

# ACTIVITIES AND ACHIEVEMENTS FOR 2008-09

## What We Do brochure

The Office of Equal Employment Opportunity (OEEO) *What We Do* brochure was developed to assist public authorities understand the role and responsibilities of the OEEO. The brochure also outlines how we differ from the Equal Opportunity Commission.



## Consultancy approach

A consultancy framework/toolkit was developed to assist the OEEO senior consultants provide a professional and targeted consultancy service to public sector agencies, universities and local governments. The toolkit is also designed to assist new senior consultants in understanding the environment in which they work and the resources available to agencies.

## EEO Management Plans - Compliance

An EEO Management Plan is a legislative requirement for all public authorities. It is also a useful management tool to assist with diversity planning and helps public sector agencies to promote an equitable and diverse workforce.

During 2008-09 the OEEO worked with public authorities to assist them develop, implement and review their EEO Management Plan. To assist 141 local governments implement their EEO Management Plan, new customised planning support resources were developed. These were designed to address the business needs and operating environments experienced by local government.

In 2008-09 public authorities (state government, local government and public universities) achieved 100 percent compliance with s.145 of the *Equal Opportunity Act 1984* (EO Act).

## Strategies at Work series

The OEEO has developed the *Strategies at Work* series of publications to showcase real-life strategies currently in place within the Western Australian public sector. Unique and innovative strategies were identified at agencies such as the Department of Commerce, Animal Resource Centre, Department of Treasury and Finance, Goldcorp, Public Transport Authority, Rottnest Island Authority, Department of the Attorney General, Curtin University and Challenger TAFE.

The *Strategies at Work* series complements the *Showing the Way* publications and will be launched at the OEEO Diversity Forum planned for September 2009.

## Workforce Analysis Comparison Application data collection system

The State Government is committed to progressing an equitable and diverse public sector workforce. The collection of EEO data provides a mechanism to monitor progress in public employment. The data is used for analysis, planning and reporting and will guide improvements to EEO programs across the public sector.

In 2008, the Public Sector Management Division of the Department of the Premier and Cabinet introduced a new information system to improve reporting on the Western Australian public sector workforce. The national Workforce Analysis and Comparative Application (WACA) system is a web-based human resource information collection, validation and reporting system developed by the Queensland and Victorian governments. The Public Sector Commission has continued with this reporting system.

The new reporting system has resulted in more accurate information being collected on the diversity status of individuals in the public sector. As in 2008, the 2009 data includes casuals not paid on the last pay of June 2009. This will mean that the June 2009 data will be directly comparable with the data from last year. For further information refer to [www.dpc.wa.gov.au/PSMD/WorkforcePlanning/Pages/WorkforceInformationSystem.aspx](http://www.dpc.wa.gov.au/PSMD/WorkforcePlanning/Pages/WorkforceInformationSystem.aspx).

The OEE0 continued to work with agencies during 2008-09 to ensure that appropriate equity and diversity information and data is collected, maintained and reported.

## Annual Agency Survey

The OEE0 works collaboratively with other central agencies to minimise duplication in data collection and reporting. The collection of demographic data by agencies is the responsibility of agency chief executive officers and this is a key element of their reporting responsibilities under Part IX of the EO Act.

To streamline and improve this reporting process for chief executive officers, the OEE0, in collaboration with the Office of the Public Sector Commissioner (OPSSC), developed the *Western Australian Public Sector Annual Agency Survey* in 2007-08. The survey offers a reporting mechanism for chief executive officers to report on activities undertaken within their agency against the following three elements:

- *Western Australian Public Sector Code of Ethics*;
- principles of official conduct (including public interest disclosures); and
- equal employment opportunity.

This includes questions on:

- how the agency leads and champions efforts to support and promote EEO; and
- internal policies and procedures for managing and promoting EEO, with a specific focus upon EEO Management Plans and building flexible workplaces.

The survey was conducted again in 2008-09. This provides two years of data to compare the progress made by agencies. Results from the survey will be reported in OPSSC's *State of the Service Report 2009*.

