

Director of Equal Opportunity
in Public Employment

Annual Report 1998-99



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Hon Richard Court MLA
Premier; Minister for Public Sector Management

Dear Premier

In accordance with section 144 of the *Equal Opportunity Act 1984*, I hereby submit, for your information and presentation to Parliament, my Annual Report for the year ending 30 June 1999.

Maxine Murray
Director of Equal Opportunity
in Public Employment

29 September 1999

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Summary of Achievements for 1998-99

- In consultation with the CEO Consultative Group, we developed objectives and strategies to increase the number of women in the SES; improve the representation of women at senior levels; and maintain the representation of women at a level equivalent to that of the population.
- In partnership with the Director-General of the Ministry of Premier and Cabinet, formed the Strategic Employment Group to develop a whole of government employment strategy for indigenous people, people from culturally and linguistically diverse backgrounds, people with disabilities, mature workers and youth.
- Produced *Breaking Through: Women Executives in the WA Public Sector*: a publication about the career paths of a number of women in the public sector.
- Monitored the new policy on Gender Balance in CEO Selection.
- Commenced a project to assist local government organisations achieve greater workforce diversity.
- Commenced a project involving partnerships with the private sector, public sector, federal government and local government employees to improve recruitment and career development for indigenous staff.
- A guide based on the review process, *Tapping into Talent: New Insights into Workforce Diversity – A Review Guide*, was developed to allow organisations to review and monitor specific EEO and diversity outcomes.
- Delivered presentations on organisational EEO and Diversity Performance to 27 public sector agencies.
- A one-day training course for line managers and supervisors, *Managing a Diverse Workforce*, was developed after consultation with human resource managers. The course was delivered to a wide cross-section of public sector managers.
- The Director gained approval for net appropriation and the sale of EEO training services and products. A number of agencies have already purchased these services and products.
- Customised courses on EEO and Diversity were developed and delivered for two public sector agencies.
- Commenced discussions regarding the licensing of copyright material for *Tapping into Talent* with the New Zealand government.
- Developed a web site for the Office of EEO which has enhanced the capacity for customers to access current information.

- Commenced a project to coordinate the collection of comparable EEO data across Australia and New Zealand. The immediate focus will include comparisons of three portfolio areas: finance, education and police.
- Work continued on further improving the data collection and analysis process for EEO yearly reporting.
- Five new comparisons were introduced for the assessment of sector-wide performance and two new measures were developed for use by agencies: the workforce/customer score and an equity index equivalent.
- Developed and distributed *How Does Your Agency Compare?* to the 59 larger public sector agencies and *How Does Your University Compare?* to the four public universities.
- The smaller public sector agencies and local government authorities received a *Diversity Profile* report.
- In conjunction with the Commissioner for Public Sector Standards, commenced a review of how merit is interpreted and implemented in public sector agencies.
- Reviewed Australian and international literature on merit and best practice models of recruitment and selection.
- Received submissions from private and public sector organisations, unions, professional associates, and individuals in relation to the review of merit.
- Produced a booklet, *EEO and Diversity Management Planning – Adding Value Through Diversity*, for the larger public authorities to assist them to plan, implement, monitor and evaluate their EEO and diversity outcomes.
- Developed a five year EEO/Diversity Management Plan template to assist small agencies (50 or less employees) in establishing a framework for EEO and diversity management in their organisation.
- Developed an EEO/Diversity Climate Survey for use in universities and local government authorities.
- The Director of Equal Opportunity in Public Employment had several objectives listed in the *Building on Success: Government Two Year Plan for Women 1999-2001*. The majority of activities related to these objectives were completed or commenced during 1999 with some continuing into 2000 and 2001.

1. Strategic Summary

Vision

A diverse public authority workforce capable of quality service design and delivery to all West Australians.

Mission

To achieve a more diverse workforce within all levels of public employment through improved compliance with Part IX of the *Equal Opportunity Act* by public authorities.

Values and Guiding Principles

- ◆ Recognising that equity can involve treating people differently according to their different circumstances
- ◆ Valuing the diversity of our customers and our workforce
- ◆ Recognising the achievement of equity and diversity as a business imperative
- ◆ Honesty in dealings with our clients and each other
- ◆ Applying these principles in our own work through:
 - Being a learning organisation
 - Achieving quality and excellence in our work
 - Being a role model for an equitable workforce
 - Having a participative workplace with a team environment

Strategic Result Areas

◆ Information Management

Objective: Internal and external customers have confidence in the information systems of the Office to meet a variety of information needs.

◆ Consultation and Agency Development

Objective: OEEO offers a visionary, productive and visible consultancy service.

◆ Marketing and Positioning

Objective: OEEO has a dynamic profile and a strong reputation for the delivery of high quality customised services and products.

◆ Effectiveness of Systems, People and Teams

Objective: We have a cohesive work environment.

Role

The *Equal Opportunity Act 1984*, as amended (the Act), was created in order to promote equality of opportunity in Western Australia with respect to employment, education, access to places and vehicles, goods, services and facilities, accommodation, activities of clubs and application forms. It is unlawful to discriminate on the grounds of sex, marital status, pregnancy, race, religious or political conviction, sexual and racial harassment, impairment, age and family responsibility or family status.

Established under the Act are three separate statutory entities with distinct functions:

- Commissioner for Equal Opportunity;
- Equal Opportunity Tribunal; and
- Director of Equal Opportunity in Public Employment

The Office of Equal Employment Opportunity (EEO) was established to assist the Director of Equal Opportunity in Public Employment progress the objects of Part IX the Act.

Part IX of the Act

Part IX of the Act is concerned with Equal Opportunity in Public Employment and describes the Director's role and functions. It delineates a pro-active role for public authorities in the achievement of EEO and workforce diversity.

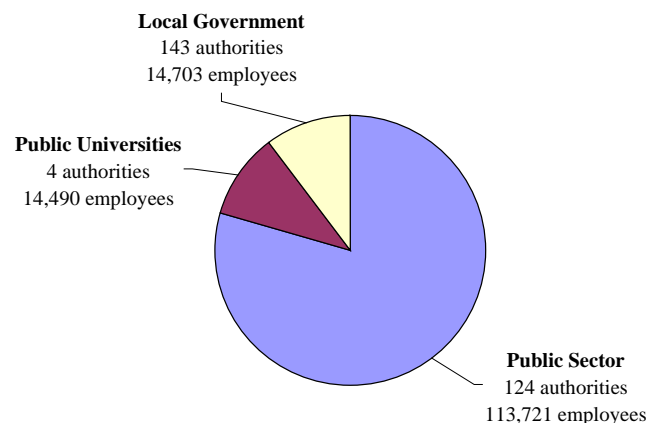
Part IX relates specifically to public authorities. Public authorities consist of all public sector bodies (including the utilities), public universities and local government authorities.

The largest sector in terms of employee numbers is the public sector with over 113,000 employees in 124 authorities. The Education Department of WA and the various Health services together employ over 62,000 employees (almost 55% of public sector employees).

The local government and public university sectors are similar in terms of employee numbers but vastly different in the number of authorities.

There are 143 local government authorities located throughout Western Australia but only four public universities.

Employees in Public Authorities, by Sector



Objectives

The objectives of Part IX of the Act are:

- a) To eliminate and ensure the absence of discrimination in employment on the grounds of sex, marital status, pregnancy, race, religious or political conviction, impairment, age or family responsibility; and
- b) To promote equal employment opportunity for all persons.

Functions of the Director

- a) to advise and assist authorities in relation to management plans, including the development of guidelines to assist authorities in preparing management plans; to evaluate the effectiveness of management plans in achieving the objects of this Part; and
- b) to make reports and recommendations to the Minister as to -
 - (i) the operation of management plans; and
 - (ii) such matters as the Director thinks appropriate relating to the objects of this Part.

Measures Intended to Achieve Equality

The Director assists public authorities to dismantle the structural barriers and unravel the subtleties of bias that may leave employers liable under the Act and serve to discriminate against members of EEO groups. These groups include women, indigenous people (Aboriginal and Torres Strait Islander people), people of non-English speaking background and people with disabilities.

Equal opportunity does not entail treating all people in the same way. The Act allows employers to put in place measures intended to achieve equality where there has been past discrimination and disadvantage has resulted.

2. Organisation and Staffing

The Director of Equal Opportunity in Public Employment is a statutory position that reports directly to the Minister for Public Sector Management. The Office of EEO assists the Director in fulfilling her functions under Part IX of the Act.

The Office of EEO is co-located with the Office of the Public Sector Standards Commissioner (OPSSC). The Commissioner for Public Sector Standards, in his role as chief executive officer, is the employer of staff of the Office of EEO.

Staffing

The approved staff level for 1998/99 was 10.7 full-time equivalents (1.7 of these are incorporated into the Corporate Services section of the OPSSC). The full-time equivalent allocation is deployed in a variety of ways with the continued use of flexible working arrangements such as permanent part-time employment, telecommuting and nine-day fortnight.

During the year, the Office extended and refined its team work practices to encompass a multi-level team approach. In doing so, the Office aims to improve productivity and client services as well as providing staff with a range of diverse development opportunities.

Workforce Development

During the year, all staff participated in a program of training and development as a team. This included the development of a new performance management system, decision-making processes and a project management system. There was also training for individuals according to their own development needs.

The Future

Staff have been consulted and involved in the development of a Strategic Plan for 1999-2002. This document incorporates our role and function, values and guiding principles, as well as our strategic focus, up to 2002.

A Business Plan for 1999 was also developed in consultation with staff.

3. Women in Management

A number of measures are used to consider the distribution and representation of women in the public sector. While the proportion of women employed in the public sector approximately reflects that of the community, women are significantly under-represented in senior management. The distribution of women across the salary ranges of the public sector indicates that they are not involved in the decision-making processes to the extent expected of their participation in the workforce.

