

# STRATEGIC DIRECTION

## Vision

A more diverse workforce that:

- better matches the community at all levels of public employment;
- promotes equal opportunity in a work environment; and
- is inclusive and free from discrimination.

## Mission

To achieve a more diverse workforce at all levels of public employment and to ensure improved compliance by public authorities with their legislative obligations to eliminate discrimination and promote equal opportunity in employment.

## Values

The activities of the Office of Equal Employment Opportunity (OEEO) are guided by the following values.

- Having a strong customer focus and acknowledging the individual needs of customers.
- Valuing the diversity of clients and their workforces in recognising that equity can involve treating people differently according to their different circumstances.
- Being honest and ethical in dealings with clients and with each other.
- Achieving quality and excellence in work.
- Being a leader in creating an equitable and diverse workforce within the OEEO.

## OEEO Strategic Plan

Functions within the OEEO are aligned to a three year strategic plan, effective from 2007 – 2009. The following table outlines key result areas, objectives and the strategies associated with the achievement of those objectives.

### OEEO Strategic Plan 2007 – 2009 *'Building capacity through diversity'*

Key result area	Legislative function / strategic objective	OEEO strategies
<p><b>Key Result Area 1</b></p> <p>Build and support quality practices in equity and diversity management.</p>	<p>Advise and assist authorities in relation to EEO Management Plans, including the development of guidelines to assist authorities in preparing EEO Management Plans.</p> <p>Evaluate the effectiveness of EEO Management Plans in achieving the objectives of Part IX of the EO Act.</p>	<ul style="list-style-type: none"> <li>• Develop and implement program of EEO Management Plan evaluation and improvement in public sector agencies</li> <li>• Implement EEO planning support programs for local government authorities</li> <li>• Develop specific strategies to support the development and implementation of EEO management plans in priority areas:               <ul style="list-style-type: none"> <li>- representation of people with disabilities;</li> <li>- improving representation of women in management tiers; and</li> <li>- improving equity index of Indigenous staff across the sector.</li> </ul> </li> <li>• Maintain and develop range of targeted information services, products and resources.</li> </ul>

Key result area	Legislative function / strategic objective	OEEO strategies
<p><b>Key Result Area 2</b></p> <p>High quality, accurate, and timely reporting.</p>	<p>Make reports and recommendations to the Minister as to the operation of EEO Management Plans.</p> <p>Make reports and recommendations to the Minister on such matters as the DEOPE thinks appropriate.</p>	<ul style="list-style-type: none"> <li>• Undertake annual EEO data collection and reporting: <ul style="list-style-type: none"> <li>- Sector Progress Reports;</li> <li>- Prepare and deliver How Does Your Agency Compare Reports; and</li> <li>- Prepare and deliver How Does Your Ministry Compare Reports.</li> </ul> </li> <li>• Prepare and deliver DEOPE Annual Report.</li> <li>• Undertake audits and/or investigations where and when appropriate (s.147 of the EO Act, TI1202).</li> <li>• Provide equity focus to OPSSC reports as required.</li> <li>• Contribute to and support implementation of cross sector workforce data collection and reporting initiatives.</li> <li>• Successful transition of EEO reporting from MOIR to WACA.</li> </ul>
<p><b>Key Result Area 3</b></p> <p>Performance partnering.</p>	<p>Consult with persons or peak bodies who are concerned with any or all of the objects of the EO Act.</p>	<ul style="list-style-type: none"> <li>• Maintain, build and facilitate performance partnerships that foster cross sector leadership in equity and diversity management.</li> <li>• Support targeted initiatives that provide leverage for the objects of the EO Act across the sector and in large agencies.</li> </ul>

Key result area	Legislative function / strategic objective	OEEO strategies
<p><b>Key Result Area 4</b></p> <p>Effective staff, systems and processes.</p>	<p>To ensure internal coherence and accountability in planning, decision-making, operations, evaluation and reporting.</p>	<ul style="list-style-type: none"> <li>• Develop an accountability framework that defines roles/responsibilities and articulates decision-making mechanisms.</li> <li>• Establish, develop and maintain a diverse, effective and appropriately skilled OEEO team.</li> </ul>

A focus area for the OEEO in 2009-10 will be to develop a new strategic plan that will be aligned to the new government goals.