### Preliminary results on leadership, workplace training and workplace flexibility

The results on leadership, workplace training and workplace flexibility outlined below are drawn from the responses of 116 public sector agencies and authorities who were surveyed with respect to Part IX of the EO Act, using the OPSSC and OEEC combined 2009 Annual Agency Survey.

#### Leadership

In response to the question: *"Within your organisation, who leads and champions efforts to apply Part IX of the Equal Opportunity Act 1984?"*

- 91.4% of agencies believed it was the responsibility of the chief executive officer.
- 76.7% of agencies believed it was also the responsibility of members of the executive or senior manager group.
- 75.9% of agencies also believed it was also the responsibility of human resource manager(s).
- 37.1% indicated that it was also the responsibility of other senior managers who are not members of the executive or senior manager group.

#### Workplace training

Overall, approximately 26,000 public sector employees participated in workplace training dealing with issues ranging from discrimination and workplace diversity to flexible employment options. Approximately 36% of these employees were managers or supervisors.

In response to the question: *"In the reporting period, have workplace training activities been undertaken by your Agency for managers/supervisors in dealing with?"*

- 36.2% of agencies had undertaken workplace training in dealing with discrimination and workplace diversity.
- 37.1% of agencies had undertaken workplace training in dealing with workplace conflict.
- 40.5% of agencies had undertaken workplace training in dealing with bullying and harassment.
- 32.8% of agencies had undertaken workplace training in dealing with support and acceptance of flexible work options.
- 30.2% of agencies had undertaken workplace training in dealing with flexible employment options.

## Workplace flexibility

During the reporting period, agencies and authorities reported approximately 8,346 new permanent appointments and 12,658 new fixed term appointments (excluding Department of Education and Training).

Of all these new appointments, approximately 53.5% (11,240 appointments) were provided with flexible working arrangements.

- 2.6% - working from home arrangements.
- 46.4% - part-time arrangements.
- 39.6% - flexible start and finish times.
- 11.5% - purchased leave arrangements.

Similarly, during the reporting period 5,598 existing appointments were provided with flexible working arrangements.

- 6.6% - working from home arrangements.
- 36.0% - part-time arrangements.
- 21.0% - flexible start and finish times.
- 36.4% - purchased leave arrangements.

## Specific diversity group strategies and initiatives

The OEEO identifies and facilitates support for specific programs that have the potential to generate a positive sector-wide impact. During 2008-09, some specific strategies were implemented for people with disabilities, Indigenous Australians and women in management.

### People with disabilities

To improve and promote disability employment across the public sector, the OEEO produced a short documentary about the Supported Work Team initiative. The documentary demonstrates the benefits of employing people with disabilities from both the employer and employee perspective.

While the representation for people with disabilities in the public sector workforce exceeded government targets for 2008, more could be done to provide increased opportunities for people with disabilities.

A Supported Work Team is an alternative way to employ people with disabilities. The initiative involves recruiting a group of three or four people with a range of disabilities to form a Supported Work Team. The team is supported by a field coordinator who is employed by a disability employment network provider.



The University of Western Australia and the Department of the Premier and Cabinet are two organisations that have had great success in implementing the initiative. The journey both these organisations took in implementing the initiative is highlighted in the documentary.

The Supported Work Team documentary was launched at the OEEO Diversity Forum in June 2009 and every attendee received a copy. The documentary can be viewed at the OEEO website at [www.oeeo.wa.gov.au](http://www.oeeo.wa.gov.au)

## Indigenous Australians

In February 2009, the OEEO contributed feedback to the *Public Sector Indigenous Employment National Overview* paper (the paper) in response to a request from Victoria's State Services Authority.

The concept for the paper evolved from the Victorian Public Service Commissioner's Conference held in March 2008. An outcome of this conference was an agreement that Victoria and the Commonwealth would work collaboratively to produce an overview of Indigenous employment strategies operational in Australian jurisdictions and New Zealand to improve Indigenous employment in the public sector.