The Year in Review

- The government has focussed attention on improving the representation of women in senior management. In consultation with the CEO Consultative Group, we developed objectives and strategies to:
 - increase the number of women in the SES
 - improve the representation of women at senior levels
 - maintain the level of women at a level equivalent to that of the population.
- The Premier and Minister for Public Sector Management circulated the *Progress Report: Women in Management in the WA Public Sector* to all Ministers. This document identifies a number of performance objectives including:
 - To progressively improve the representation of women within the SES to 25% by the year 2005 (from its 1998 base of 14%);
 - To progressively improve the Equity Index for the WA public sector to a level above 75 by the year 2005 (from its 1998 base of 58); and
- To maintain the representation of women in the WA public sector at a level equivalent to that of the general population.
- Monitored the new policy on Gender Balance in CEO Selection. The policy requires a targeted executive search program to improve the gender balance of applicants before interviews can proceed in a Government CEO selection process. This requirement is written into the contracts of executive search firms employed by the Office of the Public Sector Standards Commissioner.
- *Breaking Through: Women Executives in the WA Public Sector* was published to celebrate the centenary of women's suffrage in WA. This publication profiles 18 successful female executives.
- The Director of Equal Opportunity in Public Employment had several objectives listed in the *Building on Success: Government Two Year Plan for Women 1999-2001 Vol 2*. The majority of activities related to these objectives, including all of those reported above, were completed or commenced during 1999 with some continuing into 2000 and 2001.

- Assisted the Corporate Office of the Health Department with research and data collection on barriers for women in management.

Agency Highlights

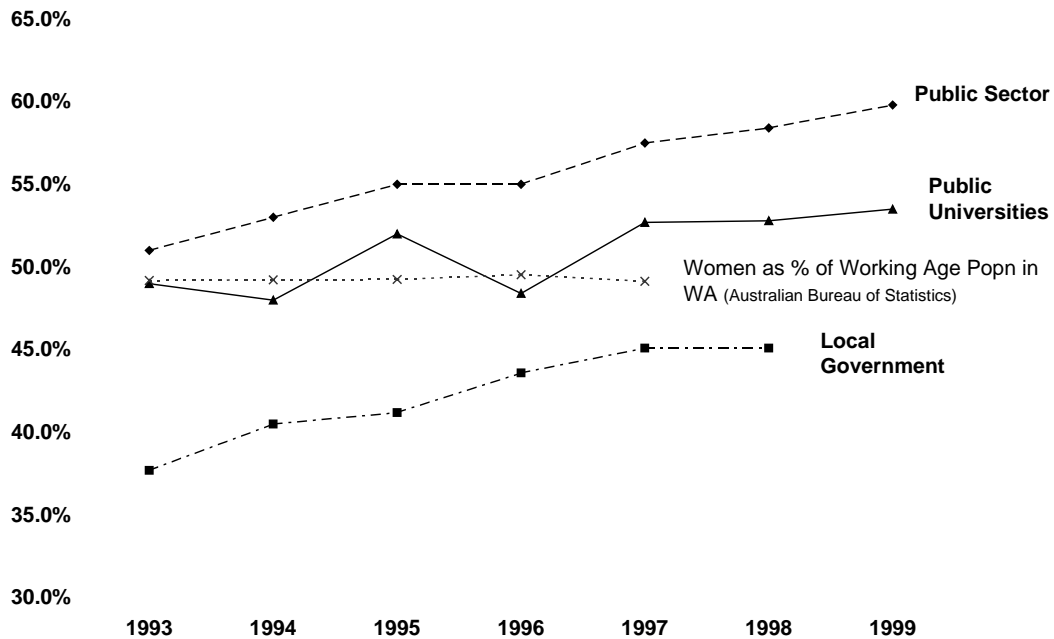
- Edith Cowan University was highly commended in the Premier's Awards for Public Sector Management (EEO Recognition) for its work in Involving Staff in Organisational Change.
- The University of Western Australia was highly commended in the same Awards for its EEO Strategy for Women.
- Many agencies have commenced using Executive Search firms to improve the gender balance of applicants for senior positions where women have been traditionally under-represented. Re-writing of advertisements to encourage more women applicants is also occurring.
- The Ministry of Justice instituted a Development Register for Women. This initiative was developed to assist women seeking career advancement in the Courts.
- A review of glass ceiling issues was undertaken in the Corporate Office of Health. A Promotion of Women in the Workplace Action Plan was developed as a result.

Future Plans

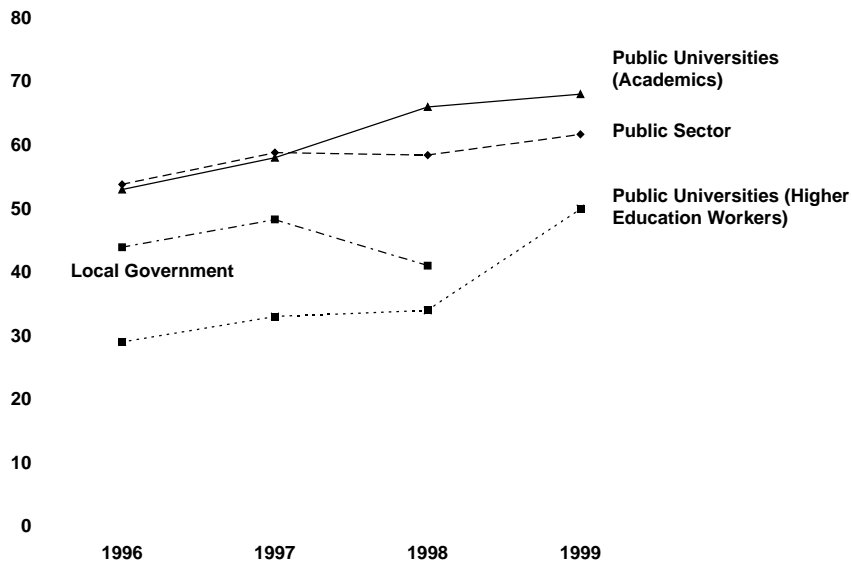
- To support agencies in the sector-wide performance objectives by publishing a set of best practice case studies and continuing our consultancy services.

Statistics at a Glance

Women in Public Authorities, by Sector - 1993-1999

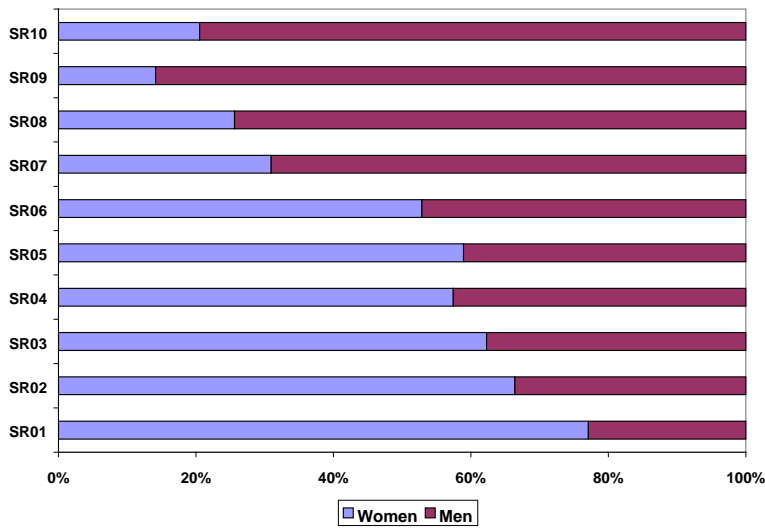


Equity Index (Women) by Sector - 1996-1999



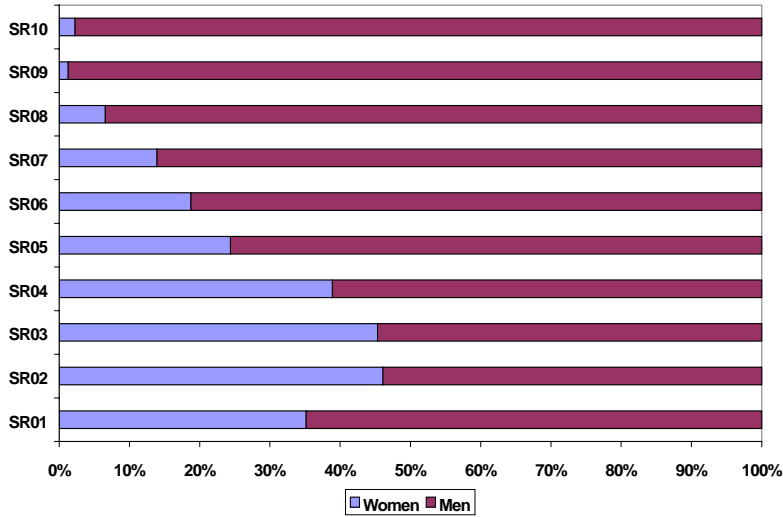
For a description of the Equity Index, refer to Appendix I.

