

ANNUAL

REPORT

1999 ~ 2000

**DIRECTOR OF EQUAL OPPORTUNITY
IN PUBLIC EMPLOYMENT**

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.

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Director's Overview

During 1999/2000 we continued to support public authorities by concentrating on customised consultancy and advisory services and on customer-focused information on comparative performance.

Highlights

- In November 1999, the Premier endorsed the *Diversity Improvement Plan* for the public sector. The Plan was the result of collaboration across the whole of the government sector. The work was jointly sponsored and managed with the Ministry of the Premier and Cabinet.
- In December 1999, the CEO Diversity Forum was launched. The Diversity Forum, which works in partnership with the Director, is a sub-committee of the CEO Consultative Committee. As part of the implementation of the *Women in Management* strategy a set of case studies titled *Women in Management: Good Ideas for Improving Diversity* was published in partnership with the CEO Diversity Forum. It provided seven case studies from the private and public sectors.
- A *Review of Merit* was completed by the Director for the Commissioner for Public Sector Standards. As a result of the review the Director will be providing information and training about how bias and indirect discrimination may affect merit assessment and will partner with the CEO Diversity Forum to produce a publication on *Innovative Recruitment*.
- Research was undertaken to develop a practical guide for managers of Indigenous employees. A publication has been developed which will provide managers of Indigenous employees with the competencies and understanding necessary to create a workplace culture which encourages the recruitment, retention and career development of Indigenous employees.
- A joint project with the Office of Citizenship and Multicultural Interests was commenced. This project will result in a publication titled *Voices of Diversity: Visible Minorities in the Public Sector*. The publication will highlight the achievements of public sector employees from cultural and linguistically diverse backgrounds.
- Yearly reporting feedback provided agencies and Ministers with information on progress in achieving the objectives of *Women in Management* and the *Diversity Improvement Plan*. We provided feedback to over 270 public authorities and consulted with public sector agencies and universities on issues related to improving the yearly reporting process.

- More than 90% of the public sector workforce has now been surveyed to identify membership of EEO groups (compared to less than 60% in 1999). This means that from now on there can be accurate information about the representation in the public sector workforce of Indigenous people, people from culturally diverse backgrounds and people with disabilities.
- Presentations were made to 31 public sector agencies including regions in the Education Department of WA and agencies in the Health and TAFE sectors. These presentations looked at progress towards achieving the objectives set in the *Women in Management* strategy and the *Diversity Improvement Plan* based on demographic data relating to the agency and survey results of the perceptions of employees.
- The Office offered a two day course *Conducting EEO and Diversity Reviews* and a one day course *Managing a Diverse Workforce* to participants from a broad cross-section of agencies. A number of agencies commissioned a customised version of the *Managing a Diverse Workforce* course which addressed their agency needs and could be delivered in-house.

Acknowledgements

The work of the Office has been recognised Australia-wide and internationally and this is an endorsement of the skills, innovation and teamwork of the staff.

I wish to thank our Minister, the Premier, the Honourable Richard Court for his continued support. I would also like to thank Mr Don Saunders, the Commissioner for Public Sector Standards for his interest, support and assistance.

In addition the CEO Diversity Forum and the Ministry of the Premier and Cabinet have been essential in the development of the *Diversity Improvement Plan* and the implementation of the *Women in Management* Strategy. I would like to thank the members of the forum and staff of the Ministry for their support and active involvement.

Maxine Murray

DIRECTOR

EQUAL OPPORTUNITY IN PUBLIC EMPLOYMENT

29 September 2000

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
- Being honest and ethical in our 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 and Accountability**

The Office of EEO provides an efficient tracking and monitoring system to provide Government with relevant and timely information about progress in WA public authorities in achieving diversity.

- **Consultation and Agency Development**

The Office of EEO offers a visionary, productive and visible consultancy service that:

- (a) establishes leaders and role models in effective EEO and diversity management,
- (b) is cost effective, and
- (c) results in customised and innovative EEO and diversity strategies that are integrated into agency structures, planning processes and operations.

- **Marketing**

The Office of EEO has a dynamic profile and a strong reputation for the delivery of high quality customised services and products, several of which generate revenue.

The Office generates revenue in order to:

- (a) service a wider range of clients in WA, and
- (b) to continually develop a comprehensive range of services and products.

The Office has a reputation for excellence in the facilitation of strategic alliances to enable others to become leaders in diversity management.

- **Effectiveness in People and Teams**

The Office of EEO has a cohesive work environment because:

- (a) people are clear about their responsibilities and are sufficiently skilled, are given appropriate training and development and are provided with the resources to do their job, and
- (b) teams are clear about their objectives, the resources available and the roles and responsibilities of team members, and attention is paid to the appropriate profile of the team.

- **Effectiveness in Office Management and Teams**

Office management in the Office of EEO supports and provides resources for the implementation of strategies and for day to day management.

Office management staff serve in the role of co-ordination and technical support through the adequate provision of systems and internal brokerage. Systems are sufficient to enable people and their teams to meet their objectives.

Strategic Focus

During 1999/2000 the Office realigned its strategic plan to include assistance to public sector agencies in the implementation of two whole of government plans; the *Women in Management* strategy and the *Diversity Improvement Plan*.

Our focus for the public sector during the past year has been on the implementation of these Plans to achieve the performance objectives for the whole sector. This involves a move away from research and policy, with more resources allocated to consultancy and advisory services. We aim to act as a broker to link our clients to relevant best practice agencies.

To assist in maintaining our high level of services to agencies, the Office of EEO continued to retain some revenue from training, sale of products and licensing of intellectual property. Revenue generated was used to better service our WA public authority clients.

Our yearly reporting feedback provided public sector agencies and Ministers with information on progress in achieving the objectives of *Women in Management* and the *Diversity Improvement Plan*. Our consultancy service centred on assisting public sector agencies in their management planning for the implementation of the new whole of government diversity strategies.

Yearly reporting feedback was also provided to local government and public universities on the representation of EEO groups in their workforce and in management. In the next year consultation will commence to identify strategic performance objectives for these sectors.

2. Role of the Director

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, impairment, age, family responsibility or family status and gender history. Sexual and racial harassment are also unlawful.

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 Director of Equal Opportunity in Public Employment is a statutory position that reports directly to the Minister for Public Sector Management. The role of the Director is to implement Part IX of the *Equal Opportunity Act*.

Part IX of the Act

Part IX of the Act is concerned with equal opportunity in public employment. It relates specifically to public authorities and delineates a pro-active role for them in the achievement of EEO and workforce diversity. Public authorities consist of all public sector bodies (including the utilities), public universities and local government authorities.

Objectives of Part IX

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, family responsibility, family status and gender history; and
- b) To promote equal employment opportunity for all persons.

Functions of the Director

The functions of the Director are:

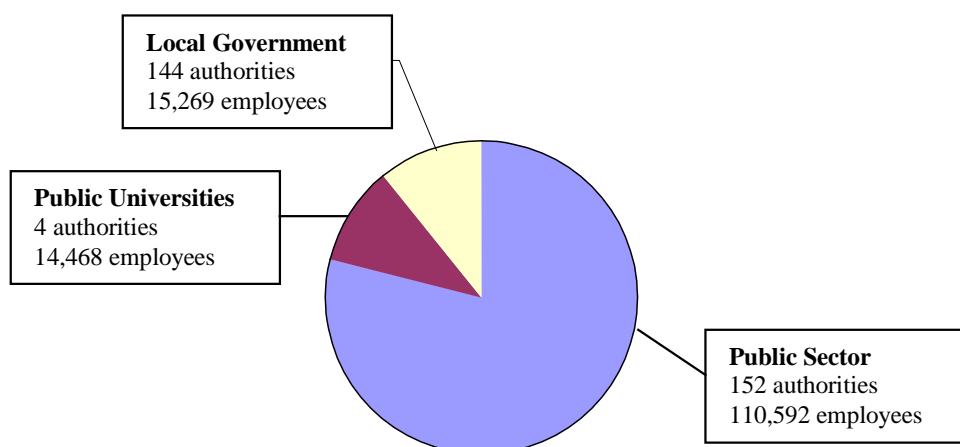
- a) to advise and assist authorities in relation to management plans, including the development of guidelines to assist authorities in preparing management plans;
- b) to evaluate the effectiveness of management plans in achieving the objects of Part IX; and
- c) to make reports and recommendations 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 Part IX.