The OEEO provided Western Australia's input. The response highlighted the strategies and guidance materials the OEEO has in place to assist the Western Australian public sector increase the representation of Indigenous employees including:

- *Showing the Way: Recruitment and Retention of Indigenous Australians;*
- *Employment in the WA Public Sector: Valuing the difference;*
- *Equity and Diversity Plan for the Public Sector Workforce 2006-2009;*
- *Equity and Diversity Plan for the Public Sector Workforce 2006-2009 Third Progress Report;* and
- *EEO Management Planning and Diversity Guide.*

The response emphasised the importance of public sector agencies being empowered to deliver agency specific workplace programs including cultural awareness training, business traineeships and mentoring programs.

The OEEO will continue to raise awareness of Indigenous recruitment and retention with future diversity forums planned for 2009-10.

## Women in management

The OEE0 was proud to be a support sponsor of the Women in Local Government Conference which was held on 4-5 June 2009. This two day event was organised by Local Government Managers Australia (LGMA) to provide a forum for professional women aspiring to be leaders in local government. The theme of the conference was supporting women in local government and providing them with the knowledge and practical skills needed to advance their career.

The conference included keynote addresses from high profile women who shared their secrets of success. The personal triumphs of each presenter were shared with the audience and the opportunities that had presented themselves for each throughout their careers, highlighting some of the adversities they all had experienced. The OEE0 hosted a panel session on women in leadership titled "*Being a leader – more than a job title*".

The OEE0 has a good partnership with LGMA and looks forward to ongoing collaboration to work towards increasing the representation of women in leadership in local government.

## Cross-government initiatives

The DEOPE participated in and contributed to a range of cross-government initiatives and reform matters in 2008-09, including:

- program partner for the Substantive Equality Program and contributed to the development of policies, guidelines and support resources;
- reference group member for the Department of Education and Training's Women in Leadership Strategy;
- member of the ministerial committee initiative for the promotion of opportunities for women in senior local government roles; and
- member of the Year of Women in Local Government 2010 steering committee.

## Working with public authorities

### EEO Management Plans

Section 145 of the EO Act requires all public authorities to develop a current EEO Management Plan and forward a copy to the DEOPE.

To ensure agencies were supported in their efforts to meet performance objectives of the EDP2, a significant proportion of OEE0 resources in 2008-09 were aimed at assisting public authorities with the development of EEO Management Plans.

The OEE0 has a planning framework in place to assist organisations develop effective EEO Management Plans. The framework provides a structure for planning and ensuring accountability for equity and diversity programs. Each public authority is responsible for achieving a diverse and skilled workforce aligned to its business needs.



### Consultancy services

The OEEO is committed to providing a customised consultancy service to assist public authorities.

A portfolio approach is applied to ensure clients have a dedicated OEEO senior consultant to assist with their enquiries and improve service delivery. Services provided include:

- assistance with developing EEO Management Plans;
- advice on design and implementation of specific strategies to meet the equity and diversity needs of the organisation;
- advice on diversity data collection and equity index calculations; and
- referral to a range of tools and reference material available from the OEEO website, that have been designed to assist with the planning and evaluation of strategies for achieving a more diverse workforce.

The OEEO plays a key role in providing information on equity and diversity trends and leading practices. The OEEO works with stakeholder groups as to the most appropriate ways to enhance assistance to the public authorities.

### Online tools

The OEEO has developed a number of tools and resources to assist public authorities with their EEO management planning.

The online resource *EEO and Diversity Management Planning – A Guide for Equity and Planners and Practitioners* is designed to assist practitioners to develop and implement their EEO Management Plans. It provides the organisation with a strategic focus to maximise human resource potential and enhance productivity to meet core business goals.

The web-based *EEO Management Plan Template* includes the three high-level outcomes an EEO Management Plan needs to contain which are:

1. the organisation values EEO and diversity and the work environment is free from racial and sexual harassment;
2. workplaces are free from employment practices that are biased or discriminate unlawfully against employees or potential employees; and
3. employment programs and practices recognise and include strategies for EEO groups to achieve workforce diversity.