Public Sector Salary Profile by Sex, June 1999



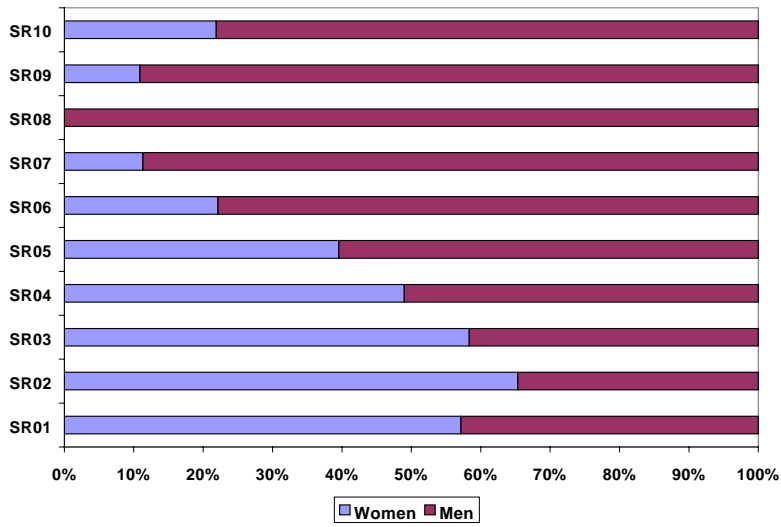
Salary Range	
SR01	0 - \$28,305
SR02	\$28,306 - \$32,468
SR03	\$32,469 - \$36,441
SR04	\$36,442 - \$40,432
SR05	\$40,433 - \$46,898
SR06	\$46,899 - \$54,493
SR07	\$54,494 - \$61,596
SR08	\$61,597 - \$70,435
SR09	\$70,436 - \$79,870
	Greater than \$79,870

Local Government Salary Profile by Sex, June 1998



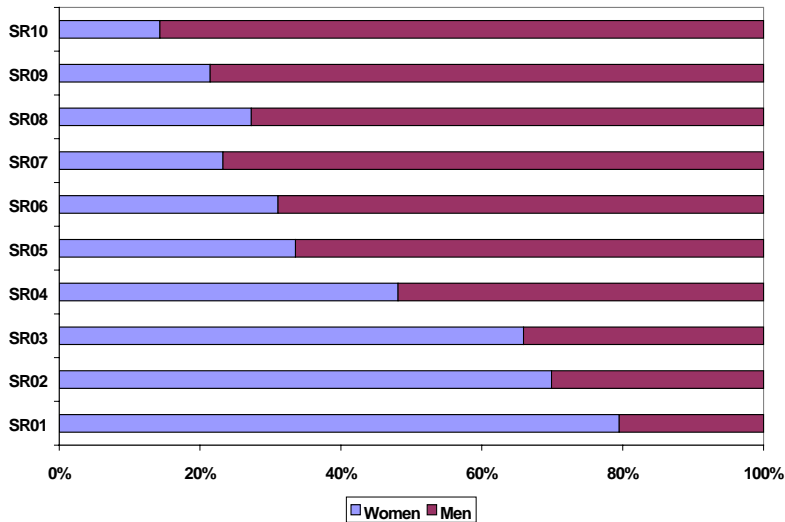
Salary Range	
SR01	0 - \$26,305
SR02	\$26,306 - \$32,468
SR03	\$32,469 - \$36,441
SR04	\$36,442 - \$40,432
SR05	\$40,433 - \$46,898
SR06	\$46,899 - \$54,493
SR07	\$54,494 - \$61,596
SR08	\$61,597 - \$70,435
SR09	\$70,436 - \$79,870
	Greater than \$79,870

Public Universities (Academics) Salary Profile by Sex, March 1999



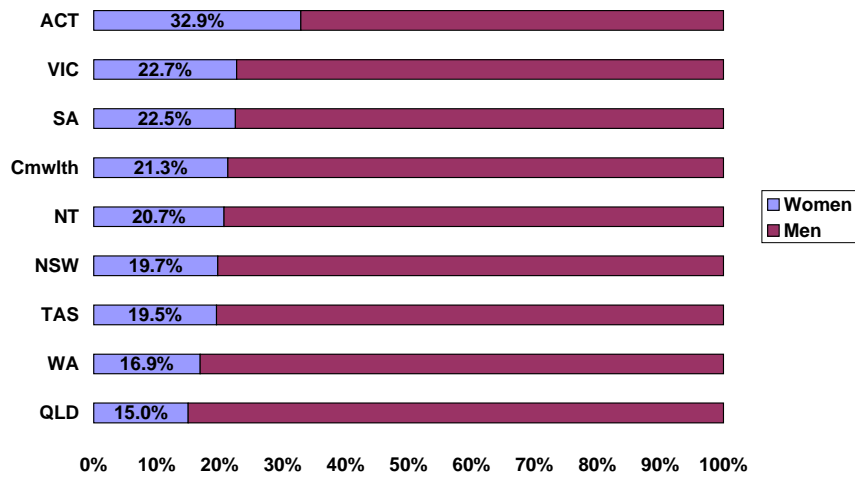
Salary Range	
SR01	0 - \$19,999
SR02	\$20,000 - \$29,999
SR03	\$30,000 - \$39,999
SR04	\$40,000 - \$49,999
SR05	\$50,000 - \$59,999
SR06	\$60,000 - \$69,999
SR07	\$70,000 - \$79,999
SR08	\$80,000 - \$89,999
SR09	\$90,000 - \$99,999
	Greater than \$100,000

Public Universities (Higher Education Workers) Salary Profile by Sex, March 1999



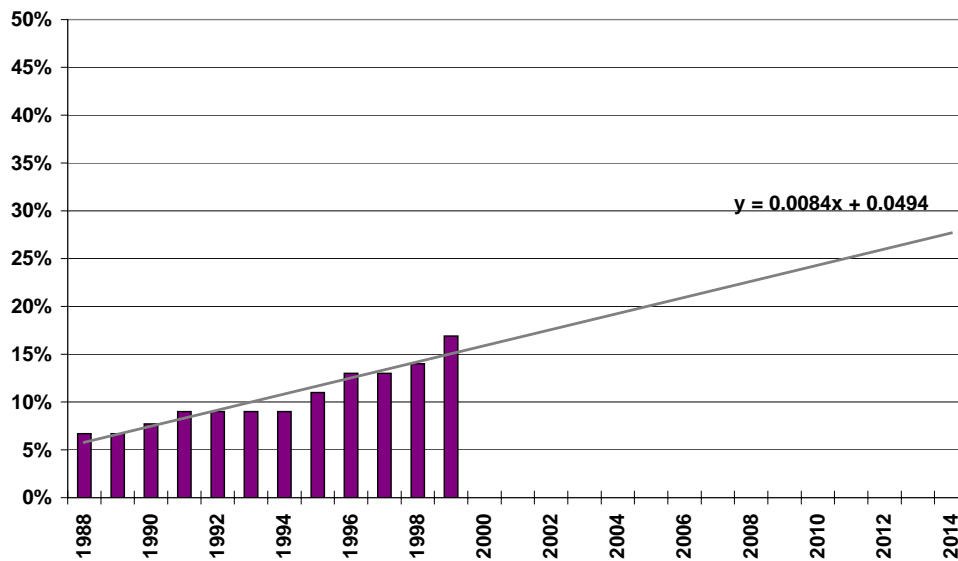
Salary Range	
SR01	0 - \$19,999
SR02	\$20,000 - \$29,999
SR03	\$30,000 - \$39,999
SR04	\$40,000 - \$49,999
SR05	\$50,000 - \$59,999
SR06	\$60,000 - \$69,999
SR07	\$70,000 - \$79,999
SR08	\$80,000 - \$89,999
SR09	\$90,000 - \$99,999
	Greater than \$100,000

Women in the SES in Australia – Current Data



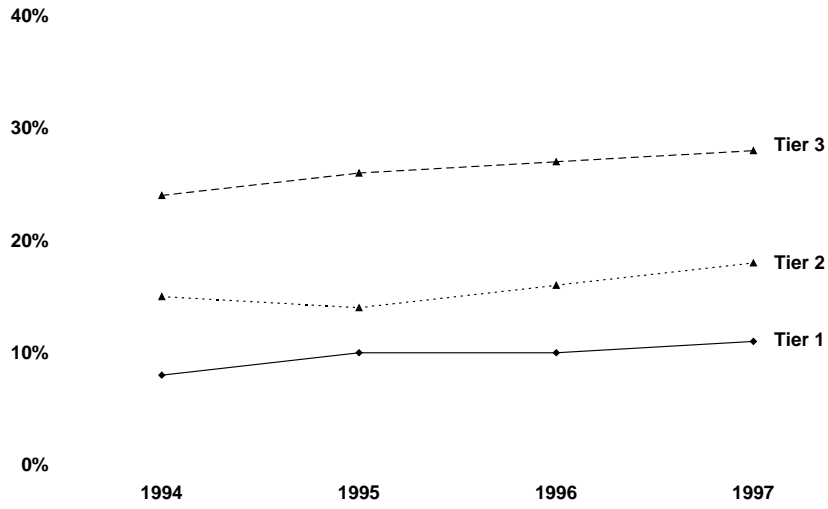
Note: Data from ACT, NT, QLD and WA relates to 1999; data from SA, Commonwealth and NSW relates to 1998 and data from VIC and TAS relates to 1997. The structure of SES differs from state to state (Refer to Appendix I).

Women in the WA SES – Actual and Projected



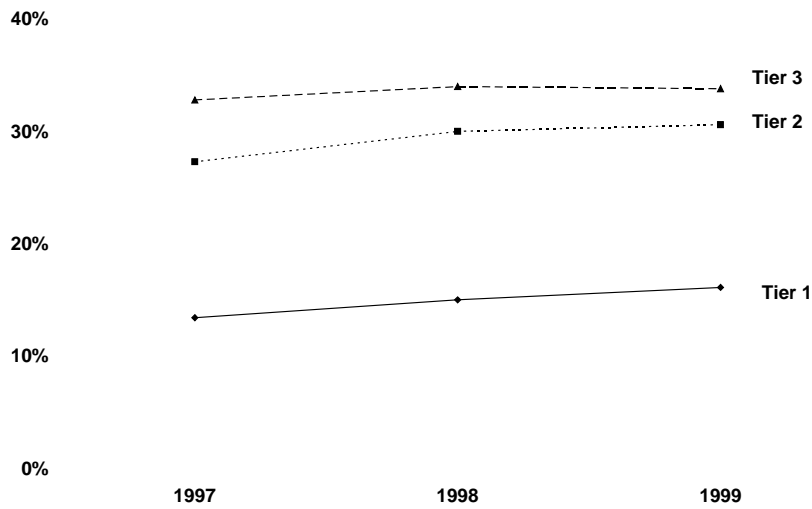
Women as a Proportion of All Employees in the Top Three Tiers of Management

Private Sector, Australia, 1994 - 1997



Data provided by Affirmative Action Agency

WA Public Sector, 1997- 1999



For a description of the Management Tiers, refer to Appendix I.