Public Authorities

The largest sector in terms of employee numbers is the public sector with over 110,000 employees in 152 authorities. The Education Department of WA and the various Health services together employ over 60,000 employees (over half of all public sector employees). The local government and public university sectors each have around 15,000 employees. There are 144 local government authorities located throughout Western Australia and four public universities.

Employees in Public Authorities by Sector (June 2000)



Office of Equal Employment Opportunity (OEEO)

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.

In 1999 a Portfolio approach was implemented for the consultancy and advisory service. Two managers of EEO Implementation and Development are now responsible for the provision of a total service to their portfolio of public sector agencies, local government and universities. In addition one manager is responsible for strategic direction and quality control of the training function and one for strategic direction and quality control of the data function. All staff participate in monthly training sessions including cross cultural communication, decision making and consultancy skills.

3. EEO and Diversity in Public Authorities

Managing diversity is concerned with bringing about an improvement in the workforce diversity of the Western Australian public authorities.

EEO and diversity in public authorities is assessed by the representation of EEO groups across the workforce at all levels and by the representation of EEO groups in management. EEO groups include women and men, Indigenous people, people of diverse cultural backgrounds, people with disabilities, youth and mature workers.

It is useful to compare the representation of the EEO groups in the workforce with the representation of the groups in the customers of the public authority or the general population.

The distribution of EEO groups across all levels in the organisation can be measured with the Equity Index. This is a measure of 'compression' - the extent to which members of the EEO group are primarily to be found at the lower classification levels. An Equity Index of 100 indicates there is no compression at lower levels (for a more detailed explanation see Appendix IV - Notes and Definitions).

Strategy Matrices

Strategy matrices are tools developed to plot current performance and assist in the development of appropriate strategies for individual organisations. Two strategy matrices have been developed by the Office of EEO, the Gender Strategy Matrix for Women and the Customer Workforce Strategy Matrix for the other EEO groups. Both plot the representation of the group in the workforce on the horizontal axis and the distribution of the group across all levels, the Equity Index, on the vertical axis.

This provides a matrix that locates an organisation in one of four areas of strategic focus:

- A Under-represented in the workforce and Equity Index close to 100
- B Well represented in the workforce and Equity Index close to 100
- C Under-represented in the workforce and low Equity Index
- D Well represented in the workforce and low Equity Index

The Gender Strategy Matrix

The Gender Strategy Matrix was developed as part of the report: *Women in Management in the Western Australian Public Sector* outlined in the Circular to Ministers 1/99. The matrix uses the percentage of women in the workforce to measure the representation of women and the Equity Index to represent the distribution of women across all levels.

For most agencies improving the distribution of women, particularly in senior levels, will be a priority. For some agencies, where the proportion of women is low, improving their representation will also be important.

Customer Workforce Strategy Matrix

The Customer Workforce Strategy Matrix uses the customer workforce score to measure the representation of the EEO group in the workforce and the Equity Index to measure the distribution of the group across all levels.

The customer workforce score compares the representation of the EEO group in the workforce with the representation in the customer base. Where the representation of the group in the customer base is not known the general population can be used as an estimate. A customer workforce score of zero indicates the EEO group representation in the workforce exactly matches that of the customer profile. A positive score indicates the EEO group is over-represented in the workforce; a negative score indicates under-representation.

3.1 Women in Public Authorities

A number of measures are used to consider the distribution of women in the public sector. The proportion of women employed in public authorities is increasing and in the public sector and universities it now approximately reflects that of the community. However women are significantly under-represented in senior management. The distribution of women across the salary ranges of the public authorities indicates that they are not involved in the decision-making processes to the extent expected of their participation in the workforce. The focus this year has therefore been on improving the representation of women in management.

The Year in Review

- **Women in Management in the Public Sector**

In February 1999 the *Women in Management* strategy was endorsed by the Premier and distributed to public sector agencies. As part of the implementation of the strategy a set of case studies titled *Women in Management: Good Ideas for Improving Diversity* was published in partnership with the CEO Diversity Forum. It provided the following seven case studies from the private and public sectors:

AMP	Affirmative Action for Women
Hewlett-Packard	Making Workforce Diversity Count
IBM	Initiatives to Encourage Workforce Diversity
Ministry of Housing	Diversity Program 1998
Telstra	Women and Leadership in Telstra
Westpac	Valuing Diversity
UWA	Improving the Profile of Women

The case studies focussed on what the organisations did, why it was done, how it was done and what outcomes were achieved.

- **Research in Partnership with Queensland University of Technology**

The Director developed a partnership with a researcher from the University of Technology, Queensland to undertake a research project. Using data from the EEO database the project examined the employment effects for agencies in which gender domination is the most significant employment feature. The career progression of males and females in female dominated and male dominated agencies was examined to determine whether different career outcomes can be discerned under conditions of significantly greater numbers of one gender being employed. Findings indicate that men in female dominated agencies have different employment profiles and career patterns to those of women in male dominated agencies.

- **The Women's Advisory Network: WA Police Service**

One of the Director's officers was invited to be a member of a Police committee established by the Commissioner of Police to set up a Women's Advisory Network for women in the WA Police Service (WAPS). The network will aim to improve the status of women officers in the WAPS.

- **SES Women's Forum**

The Director continued to work in partnership with the Public Sector Management Division to organise a senior women's forum. The forum meets for lunchtime meetings throughout the year to hear from a range of guest speakers.

Future Plans

- **Evaluation of *Women in Management* Strategy for the Public Sector**

Progress towards the achievement of the objectives in the *Women in Management* strategy will be assessed and, in conjunction with the CEO Diversity Forum and the stakeholders, consideration will be given to further action towards achieving the strategy's objectives.

- **Establishment of Consultative Groups for Other Sectors**

Consultation will be held with the local government and public university sectors to establish a senior consultative group for each of these sectors. This will enable the development of appropriate strategic objectives for women and men in these sectors.

- **Harmonisation of State and Federal Reporting Requirements for Public Universities**

The *Equal Opportunity for Women in the Workplace Act 1999* provided for new reporting requirements for the private sector and public universities. Consultation will be held with Western Australian public universities and the Federal Equal Opportunity for Women in the Workplace Agency to co-ordinate State and Federal university reporting requirements. This will minimise duplication of reporting for public universities.