## Contribution to State Government strategic goals

In the 2008-09 budget statements the OEEO committed to undertaking a number of key initiatives to contribute to the government's goals. The outcomes and services delivered by the OEEO are described in the 'Activities and achievements for 2008-09' section of this report.

## Operating context for the OEEO

### How we work

The OEEO provides a range of key services to assist public authorities develop, implement and monitor EEO Management Plans in accordance with Part IX of the *Equal Opportunity Act 1984* (EO Act). The Director of Equal Opportunity in Public Employment (DEOPE) endeavours to work with public authorities to achieve improved equity and diversity in their employment outcomes.

### What we do

The OEEO works closely with public authorities. Through our office we:

- provide a customised consultancy service to assist public authorities with the development of their EEO Management Plans;
- provide advice on the design and implementation of specific strategies to meet equity and diversity needs;
- provide access to a range of tools and reference materials to assist with planning and evaluation strategies for achieving a diverse workforce;
- monitor, evaluate and report on the progress made by public authorities towards achieving a diverse workforce;
- provide advice on diversity data collection and equity index calculations; and
- facilitate regular Diversity Forums on equity and diversity topics.

## Clients and key partners

The primary clients for the OEEO are public authorities in Western Australia. These include:

- state government departments and authorities (including government trading enterprises and regulatory authorities);
- local governments; and
- public universities.

The Minister for Public Sector Management is a key client and approaches to the achievement of equity and diversity objectives are influenced by government policy particularly in the areas of employment and public sector management.

Chief executive officers of public sector authorities are also key partners. The OEEO works closely with this group to achieve a workplace that reflects the diversity of the Western Australian community and values and respects the contribution of all employees. In working towards this objective the OEEO consults widely with public authorities and other relevant community groups.

## Staff structure and resources

In 2008-09, the OEEO comprised 9 full-time equivalent employees and the total cost of services provided was \$1,168,606. This figure includes salaries, direct operating costs and contributions to shared infrastructure and services associated with co-location arrangements.

## Operational plan

The OEEO works under an operational plan that aims to achieve the following outcomes.

<b>Objective</b>	<b>Outcome</b>
<b>Objective 1</b>	Advise and assist public authorities in relation to EEO Management Plans and EDP2 objectives.
<b>Objective 2</b>	Provide high quality, accurate and timely reports on the effectiveness of EEO and diversity in the public sector.
<b>Objective 3</b>	Deliver robust and relevant customer service and effective performance partnering.
<b>Objective 4</b>	Manage resources of the directorate efficiently and effectively to meet directorate goals.

## Corporate governance

The OEEO is co-located with the Office of the Public Sector Standards Commissioner (OPSSC). OPSSC primarily supports corporate service and business system functions for the OEEO. The DEOPE works with OPSSC towards common objectives associated with supporting quality practices in human resource management and ensuring a stronger customer focus to agencies. OPSSC is the accountable authority for the purposes of the *Financial Management Act 2006*.

## Governance and accountability frameworks for achievements of equity and diversity outcomes

The EO Act positions EEO Management Plans as the principal accountability instrument through which public authorities plan, document and evaluate policies and programs put in place to ensure an absence of discrimination and positive employment outcomes for equity and diversity groups.

Under the EO Act it is the responsibility of a chief executive officer to develop, implement and monitor the performance of the agency against the EEO Management Plan and to report to the OEEO on achievements and outcomes. For public sector agencies and statutory authorities this responsibility is reinforced through s.29(1)(j) of the *Public Sector Management Act 1994*.

The diagram below highlights the shared accountabilities in the achievement of equity and diversity.