Women above SR06 (>\$54,493) – WA Public Sector, 1999

Authorities with more than 65% women

Public Authority (>100 permanent and fixed term employees)	All Emps	Emps Above SR06 (\$54,493)		
	Women (%)	Total >SR06	Women >SR06 (%)	Change Since 1998 (%)
Disability Services Commission	68%	92	53%	1%
Legal Aid Western Australia	74%	51	53%	5%
Dept of Family & Children's Services	72%	192	46%	4%
WA Government Health System	76%	2211	38%	1%
Ministry of the Premier & Cabinet	68%	161	34%	2%
Education Department of WA	75%	2877	33%	3%
Country High School Hostels Authority	69%	1	0%	0%

Authorities with 35% - 65% women

Public Authority (>100 permanent and fixed term employees)	All Emps	Emps Above SR06 (\$54,493)		
	Women (%)	Total >SR06	Women >SR06 (%)	Change Since 1998 (%)
Ministry for Culture and the Arts	63%	69	39%	1%
Hedland College	62%	10	10%	-4%
Dept of Productivity & Labour Relations	60%	29	45%	2%
Director of Public Prosecutions	60%	50	48%	7%
WA Tourism Commission	60%	30	23%	-5%
Great Southern Regional College of TAFE	60%	17	41%	-2%
WA Department of Training	59%	138	36%	-5%
Lotteries Commission	58%	45	38%	5%
Central Metropolitan College of TAFE	57%	154	45%	9%
West Coast College of TAFE	56%	177	44%	4%
Workcover WA	55%	21	24%	9%
WA Sports Centre Trust	54%	3	0%	0%
South West Regional College of TAFE	51%	59	29%	-1%
Ministry of Fair Trading	50%	32	31%	2%
Ministry of Housing	50%	77	19%	-2%
Central West College of TAFE	49%	22	50%	4%
Midland College of TAFE	48%	31	29%	-4%
Govt Employees Superannuation Board	47%	16	19%	6%
South East Metropolitan College of TAFE	46%	56	27%	2%
Department of Commerce & Trade	45%	88	17%	0%
Department of Environmental Protection	45%	74	20%	3%
Gold Corporation	45%	18	28%	8%
WA Department of Transport	44%	143	19%	5%
Ministry of Sport & Recreation	43%	13	31%	8%
Insurance Commission of WA	43%	55	5%	-4%
WorkSafe WA	43%	35	17%	-1%
South Metropolitan College of TAFE	42%	65	34%	4%
Ministry for Planning	42%	51	8%	2%
Zoological Gardens Board	40%	8	25%	-8%
Ministry of Justice	39%	321	27%	2%
State Revenue Department	37%	22	5%	0%
Water & Rivers Commission	37%	86	13%	3%
Department of Resources Development	35%	58	10%	-4%
Agriculture WA	35%	307	9%	2%

Note: These figures relate to permanent and fixed term employees only. Casual, sessional and other staff are not included. Authorities with less than 100 permanent and fixed term employees are not shown.

Authorities with less than 35% women

Public Authority (>100 permanent and fixed term employees)	All Emps	Employees Above SR06 (\$54,493)		
	Women (%)	Total >SR06	Women >SR06 (%)	Change Since 1998
Department of Minerals & Energy	34%	244	5%	1%
Department of Land Administration	33%	178	20%	13%
Dept of Contract & Management Services	32%	122	16%	8%
Valuer Generals Office	31%	26	0%	0%
Fisheries Department	31%	56	13%	1%
Treasury Department of WA	29%	82	10%	-2%
Dept of Conservation & Land Management	28%	219	8%	0%
Police Department	25%	458	4%	1%
Water Corporation	21%	566	7%	0%
Alinta Gas	21%	101	12%	1%
Fremantle Port Authority	20%	46	15%	-9%
Main Roads WA	15%	197	5%	1%
Western Power	12%	666	5%	1%
Fire and Emergency Services Authority	9%	83	7%	3%
Westrail	5%	113	3%	0%

Note: These figures relate to permanent and fixed term employees only. Casual, sessional and other staff are not included. Authorities with less than 100 permanent and fixed term employees are not shown.

4. Diversity Initiatives

Managing diversity is concerned with bringing about an improvement in the workforce diversity of the Western Australian public sector. This will capitalise on the skills that diverse members of the Western Australian community bring to public sector service design, delivery and management. The potential benefits can be summarised in terms of improved customer service, better management and social justice.

The Year in Review

- The Director formed a partnership with the Director-General of the Ministry of Premier and Cabinet, the Strategic Employment Group. This group is working together to develop a whole of government employment strategy for indigenous people, people from culturally and linguistically diverse backgrounds, people with disabilities, women, mature workers and youth. This employment strategy will enable agencies to establish their own employment objectives in relation to the profile of their client base.
- Commenced a project designed to assist local government organisations achieve greater workforce diversity. The range of services we currently offer to local government authorities will be evaluated. A specific focus of the project will be the development of strategies to assist local government organisations achieve a workforce profile that is best positioned to service their diverse customer base and meet key business outcomes.
- Commenced a project involving partnerships with the private sector, public sector, federal government and local government employees. The project aims to develop some innovative practical strategies for public sector agencies to improve recruitment and career development for indigenous staff.

Agency Highlights

- Homeswest Aboriginal Employment Development Strategy, 1998, was the winner of the Premier's Award for Public Sector Management under the category of EEO Recognition.
- The Ministry of Justice provided an Awareness of Cultural Diversity Program for the judiciary and Court officers of the Supreme Court. This program aims to facilitate and ensure appropriate responsiveness to the needs of people from diverse cultural backgrounds.
- The Ministry of Justice employed 10 Aboriginal and Torres Strait Islander people as trainees in the organisation.
- The WA Police Force implemented a number of diversity initiatives. These include: a pilot project for flexible work arrangements for police officers; more generic and job-related physical testing for new recruits; the training of Police

District Training Officers in the delivery of “EEO & Diversity in the Workforce” training; and the establishment of a Multicultural Liaison Officer in major police stations in suburbs with a high density of racial minorities.

- The Education Department developed an Anti-Racism Policy to provide an environment for staff and students that values cultural diversity and is free from racial harassment. The policy was developed collaboratively and is supported by culturally sensitive grievance procedures. It specifies responsibilities for executive directors, district directors, line managers and schools.
- The Department of Family and Children’s Services developed measures to increase diversity and flexibility in the workplace, such as considering all vacant positions for flexible working arrangements and having family friendly leave initiatives available.
- Sir Charles Gairdner Hospital developed a project under the Workplace English Language and Literacy program to assist employees from culturally and linguistically diverse backgrounds to improve their English communication skills.
- The University of WA commenced development of a Diversity Model that builds on their existing EEO policies and procedures to create an inclusive environment that values and utilises diversity.
- Recognising the increasing numbers of international visitors to the Island, the Rottnest Island Authority began a process of employing staff of non-English speaking background.

- Top Employers of EEO Group Members:

Top Ten Employers of People of NESB, Local Government, June 1998
(Authorities with over 30 employees)

Authority Name	Total Staff	NESB	NESB Sample	% NESB
Christmas Island Shire Council	36	32	36	88.9%
Shire of Cocos (Keeling) Islands	34	29	34	85.3%
City of Bayswater	215	53	215	24.7%
Town of Mosman Park	38	8	38	21.1%
City of Perth	452	68	452	15.0%
Town of Vincent	225	20	225	8.9%
City of Nedlands	171	15	171	8.8%
Shire of Carnarvon	48	4	48	8.3%
Town of Port Hedland	145	12	145	8.3%
City of Geraldton	189	15	189	7.9%

Top Ten Employers of ATSI People, Local Government, June 1998
(Authorities with over 30 employees)

Authority Name	Total Staff	ATSI	ATSI Sample	% ATSI
Shire of Halls Creek	35	19	35	54.3%
Shire of East Pilbara	89	35	89	39.3%
Shire of Ashburton	78	29	78	37.2%
Shire of Derby/West Kimberley	56	10	56	17.9%
Shire of Broome	138	21	138	15.2%
Shire of Carnarvon	48	7	48	14.6%
Shire of Gnowangerup	31	4	31	12.9%
Shire of Yilgarn	32	3	32	9.4%
Shire of Wyndham/East Kimberley	57	5	57	8.8%
Shire of Kojonup	82	6	82	7.3%

Top Ten Employers of PWD, Local Government, June 1998
(Authorities with over 30 employees)

Authority Name	Total Staff	PWD	PWD Sample	% PWD
Shire of Kojonup	82	6	82	7.3%
City of Perth	452	19	452	4.2%
Shire of Coolgardie	31	1	31	3.2%
Shire of Lake Grace	32	1	32	3.1%
City of Mandurah	264	8	264	3.0%
Shire of Toodyay	36	1	36	2.8%
Shire of Pingelly	42	1	42	2.4%
City of Subiaco	174	4	174	2.3%
Shire of East Pilbara	89	2	89	2.2%
Shire of Gingin	45	1	45	2.2%

Top Ten Employers of People of NESB, Public Sector, June 1999
(Authorities with over 30 employees)

Authority Name	Total Staff	NESB sample	NESB	% NESB
Egg Marketing Board	98	98	26	26.5%
Lotteries Commission	156	156	40	25.6%
Hedland College	154	50	12	24.0%
West Coast College of TAFE	2923	500	119	23.8%
WorkSafe WA	154	154	27	17.5%
Gold Corporation	204	204	33	16.2%
Department of Minerals & Energy	706	706	81	11.5%
Main Roads WA	1031	1000	113	11.3%
South Metropolitan College of TAFE	851	425	48	11.3%
WA Government Health System	30912	17552	1900	10.8%

Top Ten Employers of ATSI People, Public Sector, June 1999
(Authorities with over 30 employees)

Authority Name	Total Staff	ATSI sample	ATSI	% ATSI
Hedland College	154	50	25	50.0%
Aboriginal Affairs Department	108	100	48	48.0%
Department of Family & Children's Services	1418	1418	119	8.4%
Ministry of Housing	804	804	66	8.2%
WA Department of Training	1299	782	64	8.2%
WA Electoral Commission	49	49	3	6.1%
Great Southern Regional College of TAFE	274	266	16	6.0%
Central West College of TAFE	236	169	9	5.3%
West Coast College of TAFE	2923	213	11	5.2%
Bunbury Port Authority	46	46	11	4.3%

Top Ten Employers of PWD, Public Sector, June 1999
(Authorities with over 30 employees)

