the Department of the Attorney General in accordance with s. 31(1) of the PSM Act.

Parliamentary Commissioner for Administrative Investigations (Ombudsman)
In the administration of the office of the Parliamentary Commissioner for Administrative Investigations, I have complied with the public sector standards in human resource management, the Code of Ethics and the office's code of conduct.

I have put in place procedures designed to ensure such compliance, and conducted appropriate internal assessments to satisfy myself that the above statement is correct.

Parliamentary Superannuation Board

Reported under the Government Employees Superannuation Board in accordance with s. 31(1) of the PSM Act.

Plumbers Licensing Board

Reported under the Department of Commerce in accordance with s. 31(1) of the PSM Act.

Salaries and Allowances Tribunal

Reported under the Public Sector Commission in accordance with s. 31(1) of the PSM Act.

Solicitor General

Reported under the Department of the Attorney General in accordance with s. 31(1) of the PSM Act.

Veterinary Surgeons' Board

The Board has complied with the public sector standards and ethical codes.

Appendix E
Abbreviations

3D	Three dimensional
ACT	Australian Capital Territory
AEDM	Accountable and ethical decision making
ANZAC	Australian and New Zealand Army Corps
APS	Australian Public Service
CEO	Chief executive officer
EEO	Equal employment opportunity
EO Act	*Equal Opportunity Act 1984*
EPS	Employee perception survey
FTE	Full-time equivalent
GTE	Government trading enterprise
HRMOIR	Human resource minimum obligatory information requirement
ICS	Integrity and conduct survey
NFP	Not-for-profit
NSW	New South Wales
PID	Public interest disclosure
PID Act	*Public Interest Disclosure Act 2003*
PSES	Public sector entity survey
PSM	Public Service Medal
PSM Act	*Public Sector Management Act 1994*
QC	Queen's Counsel
QLD	Queensland
SA	South Australia
SES	Senior Executive Service
Tas	Tasmania
UK	United Kingdom
VIC	Victoria
WA	Western Australia

Appendix F
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For all Public Sector Commission publications, please refer to the Commission's website at www.publicsector.wa.gov.au

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Appendix H

List of tables

Case studies

The Commission gives special thanks to the following organisations featured in case studies in this year's report:

- City of Albany
- City of Greater Geraldton
- Conservation Volunteers Australia
- Corruption and Crime Commission
- Department of Education
- Department of Fire and Emergency Services
- Department of Parks and Wildlife
- Department of Regional Development
- Department of the Attorney General
- Department of Water
- Equal Opportunity Commission
- Housing Authority
- Jawun
- Kimberley Training Institute
- Landgate
- Office of the Government Chief Information Officer
- Pilbara Development Commission
- Rio Tinto
- Shire of East Pilbara

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The Commission acknowledges the following entities for contributing photos of government employees and projects to this year's report:

- Chemistry Centre WA
- City of Albany
- Corruption and Crime Commission
- Department of Education
- Department of Fire and Emergency Services
- Department of Health
- Department of Parks and Wildlife
- Department of Regional Development
- Department of the Attorney General
- Department of Water
- Electricity Networks Corporation
- Equal Opportunity Commission
- Forest Products Commission
- Kimberley Training Institute
- Lotteries Commission of Western Australia
- Pilbara Development Commission
- Pilbara Ports
- Regional Power Corporation
- Small Business Corporation
- Wheatbelt Development Commission