The equity index calculator is an across-government tool to assist public authorities measure the distribution of a particular diversity group across all levels of their workforce and compare it to the distribution of the public sector workforce as a whole. This information can assist agencies to develop specific strategies for inclusion in their EEO Management Plans.

Additional publications, guides and tools are available on the OEEO website. These have been designed to raise awareness of the strategies and initiatives that can help increase workforce representation of the diversity groups.

### Monitoring compliance

The OEEO monitors compliance for each public authority against s.145 of the EO Act. Ongoing monitoring allows the OEEO to identify and contact authorities who have expiring EEO Management Plans within sufficient time to work with them to implement their new plans.

The focus for the year ahead is to work with 60 public authorities who have EEO Management Plans due to expire at the end of 2009. Consultants will work with each of these authorities and provide advice and assistance to develop new plans.

### Reporting and investigations

Under s.146 of the EO Act, public authorities are required each year to provide a report to the DEOPE on their workforce demographic data.

The OEEO works closely with OPSSC and the Public Sector Commission to obtain accurate workforce demographic data via the WACA system.

Representation by diversity groups, for public authorities with more than 100 staff, is reported collectively in the DEOPE Annual Report and individually in each authority's *How Does Your Agency Compare?* report.

Sections 147-153 of the EO Act provide for the conduct of investigations by the DEOPE, where the DEOPE is dissatisfied with the preparation or implementation of an EEO Management Plan. The OEEO reports that during 2008-09, no investigations were conducted.

## Communication and promotion

### Diversity Forums

Four Diversity Forums were conducted during 2008-09. Each forum attracted between 65-90 participants. The OEEO is appreciative of all who participated in the forums. The forums presented interesting and informative sessions on equity and diversity issues, as outlined in the table below.

Forum	Theme
Employing People with Disabilities – <i>‘The way to go’</i> September 2008	Highlighted strategies to improve employment outcomes for people with disabilities. The event also included a personal journey from an employee’s perspective. Presentations were delivered by the Department of Consumer and Employment Protection; Curtin University; Sir Charles Gairdner Hospital; and City of Belmont.
People from Culturally Diverse Background and Youth – <i>‘Are we showing the way?’</i> December 2008	Showcased leading practice strategies to increase representation for people from culturally diverse backgrounds and youth. Presentations were delivered by Central TAFE and the Fire and Emergency Services Authority.
Women in Management – <i>‘Strategies and personal journeys’</i> March 2009	Focussed on successful strategies to increase the representation of women in management. Attendees also heard personal experiences from women who are in public sector management positions. Presentations were delivered by the Department of Education and Training; University of Western Australia; OPSSC; Department of Local Government and Regional Development; and the Serpentine-Jarrahdale Shire.
Employing People with Disabilities – <i>‘Supported work teams’</i> June 2009	Featured the launch of the Supported Work Team documentary, including a panel discussion. The forum highlighted the benefits of using a disability employment network provider. Presentations were delivered by the University of Western Australia; Public Sector Commission; City of Wanneroo; South Metropolitan Personnel; Disability Works Australia and EDGE Employment Solutions.



## Presentations

The OEEO delivered presentations at the following events:

- Equal Opportunity Commission’s workshop titled “Equal Opportunity in Public Employment Inclusive Recruitment Practices” at the WA Public Sector Leadership Workshop on 31 July 2008 to showcase the *Showing the Way* brochures.
- OPSSC Grievance Forum on 12 August 2008.
- “Diversity in the Public Sector” to the Main Roads Department on 12 September 2008.
- Local Government Women in Management Statistics to the Local Government Advisory Committee on 13 February 2009.
- Joint presentation with OPSSC on 24 February 2009 to DET Fremantle/Peel Education District on the Employee Perception Survey.
- Presentation to the Corporate Executive of Challenger TAFE on their 2008 *How Does Your Agency Compare?* report on 30 March 2009.

## OEEO e-bulletins

Good workforce diversity practice and information sharing for clients and key stakeholders was promoted through the OEEO’s two online publications:

- *The Key*, (circulated quarterly) promotes information about sector-wide policy and the significant achievements of public authorities.
- *Diversity Bizz*, (circulated fortnightly) provides reports and stories from Australia and world-wide relevant to the promotion of equity and diversity in the sector.