Authority Name	Total Staff	PWD sample	PWD	% PWD
WA Industrial Relations Commission	73	17	2	11.8%
Hedland College	154	50	5	10.0%
Bunbury Port Authority	46	46	3	6.5%
Metropolitan Cemeteries Board	78	78	5	6.4%
Esperance Port Authority	34	34	2	5.9%
Insurance Commission of WA	297	297	13	4.4%
Egg Marketing Board	98	98	4	4.1%
Main Roads WA	1031	1000	40	4.0%
Western Power	3176	2393	94	3.9%
South Metropolitan College of TAFE	851	425	16	3.8%

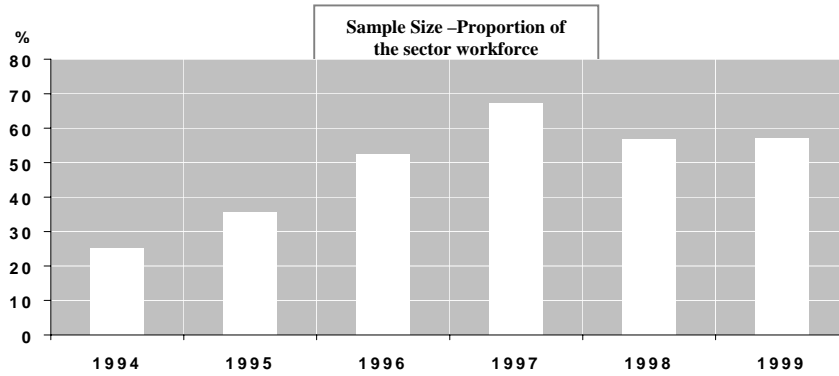
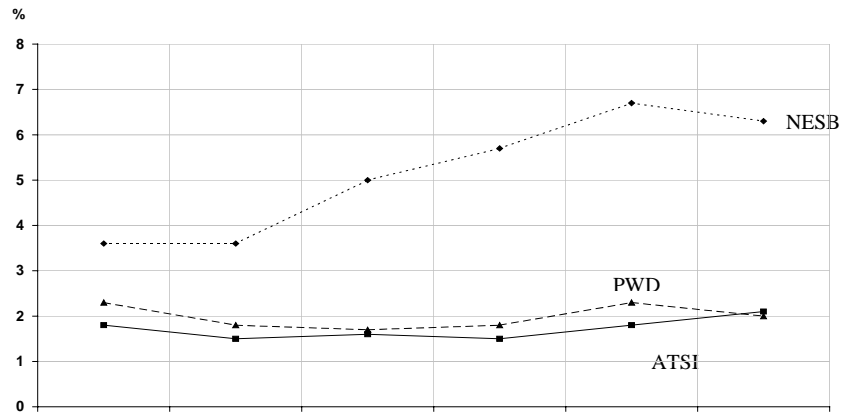
NESB – People of non-English speaking background
 ATSI – Aboriginal and Torres Strait Islander people
 PWD – People with disabilities

Future Plans

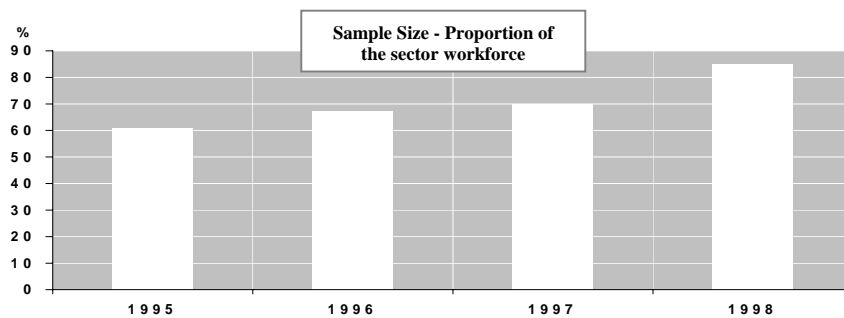
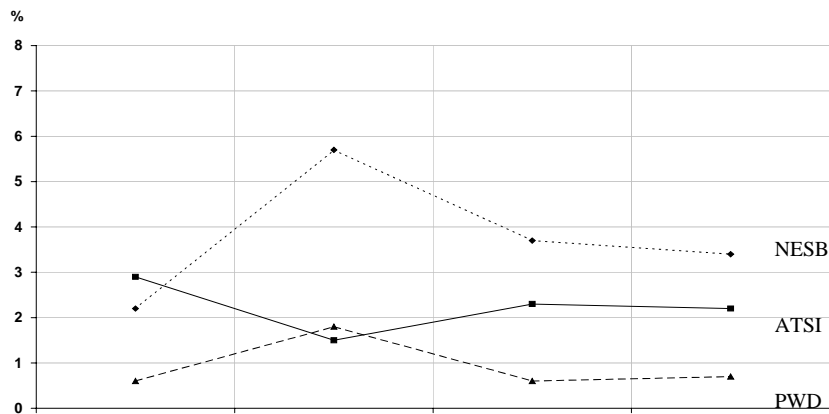
- Continue with performance partnerships project.
- Continue with local government project.

Statistics at a Glance

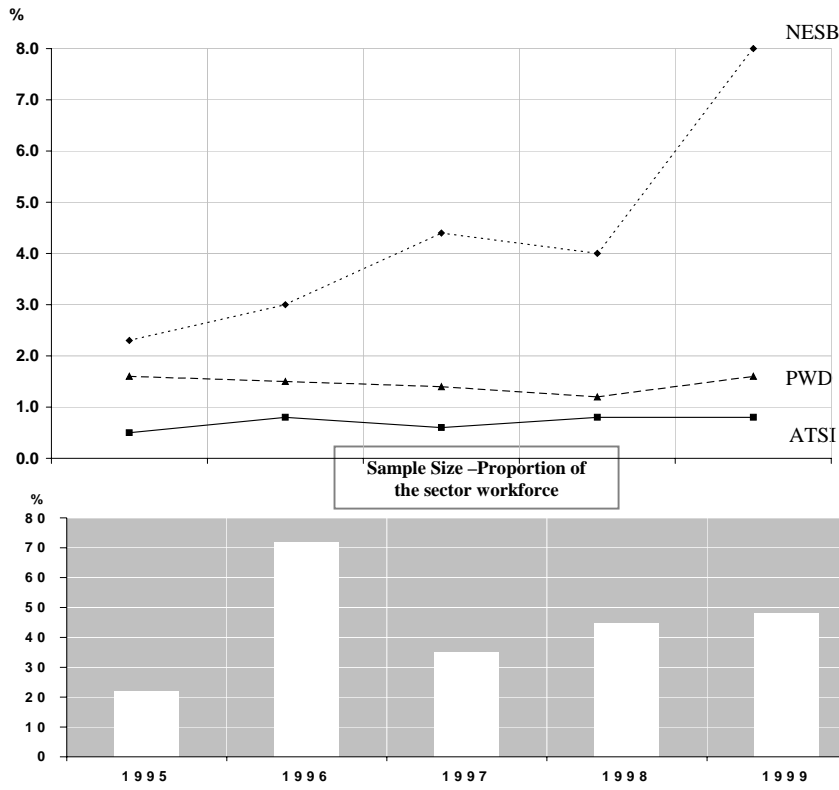
Proportion of NESB, ATSI and PWD in the Public Sector, 1994-1999



Proportion of NESB, ATSI and PWD in Local Government, 1995-1998

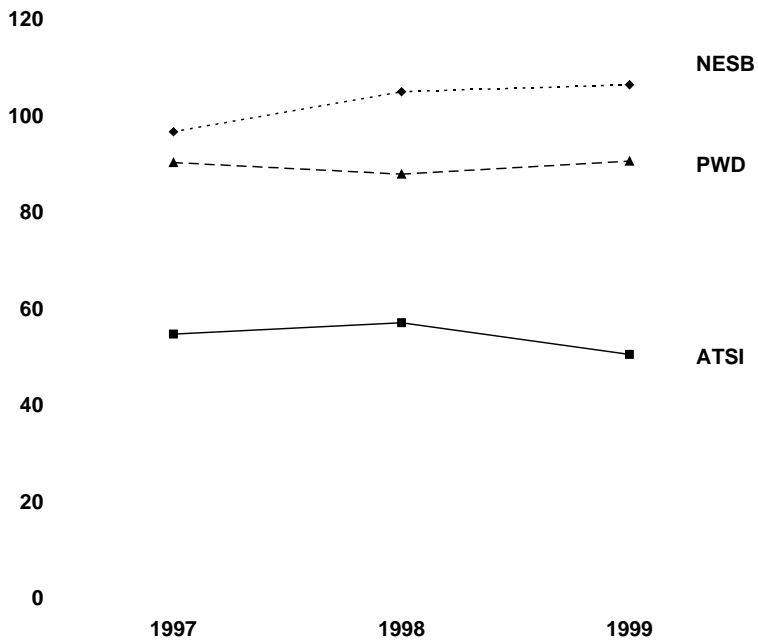


Proportion of NESB, ATSI and PWD in Public Universities, 1995-1999



Note: The sample size varies between the different EEO groups. In the above graph the minimum sample size is shown. In 1999 the sample size for NESB and PWD data increased to 3 universities (previously only 2 universities provided this data).

Equity Index (NESB, ATSI and PWD), Public Sector – 1997 - 1999



5. Reviewing EEO & Diversity Performance

The Act places an obligation on public authorities:

- to proactively plan to remove discriminatory policies and practices; and
- to put in place strategies to attract, develop and retain members of EEO groups in the organisation.

The Office introduced new strategies this year to review performance in relation to EEO and diversity management at the individual agency level.

The Year in Review

- For a number of years, the Director has conducted detailed agency reviews of the achievement of EEO and Diversity based on outcomes. The review process explores the links between workforce diversity, human resource management strategies and high level business outcomes. In 1998/99, a guide based on the review process was developed. The guide allows organisations to systemically review and monitor specific EEO and diversity outcomes in their organisation. *Tapping into Talent: New Insights into Workforce Diversity – A Review Guide* was published in March 1999.
- The Director was invited to deliver a paper and workshop on our new review process. The conference was held in Canberra and was hosted by the Merit Protection Commissioner, Australian Public Service.
- Delivered presentations on organisational EEO and Diversity Performance to 27 public sector agencies. The agencies covered a wide cross section of the public sector. This review of agency performance included a survey of staff perceptions on EEO and diversity issues (refer also Section 10, The EEO Climate).