Statistics at a Glance - Men and Women in Public Authorities

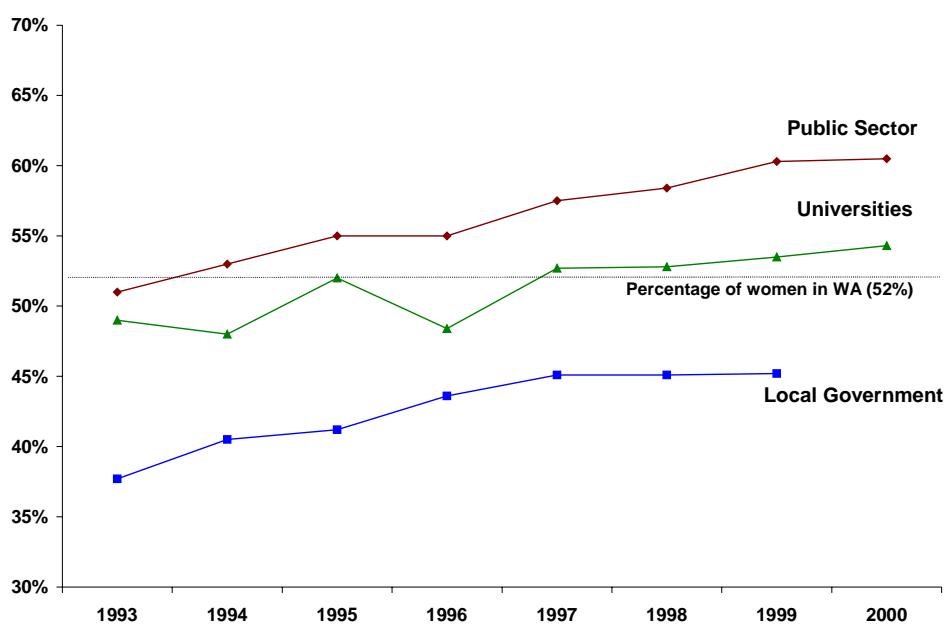
Representation of Women and Men in Public Authorities

	Public Sector 30 June 2000	Local Government 30 June 1999	Public Universities 31 March 2000
Number of Employees	110 592	15 269	14 468
Number of Women	66 859	6 900	7 860
Number of Men	43 733	8 369	6 608
Percentage Women	60.5%	45.2%	54.3%

There has been an increase in the percentage of women in all three sectors since 1993. The public sector and universities are now slightly above the percentage of women in the WA population. The percentage of women in local government remains below the percentage in the WA population and has remained steady for the last three years.

The trend from 1993-2000 is shown below. These figures are based on the total number of people employed. As women are more likely to be part time than men (see below) the percentage of full time equivalent positions filled by women will be lower than the percentage of women in the workforce.

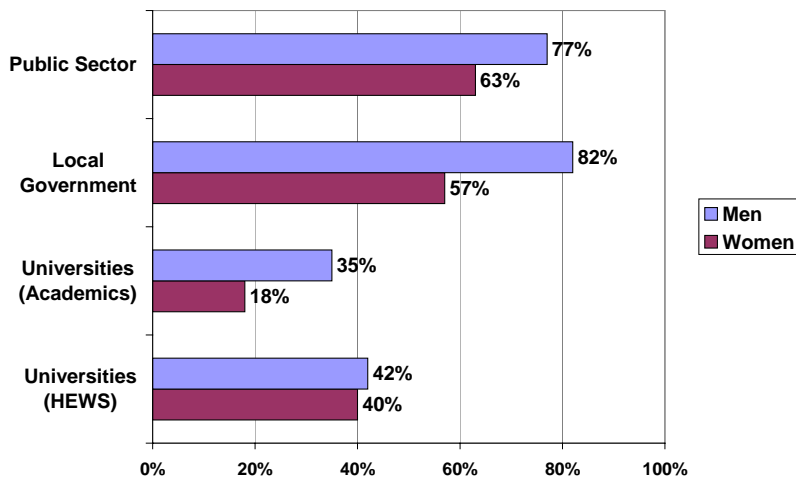
Percentage of Women in the Public Sector, Local Government and Universities 1993 – 2000



Permanency Rate for Women

For all sectors, the permanency rate for women is lower than the permanency rate for men. In Universities there is a considerable difference for academics but for Higher Education Workers (HEWS) the rates for men and women are similar.

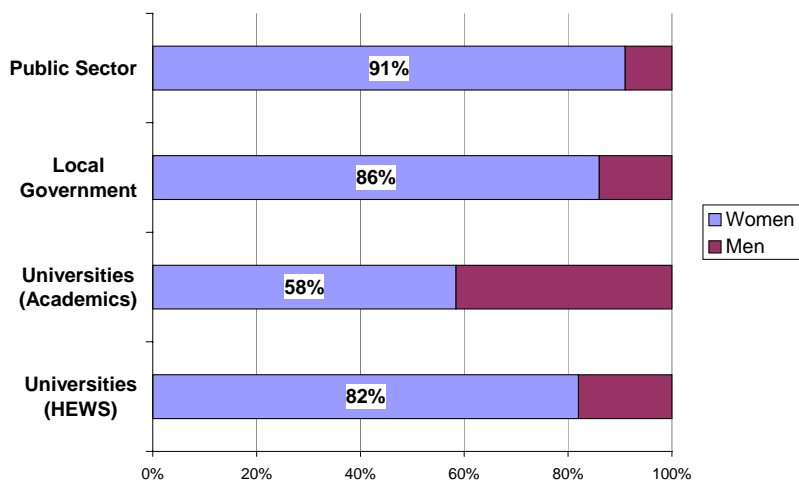
Percentages of Women and Men who are Permanent Employees.



Part Time Employment

Women continue to comprise over 80% of part time employees for the Public Sector, Local Government and Higher Education Workers in Universities. However, while the majority of part time University academics are women, men form a substantial proportion of part time employees.

Percentages of Women and Men in Part Time Employment



Distribution of Women across Salary Ranges

The Equity Index measures how well women are distributed across all levels of the sector. An Index of 100 indicates that women are proportionately represented at all levels of the organisation. For the Public Sector and Local Government this is based on Salary Ranges as there are a number of classification levels within each sector. For Universities the Index has been calculated for both academics and Higher Education Workers based on their separate classification levels.

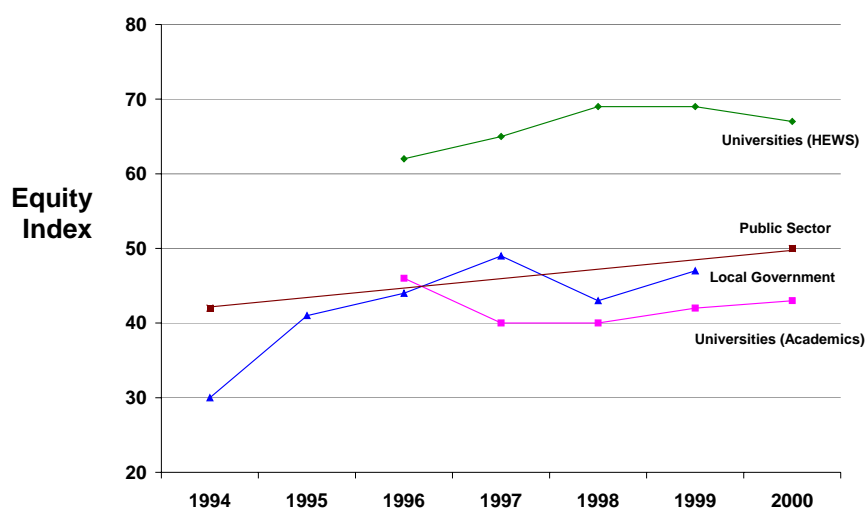
The Equity Index is not available for the public sector for 1995 to 1999 because pay rises during that period meant that movement into the next salary range was sometimes due to general pay increases rather than the result of promotion into more senior positions. From 2000 the salary ranges were adjusted for pay rises and therefore 2000 is comparable with 1994. Further details on the calculation of the Equity Index and adjustments to salary ranges in the Public Sector in 2000 are provided in the appendix, *Notes and Definitions*.