Main themes of interest throughout 2008-09 are reflected in the following tables.

### Diversity Bizz

<b>Topic</b>	<b>Total readership on topic</b>	<b>Number of articles posted on topic</b>
Women in senior management	282	7
Workplace diversity	199	7
Indigenous employment	151	6
General employment issues	398	12
People with disabilities	322	9
Youth	186	4

## The Key

Topic	Total readership on topic	Number of articles posted on topic
Women in management	70	2
Workplace diversity	88	2
Indigenous employment	36	1
General employment issues	128	4
People with disabilities	117	4
Director's comment	150	4
People from a culturally diverse backgrounds	40	1
Youth	40	1

## Surveys, evaluation and review

### Employee Perception Survey

OPSSC and the OEEO jointly conduct Employee Perception Surveys of state government agencies to report on standards, ethics, diversity and public interest disclosure.

The purpose of this survey is to establish employees' views of the extent to which behaviour in their agency is consistent with good human resource and ethical practice, and equity principles.

In 2008-09 the survey was redesigned to link more closely to the relevant legislation (EO Act), the OPSSC *Good Governance Guide* and the Annual Agency Survey.

The chief executive of each participating public authority was provided with feedback on the statistical results, together with analysis of their agency's demographic data, EEO Management Plan and any agency specific issues. This information is critical in identifying areas of concern and acknowledging areas for improvement.

During 2008-09, 17,731 Employee Perception Surveys were distributed to 16 public authorities (as online surveys) and 5,746 completed surveys were returned. This is a response rate of 32.4% (see table on page 28).

Agency	Total surveys distributed	Total surveys returned	Response rate
Dept of Education and Training (Fremantle/Peel District)	4,945	931	18.8%
Dept of Education and Training (Central Office)	2,352	965	41.0%
Disability Services Commission	1,810	660	36.5%
Department of Treasury and Finance	1,717	703	40.9%
Department of Commerce	1,274	385	30.2%
Main Roads WA	1,125	463	41.2%
Landgate	1,082	377	34.8%
Department of Housing	1,019	495	48.6%
Department of Water	847	390	46.0%
Dept of Education and Training (Narrogin District)	690	109	15.8%
Dept of Education and Training (Pilbara District)	649	147	22.7%
Department of Racing, Gaming, and Liquor	133	57	42.9%
Office of the Public Sector Standards Commissioner	44	33	75.0%
Perth Market Authority	19	11	57.9%
Office of Health Review	16	14	87.5%
Freedom of Information	9	6	66.7%
<b>Total</b>	<b>17,731</b>	<b>5,746</b>	<b>32.4%</b>

Note: Overall response rate is a weighted average.

### Monitoring progress

The OEEO is responsible for evaluating and reporting on public authority progress towards the achievement of a diverse workforce. This includes reporting on progress towards the achievement of the objectives set out in the EDP2. Refer to Appendices 2-4 for data summarising public sector progress over the last five years.

Evaluation of the program is primarily achieved through analysis of the demographic profile of employees. Reviews of public authorities are also conducted using Employee Perception Surveys and other information. Employee perceptions on equity, diversity and EEO issues are also used to evaluate agency performance and feedback is provided through presentations to corporate executive groups.

Results for the 2008-09 survey program are provided in Appendix 8. Individual progress reports, which include sector benchmarks, are provided to larger organisations (those with more than 100 employees).

## Independent oversight

Part IX of the EO Act requires the DEOPE to evaluate the effectiveness of public authority management plans in achieving the objectives of the EO Act, to eliminate discrimination and promote equal opportunity in public employment. The principal strategies used to evaluate the effectiveness of EEO Management Plans are as follows.

- Assessment of changes to the public sector demographic profile through analysis of data collected from public authority yearly reports.
- Benchmarking against sector-wide objectives and against other organisations within each sector.
- Assessment of how people feel about equity in their organisation through the Employee Perception Survey. This survey seeks to collate the perceptions of employees about the cultural climate in their organisation. Feedback on the survey results is presented to members of the organisation's corporate executive for follow-up action as required.
- Monitoring of EEO Management Plans submitted by authorities and provision of feedback.