Future Plans

- In the coming year the Office will work closely with local government organisations to assist them in the planning for EEO and diversity outcomes and the monitoring of their achievements.
- The Office will work with public sector agencies to support the implementation of the sector-wide Women in Management and other EEO groups strategies.

6. Training and Consultancy

Under s.143(1)(a) and (c) of the Act, the Director is required to provide advice and assistance to public sector authorities to help them achieve EEO and Diversity outcomes and to provide reports to the Minister.

The Year in Review

- A one day training course for line managers and supervisors, *Managing a Diverse Workforce*, was developed after consultation with human resource managers. The course was delivered on six occasions to a wide cross-section of public sector managers with 98 participants in total. The course was customised for public sector agencies on request.
- The Director gained approval for net appropriation and the sale of EEO training services and products.
- Customised courses on EEO and Diversity were developed and delivered for two public sector agencies. One course was delivered at Swan Education District (with 26 participants) and 14 courses were delivered at Homewest (with a total of 184 participants).
- Considerable interest was shown nationally and internationally in the Director's training packages and publications.
 - One of the Director's officers was seconded as a consultant on EEO and Diversity to the State Services Commission, New Zealand Government. Negotiations commenced to enable the New Zealand Government to licence the intellectual property rights for *Tapping into Talent*.
 - Negotiations commenced with the Office of the Public Service, Queensland Government, regarding the licensing of intellectual property rights for the one-day training course, *Managing A Diverse Workforce*.
- To improve client services the Director developed a web site for the Office of EEO. This has enhanced the ability of customers to access current information more readily.

Future Plans

- Further enhancement of the OEEO web site is planned for the coming year.
- Further workshop-style training courses on Conducting EEO and Diversity Reviews and Managing a Diverse Workforce are scheduled for 1999/2000.

7. Data Collection and Reporting

Public sector agencies, local government authorities and public universities are required to report on a yearly basis to the Director. EEO yearly reporting statistics are collected on women, people of non-English speaking background (NESB), Aboriginal and Torres Strait Islander people (ATSI) and people with disabilities (PWD)

The Year in Review

- In the past, comparison with the other Australian states and territories has been difficult because of inconsistency in data definitions and criteria. At the November 1998 Conference of EEO Directors in Hobart, it was agreed that states and the Commonwealth would move to collect comparable data. The Office commenced a project to coordinate the collection of comparable data across Australia and New Zealand. The immediate focus will include comparisons of three portfolio areas: finance, education and police.
- Data collected for EEO groups other than women depends on the response agencies receive to confidential questions about ethnicity, indigenous status and the reporting by employees of any disability. A number of agencies report that their workforce sample is less than 50 per cent. In these instances agencies were offered assistance to improve their sample size.
- Work continued on further improving the data collection and analysis process for EEO yearly reporting. Computing professionals were employed to improve the functionality and accessibility of our databases and ensure Y2K compliance. A more automated process to produce comparative reports and collect data using the Internet also commenced.
- Five new comparisons were introduced for the assessment of sector-wide performance. These were presented in the *How Does Your Agency Compare?* reports.
- Two new measures were developed for use by agencies: the workforce/customer score and an equity index equivalent. The workforce/customer score is a useful measure of the extent to which the profile of the workforce matches the customer base or the community. The equity index equivalent provides a distribution score where there are insufficient numbers in a group to calculate an equity index.
- The Office continued to distribute its successful and popular *How Does Your Agency Compare?* to the 59 larger public sector agencies and *How Does Your University Compare?* to the four public universities.
- The smaller public sector agencies and local government authorities received a *Diversity Profile* report.

Future Plans

- Continuing the work on developing and streamlining of our EEO databases and reporting procedures is planned for the coming year.

8. Review of Merit

In conjunction with the Commissioner for Public Sector Standards, we commenced a review of how merit is interpreted and implemented in public sector agencies.

The introduction of the *Public Sector Management Act 1994* has resulted in changes to recruitment and selection in the public sector. Chief Executive Officers (CEOs) are now responsible for the employment of staff within their agencies and for the development of recruitment and selection practices that comply with the Public Sector Standards in Human Resource Management (the Standards) and equal opportunity legislation.

The Standards came into effect on 1 January 1996 along with the Public Sector (Review Procedures) Regulations. They establish the minimum standards of merit, equity and probity as well as procedures reviewing claims of breaches of the Standards.

Relevant matters being considered in the review include the way in which merit is interpreted and assessed, efficiency and effectiveness of current procedures, equity and workforce diversity, and best practice initiatives.

The Year in Review

- A series of forums were held to consult separately with CEOs, human resource managers and line managers on a range of issues associated with the application and interpretation of merit selection. We held three separate forums and a range of meetings, consulting with:
 - 48 CEOs or their nominees;
 - 49 human resource managers and practitioners; and
 - 41 line managers.
- Further consultations were undertaken with employee and equity groups and stakeholders:
 - senior public sector employees;
 - private sector human resource consultants;
 - central agency personnel;
 - equity practitioners; and
 - community group employees.
- Reviewed Australian and international literature on merit and best practice models of recruitment and selection.
- Analysed relevant data on public sector practices including compliance with the Recruitment, Selection and Appointment Standard; employee perceptions of merit obtained through the Review Questionnaire; and demographic data on the compositions and diversity of the public sector workforce.

- Submissions were received from private and public sector organisations, unions, professional associates, and individuals in relation to the review of merit.

Future Plans

- A report by the Commissioner for Public Sector Standards with a number of recommendations will be completed in the coming year.

9. Management Plans

All public authorities are required (under s.145 of the Act) to prepare and implement an equal opportunity management plan in order to achieve the objects of Part IX of the Act.

Under s.143(1)(b) of the Act, the Director is required to evaluate the effectiveness of authority plans and projects which aim to achieve EEO and diversity.

The Year in Review

- For the larger public authorities (over 50 employees) we produced a booklet, *EEO and Diversity Management Planning – Adding Value Through Diversity*, to assist organisations effectively plan, implement, monitor and evaluate their EEO and diversity outcomes. The Office worked with agencies to help them streamline their planning processes. A three to five year integrated plan that allows EEO and diversity strategies to be incorporated into the authority's strategic plan is encouraged.
- The Office developed a five year EEO/Diversity Management Plan template to assist small agencies (50 or less employees) in establishing a framework for EEO and diversity management in their organisation. These small organisations, which constitute almost 40% of public sector authorities, don't always have the resources available to undertake complex planning. The purpose of the template is to assist these organisations establish appropriate strategies and monitor achievements with minimal resources.
- Due to recent changes in the WA government health industry, we wrote to all chief executives and Board chairs of the new health providers advising them about the requirement to develop an EEO management plan. Individual health providers will therefore have an increased capacity to manage EEO and diversity according to their own particular needs and workforce demographics.

Agency Highlights

- The Department of Minerals & Energy and the Ministry of Housing produced noteworthy EEO Management Plans. These organisations have given permission for their plans to be circulated as a model for other public sector agencies.
- The Metropolitan Cemeteries Board was assisted by this Office towards the integration of its EEO Management Plan into its Human Resource and Strategic Plans.

Future Plans

- We are planning to work with local government next year to introduce customised resources to assist them in the EEO management planning process.

10. The EEO Climate

The Review Questionnaire developed by the Commissioner for Public Sector Standards and the Director of Equal Opportunity in Public Employment monitors public sector employees' perceptions of human resource practices, ethics, diversity management and unwelcome behaviour.

The Year in Review

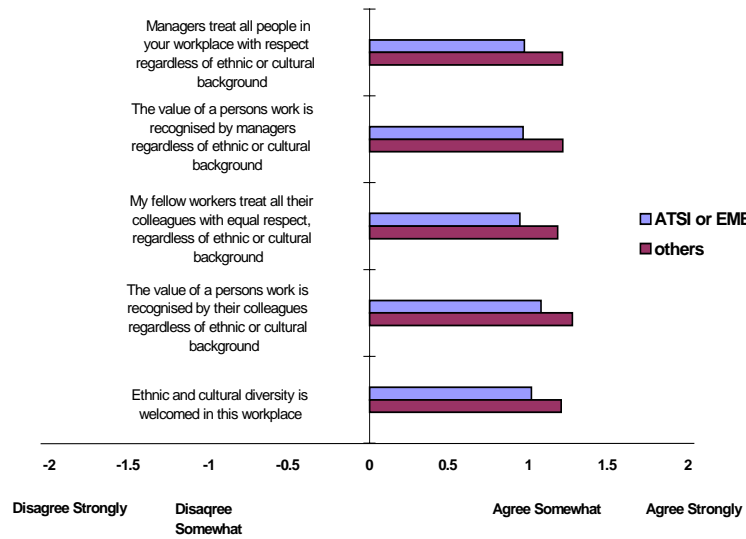
- The Review Questionnaire results received from surveys of 27 public sector authorities (5376 respondents) provided information on a range of issues relating to employee perceptions of diversity management and unwelcome behaviour. This information was used to inform CEOs during EEO presentations made to public sector organisations.
- A similar survey (the Climate Survey), customised to the needs of universities and local government employees, was developed. The survey will assist the Director to monitor the extent to which organisational cultures are supportive of EEO and diversity. It gives an indication of the 'EEO Climate' of individual organisations and each government sector.

Future Plans

- The new climate survey for local government authorities and public universities will be implemented during the coming year.