Equity Indices for Women in Public Authorities

Sector	Current Equity Index	Change since previous Year
Public Sector	50	+8 since 1994*
Local Government	47	+4
Universities (academics)	43	+1
Universities (HEWS)	67	-2

* Comparisons cannot be made for 1999 for the public sector because the Equity Index was artificially inflated due to pay increases. From 2000 salary ranges have been adjusted and the 2000 Index can be compared to 1994.

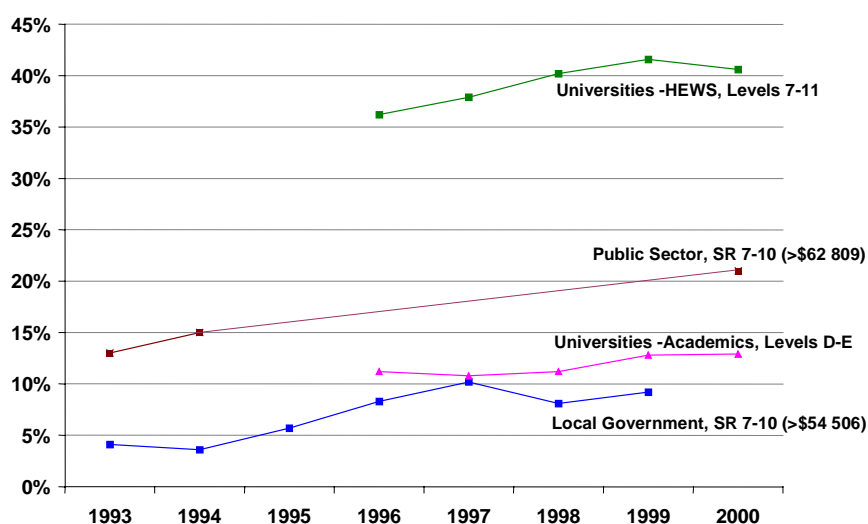
Changes in the Equity Index for the Public Sector, Local Government and Universities 1994-1999



Despite some fluctuations there has been a general upward trend in the Equity Index in all three sectors. However if there were no compression of women the Index would be 100. With the exception of Higher Education Workers in Universities the Indices are around 50. This indicates that women are still compressed at the lower levels for all sectors.

The distribution of women in each sector can also be seen when the percentage of women at higher levels is compared to the percentage of women in the sector as a whole. The changes in the percentages of women at higher levels for each sector is shown below. This includes people in Salary Ranges 7-10 (above salary \$62 809) for the Public Sector, in Salary Ranges 7-10 (above salary \$54 506) for Local Government, Levels D-E for University academics and Levels 7-11 for University Higher Education Workers.

Changes in the Percentage of Women in Higher Levels in each Sector, 1993-2000



While there has been an increase in the percentage of women at higher levels in all sectors, they still remain under-represented in the higher levels compared to their representation in the sector as a whole.

Distribution of Women at Higher Levels in Public Authorities

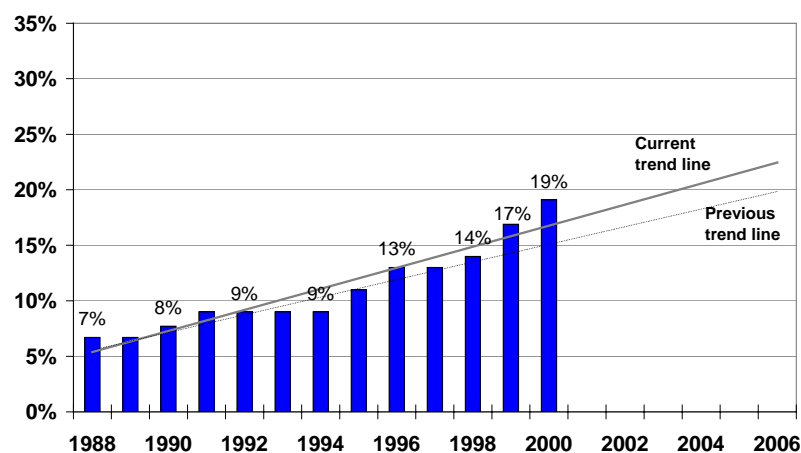
	Percentage of women in the sector	Percentage of women at higher levels
Public Sector	61%	19% in Salary Ranges 7-10
Local Government	45%	9% in Salary Ranges 7-10
University academics	46%	13% in Levels D-E
University HEWS	62%	41% in Levels 7-11

Women in Management

Senior Executive Service in the Public Sector

There has been a considerable increase in the Senior Executive Service (SES) since last year. In 2000 women made up 19.1% of the SES compared to 16.9% in 1999. The trend in the percentage of women in the SES is shown below.

Women in the WA SES Actual and Projected



The following table shows the changes in the SES since 1997 in Australian States and Territories. While the percentage of women in the SES in Western Australia remains lower than most other states the gap is closing with the percentage of women in Western Australia increasing at a faster rate than all other states except Tasmania.

Women in Senior Executive Services in Australia

Jurisdiction	Current data	1997	Difference (1997 and current data)
ACT	30.3% (2000)	30.0%	0.3%
TAS	27.2% (2000)	19.5%	7.7%
VIC	24.3% (1999)	22.7%	1.6%
Cmwltth	24.1% (1999)	20.9%	3.2%
SA	23.6% (2000)	18.5%	5.1%
NT	23.4% (2000)	19.0%	4.4%
NSW	22.4% (2000)	19.6%	2.8%
WA	19.1% (2000)	13.0%	6.1%
QLD	15.0% (2000)	13.1%	1.9%

Management Tiers

The following table shows the representation of women in the management tiers for the Public Sector and Universities in 2000. Data is not available for Local Government but will be available next year.

	Percentage women in Management Tiers 2000	Percentage women in Management Tiers 1999
Public Sector	Tier 1 : 13% Tier 2 : 30% Tier 3: 29%	Tier 1 : 16% Tier 2 : 31% Tier 3: 34%
University academics	Tier 1 : 25% Tier 2 : 36% Tier 3: 23% Tier 4: 19%	Tier 1 : 25% Tier 2 : 33% Tier 3: 19% Tier 4: 17%
University HEWS	Tier 1 : 0% Tier 2 : 0% Tier 3: 29% Tier 4: 49%	Tier 1 : 0% Tier 2 : 0% Tier 3: 20% Tier 4: 28%

Note : In the public sector there have been substantial changes to management tier information due to changes in the reporting structure for the health sector. This means that the data for 2000 and 1999 cannot be directly compared.

While the percentage of women at Tier 1 remains low for all sectors the percentages of women at Tier 2 and Tier 3 are considerably higher than for Tier 1 in the Public Sector. This may contribute to increases in the percentage of women at Tier 1 in future. There has been a considerable increase in the percentage of women at Tier 3 and Tier 4 for the Universities since last year and a slight increase in the percentage of women academics in Tiers 2-4.

Comment

There is good representation of women in the workforce of public authorities. However they are less likely to be in permanent employment than men. Women make up the majority of part time employees.

Women continue to be compressed at the lower levels and under represented in management. However there have been improvements in these areas for all sectors, particularly in the Senior Executive Service for public authorities.

3.2 Other EEO Groups in Public Authorities

Representation of a wide range of EEO groups in the workforce (in addition to men and women) provides the opportunity to maximise the potential benefits of a diverse workforce.

In 1999 the Premier endorsed the *Diversity Improvement Plan* for the public sector. This identified objectives for workforce representation of Indigenous people, cultural diversity, people with disabilities, youth (under 25 years) and mature workers (over 45 years). In the next year the local government and public university sectors will be consulted about the development of appropriate strategic objectives for these sectors.

In addition the government has initiated programs to support people combining work and family.