## Third Progress Report on the Equity and Diversity Plan for the Public Sector Workforce 2006-2009

The Third Progress Report on the EDP2 was circulated to all public sector chief executive officers in January 2009.

The 2008 actual figures for women in management Tiers 1, 2 and 3 and youth showed improvements, however, they remain short of the government's objective for 2008. These will be two areas of focus for the year ahead.

The report also showed the significant progress made towards achieving a diverse workforce. Representation levels for people from culturally diverse backgrounds; Indigenous Australians and people with disabilities exceeded the government objectives for 2008.

The table on page 30 shows the comparison of sector equity and diversity actuals and objectives.

The EDP2 and the progress reports published to date are available from the OEEO website. The fourth and final progress report against the EDP2 will be released in December 2009.

Equity and Diversity Plan for the Public Sector Workforce 2006-2009  
Third Progress Report  
December 2008

Report card for 2008

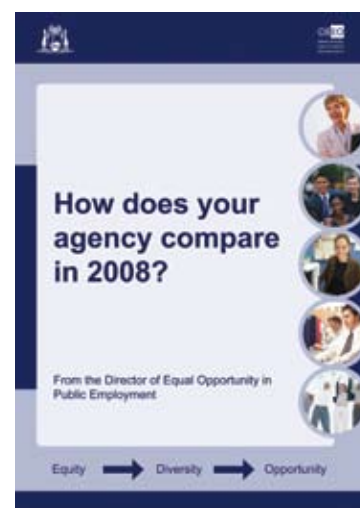
Representation of equity and diversity groups in the public sector workforce	2007 Actual	2008 Objective %	2008 Actual %	Variance to objective (positive/negative)
Women in the Sector	20.7	20.5	20.7	+0.2
Women in Management Tier 1	24.9	20	22.5	+2.5
Women in Management Tier 2	11.5	16	10.5	-5.5
Women in Management Tier 3	22.7	22	22.8	+0.8
People from culturally diverse backgrounds	1.9	1.75	2.4	+0.65
Indigenous Australians	2.2	2.5	2.8	+0.3
People with disabilities	1.8	2.5	2.7	+0.2

## Report card for 2008

Representation of equity and diversity groups in the public sector workforce	2007 Actual %	2008 Objective %	2008 Actual %	Variance in estimated positions across the public sector
Women in the Senior Executive Service	22.7	28.5	23.7	-18
Women in Management Tier 1	24.8	28	23.5	-5.4
Women in Management Tier 2	31.3	38	33.9	-25.3
Women in Management Tier 3	32.7	42	33.6	-143.3
People from culturally diverse backgrounds	7.9	11.75	12.4	Objective exceeded
Indigenous Australians	2.3	3.0	3.3	Objective exceeded
People with disabilities	1.5	3.6	4.2	Objective exceeded
Youth	5.9	7.5	6.7	-1 237

## Comparison reports

All State Government agencies with more than 100 employees received their *How Does Your Agency Compare?* reports in January 2009. These reports present all of the diversity data provided to the OEEO in July 2008. Diversity data is compared to agency set objectives (targets) for each diversity group to determine strengths and weaknesses in relation to performance. Information is also provided which allows agencies to compare their performance to like public sector agencies. All Western Australian public universities received *How does your University Compare?* reports in April 2009. These comparison reports can be used to evaluate performance in equity and diversity and are also useful tools for future workforce planning.



## Progress towards government objectives

### Public authority demographic data

In 2008-09, the DEOPE received EEO yearly reports on demographic data from public sector authorities, as outlined below:

- 122 public sector agencies as at 30 June 2009 (collected through WACA in July 2009);
- 141 local governments as at 30 June 2008 (collected in December 2008); and
- 4 public universities as at 31 March 2009 (collected in July 2009).

**In 2008-09 there were 194,308 public sector employees**