Employee Perceptions at a Glance

Diversity Friendly Culture and Aboriginality or Ethnicity



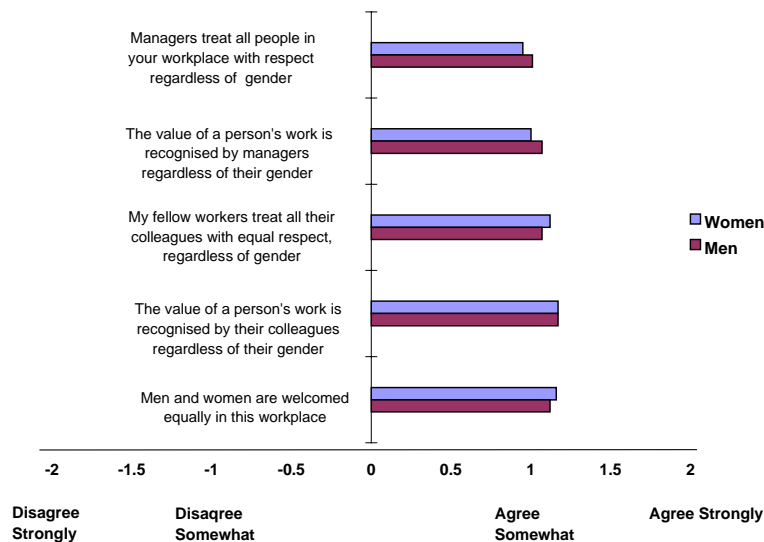
Aboriginal and Torres Strait Islander People (ATSI) n = 67

Ethnic minority background (EMB) n = 457

Total respondents n = 5,376/13,899 (38.7% response rate)

While results are generally positive, results from Aboriginal and Torres Strait Islander respondents and respondents from ethnic minority backgrounds are less favourable than the rest of the public sector respondents on questions relating to the 'EEO friendliness' of the organisation.

Diversity Friendly Culture and Gender



Women n = 3396

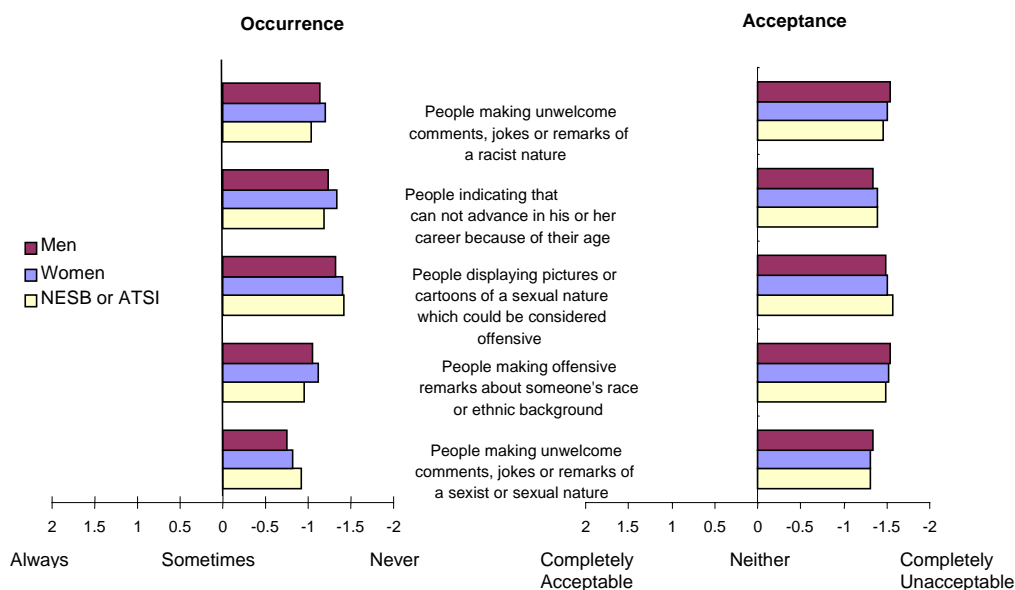
Men n = 1765

Total respondents n = 5,376/13,899 (38.7% response rate)

Overall, there is no marked variation between the perceptions of women and men respondents on the EEO friendliness of the public sector organisations surveyed. Women are marginally less positive than men about the attitudes of management to gender issues. However, on the attitudes of colleagues in relation to gender issues, the responses of women are equal to or slightly more positive than those of men.

Employees were asked to indicate their perception of the extent to which certain behaviours occurred in their organisation, and the extent to which their organisation tolerates such behaviour.

Perceived Occurrence and Acceptance of Unwelcome Behaviour



People of non-English speaking background (NESB) n = 138
 Aboriginal and Torres Strait Islander People (ATSI) n = 67
 Women n = 3090
 Men n = 1633
 Total respondents n = 5,376/13,899 (38.7% response rate)

In general, respondents to the survey perceive that their organisation does not tolerate these behaviours but that they do occasionally occur.

Appendix I. Notes and Definitions

People of Non-English Speaking Background (NESB)

Non-English speaking background refers to people who have migrated to Australia and whose first language is a language other than English.

Aboriginal and Torres Strait Islander (ATSI) People

Persons of Aboriginal and Torres Strait Islander descent who identify as Aboriginal or Torres Strait Islander people and are accepted as such by the community in which they live.

People with Disabilities (PWD)

Under the *Disability Services Act 1993* 'disability' means a disability which:

- (a) is attributable to an intellectual, psychiatric, cognitive, neurological, sensory or physical impairment or a combination of those impairments;
- (b) is permanent or likely to be permanent;
- (d) may or may not be of a chronic or episodic nature; and
- (e) results in –
 - (i) a substantially reduced capacity of the person for communication, social interaction, learning or mobility; and
 - (ii) a need for continuing support services.

Examples of people with a disability

Sight:	Require braille, low vision aids or other special technology to perform their job. (Do not include glasses or contact lenses).
Speech:	Require support or extra time to be understood. May require aids such as word processors or communication boards in order to be understood.
Hearing:	Require aids such as volume control, TTY (telephone typewriter), auslan interpreter, or hearing help card in order to hear.
Learning:	Require specific support and training to perform their job eg have an intellectual disability. Have difficulty with reading or writing and/or require more than average time or extra support to learn some parts of a job.
Psychiatric:	Have an illness or condition, which may require medication and /or occasional absence from work, and/or counselling support.
Use of Arms and Hands:	Require workplace modifications such as ergonomic furniture in order to perform their job. Require access to specific support to assist in gaining employment or career opportunities.

Senior Executive Service

The structure of Senior Executive Service (SES) differs from state to state:

ACT	Officers occupying one of the 89 classified positions across 5 agencies
SA	Refers to the percentage of Chief Executives and Executives who are women employed under the PSM Act in Administrative Units. It excludes all other senior officers, including those employed under other Acts in Administrative Units (such as the Police Act and Education Act) as well as those employed in Other Public Sector Organisations (such as ETSA and the Water Corporation). If all Senior Officers (calculated as those earning a salary in excess of \$64,490) are included the figure is 22.4%.
VIC	SES are not employed under PSM Act
APS	SES positions are managerial positions above Senior Officer grades (figures reported in December)
TAS	Management service of senior officers designated as SES through arrangement between the agency and the Minister for Public Sector Administration
NT	Senior Executive Officer positions (EOs) are those above Admin Officer Level 8 (does not include Police or School Principals on contract)
QLD	Structure is similar to WA
WA	The WA SES is generally comprised of positions classified at salary level 9 or above that carry specific management or policy responsibilities. CEOs are appointed under s.45 of the PSM Act whereas other SES members are appointed under sections 53 and 56 of the Act.

Management Profile

Measures the managerial responsibility in an organisation according to the top three tiers in the organisational management structure. It is linked to decision-making responsibility rather than salary.

The definitions recognise that a range of possible management structures exist, depending on the nature of the business conducted by your organisation, its size and geographical and corporate structure.

While all organisations will have Tier 1 Management, some smaller organisations or those with flatter structures may have only two tiers of management. Trainee managers or staff whose role is purely supervisory are not included.

Tier 1 Management

- directs and is responsible for the organisation and its development as a whole
- has ultimate control of, and responsibility for, the upper layers of management
- typical titles include CEO, general manager, executive director, commissioner

Tier 2 Management

- is directly below the top level of the hierarchy
- assists Tier 1 Management by implementing organisational plans
- is directly responsible for leading and directing the work of other managers of functional departments below them
- may be responsible for managing professional and specialist staff

Tier 3 Management

- is responsible to Tier 2 Management
- formulates policies and plans for their area of control and manages a budget and staffing resources
- is the interface between Tier 2 management and lower level managers
- does not include professional and graduates, eg. Engineers, medical practitioners, accountants, etc unless they have a primary management function

Equity Index

The concept of an 'equity index', first developed in Canada in 1990 by the Task Force on Barriers to Women in the Public Service, has recently been applied by this office to the WA public sector.

The Equity Index, as defined by the Task Force, is a measure of 'compression' - "the extent to which women in a given occupational group are primarily to be found at the lower classification levels."¹

The Task Force, in its report, describes two main steps involved in calculating the Equity Index.

Step 1 Calculation of the Proportional Representation Index

The first step is to determine the Proportional Representation Index (PRI) for the group. The formula for the PRI for a group having 'n' classification levels is as follows:

$$\text{PRI} = \sum (\% \text{ women at Level } 1 \times 1) + (\% \text{ women at Level } 2 \times 2) \\ \dots \dots + (\% \text{ women at Level } n \times n)$$

divided by $\sum (1+2+\dots+n)$

multiplied by 100

A sample calculation of the PRI is illustrated in the following table. Performing these calculations involves the following steps:

1. Determine the percentage of women (column 4) at each classification level of the group under study.
2. For each level, multiply the level number (column 1) by the percentage of women at that level (column 4) to produce the factor for the level (column 5).
3. When this has been done for each level, add all factors to produce a total for column 5 and add the total of all levels (column 1).
4. Divide the total of column 5 by the total of column 1 and multiply by 100 to express the result as a percentage. This is the Proportional Representation Index.