Estimates of Representation of Other EEO Groups

Since 1994 information has been obtained on the representation of Indigenous people, people of culturally diverse backgrounds and people with disabilities in the workforce of public authorities. Between 1996 and 1999 the estimates of representation of these groups was based on samples of around 52% to 67% of the public sector workforce. In 2000 the sample has increased to around 91% in the public sector and is now 86% in local government and 58% in the public universities.

This means that for the first time accurate estimates of the representation of people who have identified as members of one of these groups is available. However the estimates of representation may be lower than the actual representation because some people may choose not to identify as members of the EEO group.

From 2001 information on youth and mature workers will be analysed using data from a range of sources.

The Year in Review

- **Diversity Improvement Plan for the Public Sector**

The *Diversity Improvement Plan* was endorsed by the Premier in a circular to Ministers in November 1999. The Plan was the result of collaboration across the public sector. The work was jointly sponsored and managed by the Director and the Director General of the Ministry of the Premier and Cabinet, Mr Mal Wauchope.

The purpose of the Plan is to bring about an improvement in the workforce diversity of the Western Australian public sector. It is an innovative whole of government strategy with measurable, achievable objectives.

The Plan focussed on the business benefits that could accrue from the employment and utilisation of people from equal opportunity and diversity groups. This is maximised when two conditions are met:

- (a) when representation in the workforce better reflects that of the customers served by the business; and
- (b) when group members are distributed through all levels of the organisation, in service delivery and in decision-making forums.

The focus on business allows different agencies to make varying contributions to overall increases in the diversity profile of the sector. Agencies were encouraged to deploy a variety of approaches depending on their current workforce profile, customer profile, core business and operating environment.

Two measures were used for the setting and assessment of diversity performance objectives for the public sector as a whole. The measures are simple and applicable to each of the workforce diversity groups. The first is Workforce Representation, which is the proportion of public sector employees from each EEO group. The second is Workforce Distribution as measured by the Equity Index.

In order to set realistic objectives a range of scenarios were modelled. For each of the groups various percentage increases were calculated to ascertain how many extra staff would need to be recruited. In addition, research was undertaken to establish the number of positions advertised in the sector annually. The combination of the turnover rate and the actual numbers represented by each percentage increase were used to establish achievable objectives.

The performance objectives were set within the context of a workforce that is decreasing in size as the public sector moves from a provider to a facilitator of service role. They provide a guide only. Many agencies are setting and achieving greater improvements and are encouraged to do so. A framework for agency planning was also developed.

- **Indigenous Employment Project**

Research was undertaken to develop a practical guide for managers of Indigenous employees. The publication will provide managers with the competencies and understanding necessary to create a workplace culture which encourages the recruitment, retention and career development of Indigenous employees. It is envisaged that the publication will be written in a way that is appropriate for a range of cultural and organisational perspectives, particularly the Indigenous perspective. The project has been developed in conjunction with Indigenous stakeholders and will contain practical examples, strategies and tips for working with Indigenous people, citing examples of the experiences of both Indigenous and non-Indigenous employees.

- **Publication on the Achievements of Employees from Culturally Diverse Backgrounds**

A joint project with the Office of Citizenship and Multicultural Interests was commenced. This project will result in a publication titled *Voices of Diversity: Visible Minorities in the Public Sector*. The publication will highlight the achievements of public sector employees from culturally diverse backgrounds.

- **Indigenous SES Group**

An Indigenous SES group continued to act as a consultative forum for improving career development in higher levels for Indigenous people.

- **Aboriginal Inter-Agency Forum**

One of the Director's officers was nominated as Chair of a cross-sector committee, The Aboriginal Inter-Agency Forum. The purpose of the committee was to assess and recommend Aboriginal career development initiatives for mid-level and senior Aboriginal public sector employees.

Future Plans

- **Evaluation of the *Diversity Improvement Plan* for the Public Sector**

Progress towards the achievement of the objectives in the *Diversity Improvement Plan* will be assessed and further action developed to assist in achieving the objectives of the Plan.

- **Establishment of Consultative Groups for Other Sectors**

Consultations will be held with the local government and public university sectors to establish a senior consultative group for each of these sectors. This will enable the development of appropriate strategic objectives for EEO groups for these sectors.

- **Development of Improved Measures of Cultural Diversity**

Currently cultural diversity is measured by identifying people of non-English speaking backgrounds. In April 1999 a Ministerial Council decision was made to replace this measure with a new standard set of Indicators of Cultural and Linguistic Diversity. These indicators have been developed and tested by the Australian Bureau of Statistics. They include a minimum set of three questions and a number of optional questions. In the next year the Office will consult with representatives of all sectors to determine the best indicators for assessing cultural diversity in public authorities and how to manage the transition from the old measure.

Statistics at a Glance
EEO groups in Public Authorities

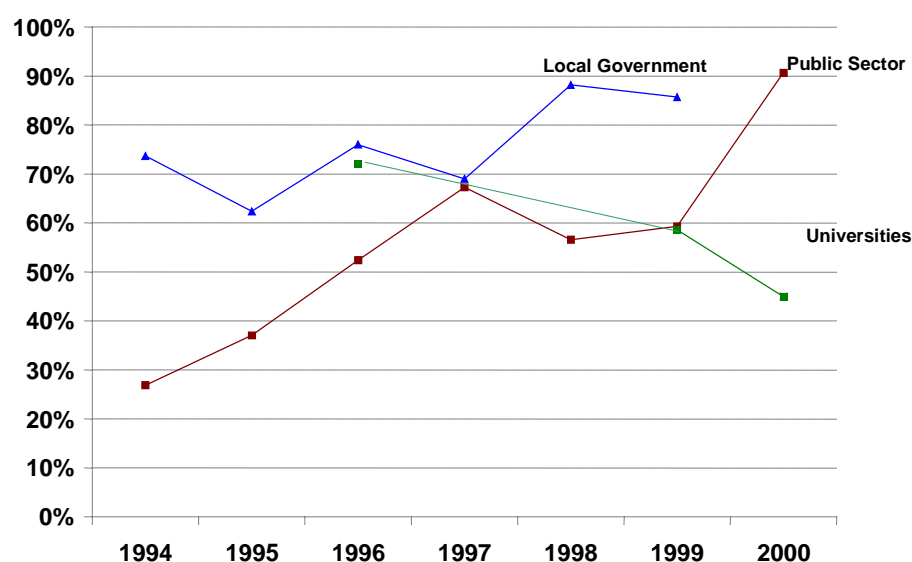
The representation of Indigenous people, people from culturally diverse backgrounds and people with disabilities in public authorities has been estimated through self identification from surveys conducted by each agency on their staff. The accuracy of this estimate is dependent on the number of employees surveyed. While there have been some fluctuations there has been a general increase in sample size for Local Government. Universities first provided data in 1996 and the sample size has declined gradually since then.

For the Public Sector the sample size for all groups was 91% in 2000 compared to 59-60% in 1999. Changes in sample size are mainly due to more agencies providing data or to substantial increases in a few agencies eg the education and health sectors. This means that different years are measuring different groups of people rather than an improved measure of the same group. For this reason it is not possible to compare the percentage of EEO groups in 2000 with previous years.

However a sample size of 91% in the Public Sector provides a good estimate of the representation of EEO groups in the whole sector. In future years it should be possible to monitor trends in representation of EEO groups in the Public Sector.

The average sample size for EEO groups for the three sectors is shown below.