Step 2 Calculation of the Equity Index

The ratio of the PRI to the total representation of women multiplied by 100 is the Equity Index for the group.

$$\text{Equity Index} = (\text{PRI}/\text{Total \% women}) * 100$$

¹ *Beneath the Veneer: The Report of the Task Force on Barriers to Women in the Public Service.* Canada, Taskforce on Barriers to Women in the Public Service, Ottawa, 1990. Volume 2, Section B, page 23

Fairness of Representation

Fairness of representation is well described in the report of the Task Force on Barriers to Women in the Public Service:

Any attempt to ascertain the “fairness” of the representation of women in a given occupational group must examine a number of factors. The first of these is the overall availability of women with the skills needed to perform the functions demanded of the group. That is, unless the labour force contains an adequate number of qualified women within a given occupational area, it is not reasonable to expect to see a high proportion of women employed in that field within the public service. Nevertheless, whatever the actual proportion of women employed in a given group (department, etc), for representation to be equitable those women should be employed in equal proportions at all levels of the group.

In terms of the Equity Index formula, the PRI must equal the total percentage representation of women in the group. That is, the ratio of the PRI to the total percentage should be 1:1 - or 100%. An index below 100 denotes that women in the group are “compressed” into the lower working levels; the lower the index the greater the degree of compression. Conversely, an index above 100 shows that women in that group are well represented at the upper classification levels.

The Report of the Task Force on Barriers to Women in the Public Service:
Beneath the Veneer, 1990, Volume 1, Section B, page 24

Medium Representation Rate; Compressed Distribution

1 Level	2 Total	3 Women	4 % Women	5 Factor ²
1	2000	1400	70	0.7
2	1200	720	60	1.2
3	1000	500	50	1.5
4	600	240	40	1.6
5	400	120	30	1.5
6	200	40	20	1.2
7	100	10	10	0.7
8	50	2	4	0.3
36	5500	3030	55	8.7

PRI for this group = $(8.7/36) * 100 = 24$

EQUITY INDEX for this group = PRI/TOTAL % =
 $(24/55) * 100 = 44$

Note: The equity index calculation is based on permanent and fixed term employees.

² Factor = level * % women (column 1 * column 4)

Employment Type

The employment type of an employee relates to whether the employee was employed on a permanent, fixed term or casual basis and to whether they worked full-time or part-time.

- Permanent: An employee employed for an indefinite period of time, usually under the terms and conditions of a relevant award or agreement.
- Fixed term: An employee employed for a finite period of time.
- Full-time: Those employees who normally work the agreed or award hours for a full-time employee in their occupation. If the agreed or award hours do not apply, employees are regarded as full-time if they ordinarily work 35 hours or more per week.
- Part-time: Those employees who are not full-time as defined above.
- Casual: Those employees who are paid on an hourly rate and receive a special loading, usually in lieu of leave entitlements. Casual employees are usually covered under the terms and conditions of a relevant award or agreement.
- Other: Those employees who do not fit into any of the above groups.

Salary Profile

Data relating to salary profiles by EEO groups relates only to permanent and fixed term employees according to their current equivalent annual base wage or salary. Where the equivalent salary is the salary that would be paid to a full-time employee at that level.

Included are:

- equivalent annual rate of pay as specified in the award, enterprise or workplace agreement
- salary incremental step
- ordinary time earnings
- higher duties allowance for ordinary time hours
- base wage or salary for employees on unpaid leave

Excluded are:

- penalty payments, shift and other remunerative allowances, overtime pay

Appendix II. Western Australian Public Authorities

Public Sector – 30 June 1999

Aboriginal Affairs Department
Agriculture WA
Albany Port Authority
Alinta Gas
Animal Resources Authority
Anti-Corruption Commission
Architects Board of WA
Builders Registration Board of WA
Building & Construction Industry Training Fund
Bunbury Port Authority
Bunbury Water Board
Burswood Park Board
Busselton Water Board
Central Metropolitan College of TAFE
Central West College of TAFE
Commissioner for Workplace Agreements
Curriculum Council
Dairy Industry Authority of WA
Dampier Port Authority
Department of Commerce & Trade
Department of Conservation & Land Management
Department of Contract and Management Services
Department of Education Services
Department of Environmental Protection
Department of Family & Children's Services
Department of Land Administration
Department of Local Government
Department of Minerals & Energy
Department of Productivity & Labour Relations
Department of Resources Development
Disability Services Commission
East Perth Redevelopment Authority
Eastern Goldfields Transport Board
Education Department of WA
Egg Marketing Board
Equal Opportunity Commission
Esperance Port Authority
Fire and Emergency Services Authority
Fisheries Department
Fremantle Port Authority
Gascoyne Development Commission
Geraldton Port Authority
Gold Corporation
Goldfields-Esperance Development Commission
Government Employees Housing Authority
Government Employees Superannuation Board
Great Southern Development Commission
Great Southern Regional College of TAFE
Hairdressers' Registration Board
Health Promotion Foundation of WA
Hedland College
Herd Improvement Service of WA
Heritage Council of WA
Insurance Commission of WA
Karratha College
Keep Australia Beautiful Council (WA)
Kimberley Development Commission
Kings Park Board
Landcorp
Legal Aid Western Australia
Lotteries Commission
Main Roads WA
Metropolitan Cemeteries Board
Midland College of TAFE
Mid-West Development Commission
Ministry for Culture and the Arts
Ministry for Planning
Ministry of Fair Trading
Ministry of Housing
Ministry of Justice
Ministry of Sport & Recreation
Ministry of the Premier & Cabinet
National Trust of Australia (WA)
Nurses Board of WA
Office of Energy
Office of Racing & Gaming
Office of Seniors' Interests
Office of the Auditor General
Office of the Country High School Hostels Auth
Office of the Director of Public Prosecutions
Office of the Information Commissioner
Office of the Public Sector Standards Commissioner
Office of Water Regulation
Office of Youth Affairs
Parliamentary Commissioner for Admin. Investigations
Peel Development Commission
Perth International Centre for Appln of Solar Energy
Perth Market Authority
Pharmaceutical Council of WA
Pilbara Development Commission
Police Department
Port Hedland Port Authority
Rottneet Island Authority
Small Business Development Corporation
South East Metropolitan College of TAFE
South Metropolitan College of TAFE
South West Regional College of TAFE
Southwest Development Commission
State Revenue Department

State Supply Commission
The Grain Pool of WA
Totalisator Agency Board
Treasury Department of WA
Valuer Generals Office
WA Department of Training
WA Department of Transport
WA Electoral Commission
WA Government Health System
WA Industrial Relations Commission
WA Legal Practice Board
WA Meat Marketing Corporation
WA Sports Centre Trust

WA Tourism Commission
Water & Rivers Commission
Water Corporation
West Coast College of TAFE
Western Potatoes
Western Power
Westrail
Wheatbelt Development Commission
Womens Policy Development Office
Workcover WA
WorkSafe WA
Zoological Gardens Board

Public Universities – 31 March 1999

Curtin University of Technology
Edith Cowan University
Murdoch University
University of Western Australia

Local Government – 31 December 1998

Christmas Island Shire Council	Shire of Dardanup	Shire of Northampton
City of Albany	Shire of Denmark	Shire of Nungarin
City of Armadale	Shire of Derby/West Kimberley	Shire of Peppermint Grove
City of Bayswater	Shire of Donnybrook/Balingup	Shire of Perenjori
City of Belmont	Shire of Dowerin	Shire of Pingelly
City of Bunbury	Shire of Dumbleyung	Shire of Plantagenet
City of Canning	Shire of Dundas	Shire of Quairading
City of Cockburn	Shire of East Pilbara	Shire of Ravensthorpe
City of Fremantle	Shire of Esperance	Shire of Roebourne
City of Geraldton	Shire of Exmouth	Shire of Sandstone
City of Gosnells	Shire of Gingin	Shire of Serpentine/Jarrahdale
City of Joondalup	Shire of Gnowangerup	Shire of Shark Bay
City of Kalgoorlie/Boulder	Shire of Goomalling	Shire of Swan
City of Mandurah	Shire of Greenough	Shire of Tambellup
City of Melville	Shire of Halls Creek	Shire of Tammin
City of Nedlands	Shire of Harvey	Shire of Three Springs
City of Perth	Shire of Irwin	Shire of Toodyay
City of Rockingham	Shire of Jerramungup	Shire of Trayning
City of South Perth	Shire of Kalamunda	Shire of Upper Gascoyne
City of Stirling	Shire of Katanning	Shire of Victoria Plains
City of Subiaco	Shire of Kellerberrin	Shire of Wagin
Shire of Ashburton	Shire of Kent	Shire of Wandering
Shire of Augusta/Margaret River	Shire of Kojonup	Shire of Waroona
Shire of Beverley	Shire of Kondinin	Shire of West Arthur
Shire of Boddington	Shire of Koorda	Shire of Westonia
Shire of Boyup Brook	Shire of Kulin	Shire of Wickepin
Shire of Bridgetown/Greenbushes	Shire of Lake Grace	Shire of Williams
Shire of Brookton	Shire of Laverton	Shire of Wiluna
Shire of Broome	Shire of Leonora	Shire of Wongan/Ballidu
Shire of Broomehill	Shire of Manjimup	Shire of Woodanilling
Shire of Bruce Rock	Shire of Meekatharra	Shire of Wyalkatchem
Shire of Busselton	Shire of Menzies	Shire of Wyndham/East Kimberley
Shire of Capel	Shire of Merredin	Shire of Yalgoo
Shire of Carnamah	Shire of Mingenew	Shire of Yilgarn
Shire of Carnarvon	Shire of Moora	Shire of York
Shire of Chapman Valley	Shire of Morawa	Town of Bassendean
Shire of Chittering	Shire of Mount Magnet	Town of Cambridge
Shire of Cocos (Keeling) Islands	Shire of Mount Marshall	Town of Claremont
Shire of Collie	Shire of Mukinbudin	Town of Cottesloe
Shire of Coolgardie	Shire of Mullewa	Town of East Fremantle
Shire of Coorow	Shire of Mundaring	Town of Kwinana
Shire of Corrigin	Shire of Murchison	Town of Mosman Park
Shire of Cranbrook	Shire of Murray	Town of Narrogin
Shire of Cuballing	Shire of Nannup	Town of Northam
Shire of Cue	Shire of Narembeen	Town of Port Hedland
Shire of Cunderdin	Shire of Narrogin	Town of Victoria Park
Shire of Dalwallinu	Shire of Ngaanyatjarrika	Town of Vincent
Shire of Dandaragan	Shire of Northam	