Average Sample Size for EEO Groups in the Public Sector, Local Government and Universities, 1994-2000



Indigenous People in Public Authorities

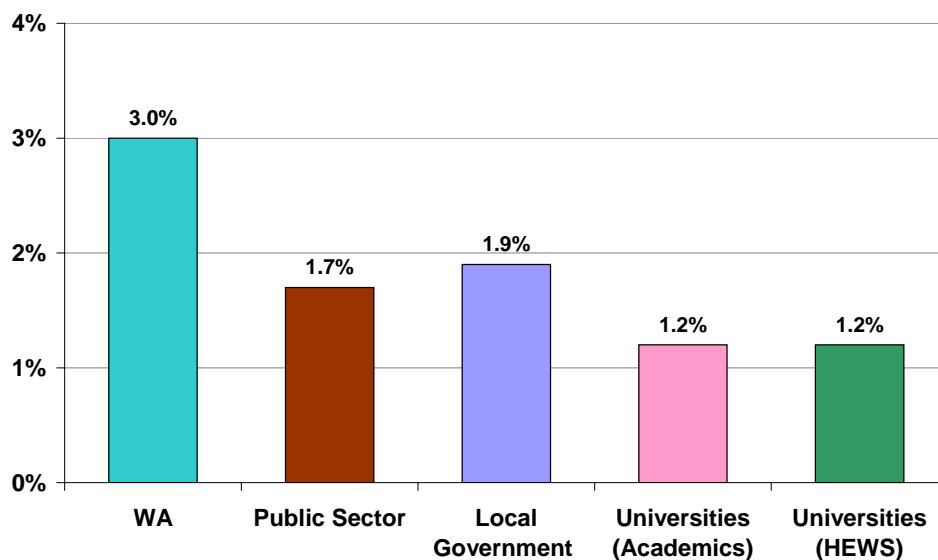
Indigenous people are people of Aboriginal and Torres Strait Islander descent who identify as Aboriginal or Torres Strait Islander people and are accepted as such by the community in which they live.

Sample Size for Indigenous People in Public Authorities

	Number of Employees	Sample Size	Sample Percentage	Change since previous year
Public Sector	110 592	100 277	91%	+32%
Local Government	15 269	13 722	90%	0%
Universities	14 468	8 418	58%	-21%

The percentage of Indigenous people is estimated from the percentage of Indigenous people in the sample for each sector. The estimate of the percentage of Indigenous people in each sector is shown below.

Representation of Indigenous People in Public Authorities - June 2000



Note : The data on Indigenous people relies on self nomination. It is therefore possible that these results may underestimate the true number.

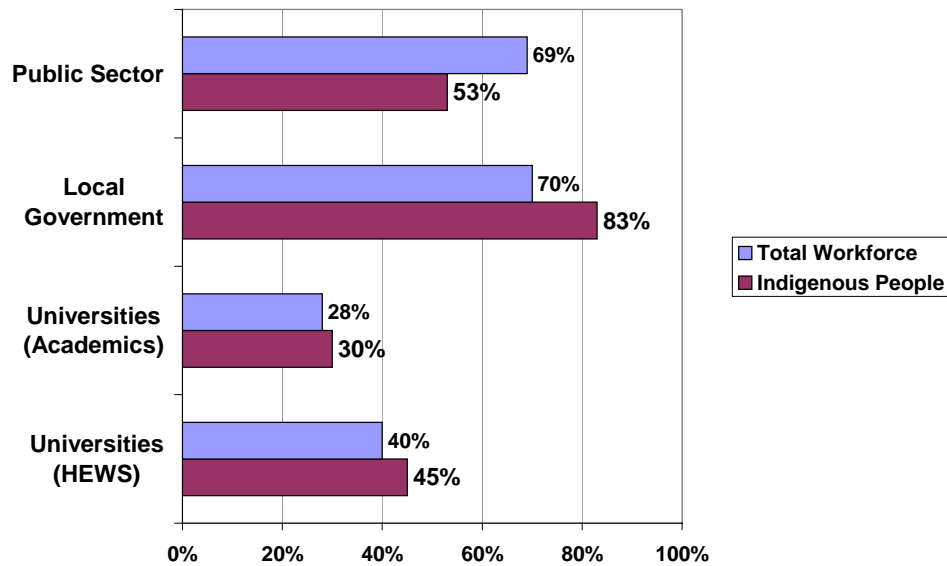
The 1996 Census gives the percentage of Indigenous people in the Western Australian population as 3%. Compared to the Western Australian population, Indigenous people remain under-represented in all public authorities. The need to improve the

representation of Indigenous people in the Public Sector is recognised in the objectives set in the *Diversity Improvement Plan*. Some agencies already employ a higher percentage of Indigenous people than the percentage in the Western Australian population.

Permanency Rate for Indigenous People

The permanency rate for Indigenous people has been compared to the permanency rate for all employees within each sector and the comparisons are provided below.

Permanency Rate for Indigenous People Compared to the Rate for the Whole Sector



In the Public Sector, Indigenous people are less likely to be permanent employees than the rest of the workforce. However in the other sectors Indigenous people are more likely to be permanent. The lower permanency rate for Indigenous people in the Public Sector may be partly due to programs for Indigenous trainees and cadets to increase the number of Indigenous employees in the sector. These are not permanent positions.

Distribution of Indigenous People in Public Authorities

The Equity Index measures how well Indigenous people are distributed across all levels of the sector. An Index of 100 indicates that Indigenous people are proportionately represented at all levels of the organisation (see the appendix *Notes and Definitions* for details about the calculation of the Equity Index).

Equity Index for Indigenous People in Public Authorities

	Equity Index	Previous Index	Difference
Public Sector	28	39 (1994)	-11
Local Government	18	18 (1998)	0
Universities (academics)	57	77 (1999)	-20
Universities (HEWS)	31	38 (1999)	-7

The Equity Index for Indigenous people is very low for all sectors and is declining for all sectors.

Examination of the representation of Indigenous people at the higher levels of the Public Sector indicates that the representation of Indigenous people at the higher levels is increasing. However the representation at the lowest salary range is also increasing.

This may be partly due to recent programs for the recruitment of Indigenous people in traineeships and cadetships. These employees will be at the lower levels of the organisation and, because there are small numbers of Indigenous people in the workforce, relatively small increases at the lower levels will lower the Equity Index.

The increase in the number and percentage of Indigenous people at senior levels of the Public Sector is shown below.

Indigenous People in Higher Levels of the Public Sector

	2000	1994	Change since 1994
Number and percentage of Indigenous people who are Salary Ranges 7-10 (>\$62 809)	40 (2.3%)	8 (1.0%)	+1.3%
Number and percentage of Indigenous people who are Salary Ranges 9-10 (>\$81 310)	13 (0.7%)	3 (0.4%)	+0.3%

Note : Comparisons have only been made with 1994. For interim years improvements may be partly due to people moving into higher salary ranges due to pay rises rather than promotion. The 2000 figures are adjusted for changes to pay rates and are reasonably comparable to 1994 figures.

Indigenous People in Management

There has been a considerable increase in the number of Indigenous people in the Senior Executive Service (SES) since 1994. Indigenous people now comprise 2.1% of the SES compared to 0.3% in 1994. The percentage of Indigenous people in the SES is now higher than the percentage of Indigenous people in the workforce as a whole (1.7%).

Indigenous People in the Public Sector Senior Executive Service

	2000	1999	Change since 1999	1994	Change since 1994
Number of Indigenous people in the Senior Executive Service	9	5	+4	1	+8
Percentage of the SES who are Indigenous	2.1%	1.3%	+0.8%	0.3%	+1.8%

Comment

Indigenous people are under-represented in the workforce for all sectors. They are also less likely than other employees to be in permanent employment. The low Equity Indices for this group indicate they are not proportionally represented at all levels. However there have been some improvements at the higher levels of the Public Sector and possibly recruitment at the lower levels may partly explain the decline of the Equity Indices.

People from Culturally Diverse Backgrounds in Public Authorities

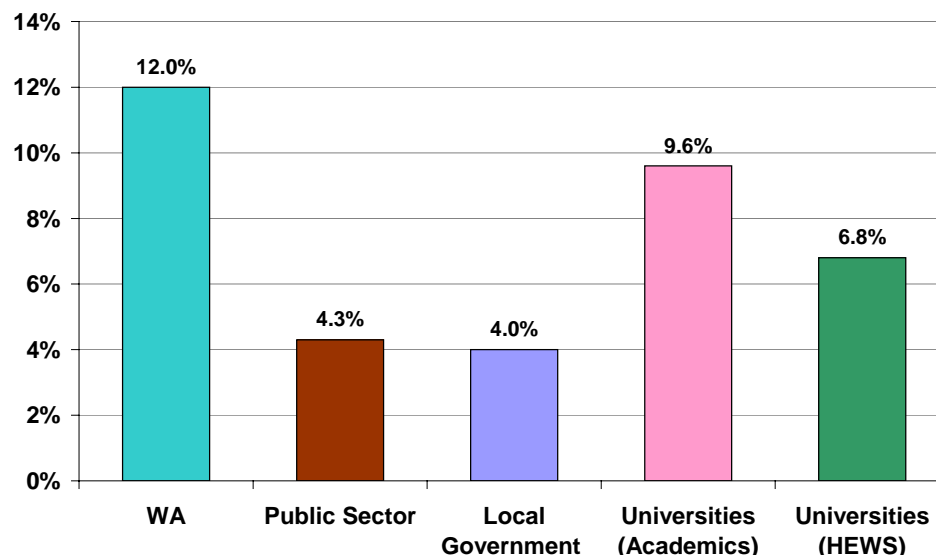
The information used to measure cultural diversity in public authorities is the number of people born overseas from non-English speaking background. The representation of these people in public authorities is shown below.

Sample Size for People from Culturally Diverse Backgrounds in Public Authorities

	Number of Employees	Sample Size	Sample Percentage	Change since previous year
Public Sector	110 592	100 163	91%	+30%
Local Government	15 269	12 648	83%	-2%
Universities	14 468	5 449	38%	-10%

The percentage of people from culturally diverse backgrounds is estimated from the percentage of people from non-English speaking backgrounds in the sample for each sector. The estimate of the percentage of people from culturally diverse backgrounds in each sector is shown below.

Representation of People from Culturally Diverse Backgrounds in Public Authorities - June 2000



Note : The data on people from culturally diverse backgrounds relies on self nomination. It is therefore possible that these results may underestimate the true number.

People who were born overseas in countries other than the United Kingdom, Ireland, Canada, the United States of America and South Africa are estimated to be 12% of the

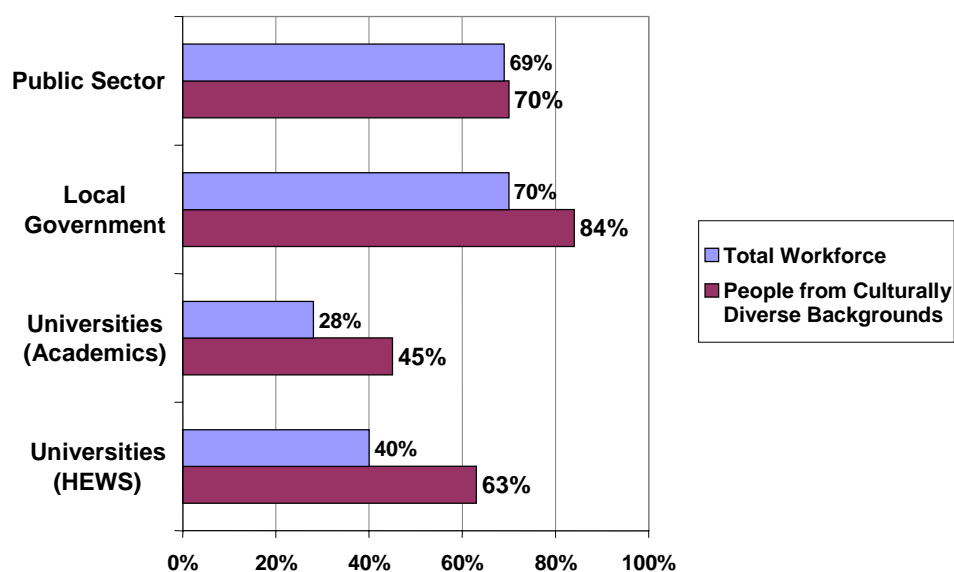
Australian population. This cannot be exactly compared to the percentage of people from non-English speaking backgrounds as defined in the survey for public authorities. It is likely to be an over estimate as there may be people whose first language is English who were born in countries other than those listed. However it gives an indication of the percentage of people from non-English speaking background in the Western Australian community.

Based on this comparison it appears that people from culturally diverse backgrounds are under-represented in all sectors, particularly in the Public Sector and Local Government. Changes to the indicators of Cultural and Linguistic Diversity currently being implemented will enable a more direct comparison with the population.

Permanency Rate for People from Culturally Diverse Backgrounds

The permanency rate for people from culturally and linguistically diverse backgrounds has been compared to the permanency rate for all employees within each sector and the comparisons are provided below.

Permanency Rate People from Culturally Diverse Backgrounds Compared to the Rate for the Whole Sector



People from culturally diverse backgrounds are well represented in the permanent workforce. They are more likely than other people to be in permanent employment in all sectors.

Distribution of People from Culturally Diverse Backgrounds

The Equity Index measures how well people from culturally diverse backgrounds are distributed across all levels of the sector. An Index of 100 indicates that they are

proportionately represented at all levels of the organisation (see the appendix *Notes and Definitions* for details about the calculation of the Equity Index).

Equity Index for People from Culturally Diverse Backgrounds in Public Authorities

	Equity Index	Previous Index	Change in Index
Public Sector	>100	>100 (1994)	Remains >100
Local Government	57	60 (1998)	-3
Universities (academics)	>100	>100 (1999)	Remains >100
Universities (Higher Education Workers)	>100	>100 (1999)	Remains >100

The Equity Index for people from culturally diverse backgrounds is greater than 100 in the Public Sector and Universities which indicates they are more likely to be at higher levels of these sectors than other employees. This indicates that while people from culturally diverse backgrounds may be under-represented they are well distributed across all levels. For Local Government the Equity Index indicates that in this sector people from culturally diverse backgrounds are more likely to be at the lower levels than other employees.

Examination of the number and percentage of people from culturally diverse backgrounds at the higher levels of the public sector confirms that they are well represented at higher levels, as seen in the table below. The percentage of people from culturally diverse backgrounds above Salary range 6 and above Salary range 8 is higher than the percentage in the whole of the sector (4.3%).

**People from Culturally Diverse Backgrounds
in Higher Levels of the Public Sector**

	2000	1994	Change since 1994
Number and percentage of people from culturally diverse backgrounds who are Salary Ranges 7-10 (>\$62 809)	367 (8.6%)	50 (1.9%)	+6.7%
Number and percentage of people from culturally diverse backgrounds who are Salary Ranges 9-10 (>\$81 310)	110 (2.6%)	12 (0.5%)	+2.1%

Note : Comparisons have only been made with 1994. For interim years improvements may be partly due to people moving into higher salary ranges due to pay rises rather than promotion. The 2000 figures are adjusted for changes to pay rates and are reasonably comparable to 1994 figures.

People from Culturally Diverse Backgrounds in Management

There has been a steady increase in the number of people from culturally diverse backgrounds in the Senior Executive Service (SES) since 1994. However they remain under represented in the SES compared to the percentage in the sector as a whole.

**People from Culturally Diverse Backgrounds in the
Public Sector Senior Executive Service**

	2000	1999	Change since 1999	1994	Change since 1994
Number of people from culturally diverse backgrounds in the Senior Executive Service	9	6	+3	3	+6
Percentage of the SES who are from culturally diverse backgrounds	2.1%	1.5%	+0.6%	0.9%	+1.2%

Comment

People from culturally diverse backgrounds are under represented in all sectors. However people who are employed are more likely than other employees to be in permanent employment. In the Public Sector and Universities people from culturally diverse backgrounds are well distributed across all levels. In Local Government this is not the case as they more likely to be employed at lower levels of the sector.

People with Disabilities in Public Authorities

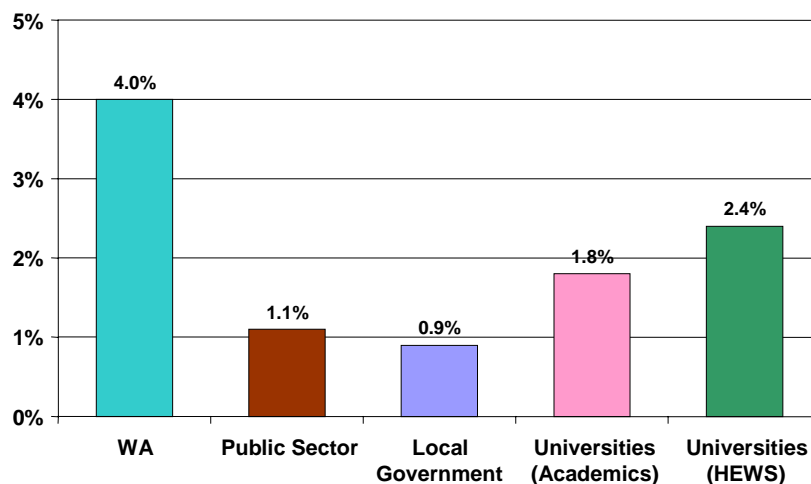
The definition used to identify people with a disability covers people with a permanent disability that requires adjustment in the workplace. It includes disabilities associated with sight, hearing, learning, psychiatric conditions, mobility and use of arms and hands.

Sample Size for People with Disabilities in Public Authorities

	Number of Employees	Sample Size	Sample Percentage	Change since previous year
Public Sector	110 592	100 277	91%	+32%
Local Government	15 269	12 882	84%	-6%
Universities	14 468	5 431	38%	-10%

The percentage of people with disabilities is estimated from the percentage in the sample for each sector and is shown below.

Representation of People with Disabilities in Public Authorities - June 2000



Note : The data on people with disabilities relies on self nomination. It is therefore possible that these results may underestimate the true number.

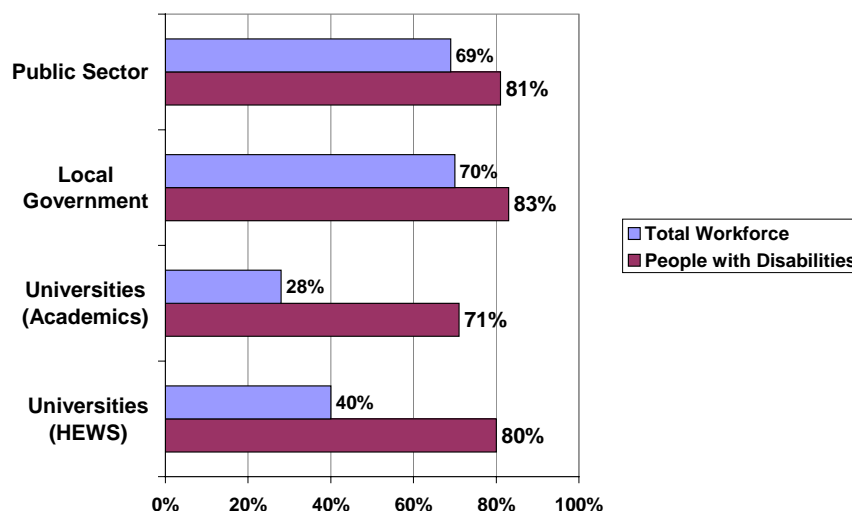
People with mild or moderate disability aged between 16 and 64 years are estimated to be 4% of the Australian population. This cannot be exactly compared to the people with disabilities as defined in the survey for public authorities. It is likely to be an over estimate as the survey refers to disabilities which require adjustments in the workplace such as special equipment. There may be some people with disabilities who do not identify themselves as requiring these adjustments. However it gives an indication of the percentage of people with moderate to severe disabilities in the Western Australian community.

Based on this comparison it appears that people with disabilities are under-represented in all sectors, particularly in the Public Sector and Local Government.

Permanency Rate for People with Disabilities

The permanency rate for people with disabilities has been compared to the permanency rate for all employees within each sector and the comparisons are provided below.

Permanency Rate People with Disabilities Compared to the Rate for the Whole Sector



People with disabilities are well represented in the permanent workforce and, in all sectors, are more likely than other people to be in permanent employment.

Distribution of People with Disabilities

The Equity Index measures how well people with disabilities are distributed across all levels of the sector. An Index of 100 indicates that they are proportionately represented at all levels of the organisation (see the appendix *Notes and Definitions* for details about the calculation of the Equity Index).

Equity Index for People with Disabilities in Public Authorities

	Equity Index	Previous Equity Index	Change in Index
Public Sector	94	63 (1994)	+31
Local Government	50	53 (1998)	-3
Universities (academics)	>100	>100 (1999)	Remains >100
Universities (Higher Education Workers)	>100	>100 (1999)	Remains >100

The Equity Index for people with disabilities has improved considerably in the Public Sector since 1994 and is now close to 100. The Equity Index of more than 100 in Universities indicates that people with disabilities are more likely to be at higher levels of this sector than other employees. This indicates that while people with disabilities may be under-represented in these sectors they are well distributed across all levels. For Local Government the Equity Index indicates that in this sector people with disabilities are more likely to be at the lower levels than other employees.

Examination of the number and percentage of people with disabilities at the higher levels of the public sector confirms that they are well represented at higher levels, as seen in the table below. The percentage of people with disabilities in Salary Ranges 7-10 and in Salary Ranges 9-10 is higher than the percentage in the whole of the sector (1.1%).

People with Disabilities in Higher Levels of the Public Sector

	2000	1994	Change since 1994
Number and percentage of people with disabilities who are Salary Ranges 7-10 (>\$62 809)	79 (6.9%)	19 (2.3%)	+4.6%
Number and percentage of people with disabilities who are Salary Ranges 9-10 (>\$81 310)	24 (2.1%)	3 (0.4%)	+1.7%

Note : Comparisons have only been made with 1994. For interim years improvements may be partly due to people moving into higher salary ranges due to pay rises rather than promotion. The 2000 figures are adjusted for changes to pay rates and are reasonably comparable to 1994 figures.

People with Disabilities in Management

There have been fluctuations in the number of people with disabilities in the Senior Executive Service (SES) since 1994. However the current percentage is similar to the percentage of people with disabilities in the sector as a whole (1.1%).

People with Disabilities in the Public Sector Senior Executive Service

	2000	1999	Change since 1999	1994	Change since 1994
Number of people with disabilities in the Senior Executive Service	4	10	-6	2	+2
Percentage of the SES who have disabilities	0.9%	2.5%	-1.6%	0.6%	+0.3%

Comment

People with disabilities are under represented in all sectors. However those who are employed are more likely than other employees to be in permanent employment. In the Public Sector and Universities people with disabilities are well distributed across all levels. In Local Government this is not the case and they more likely to be employed at lower levels of the sector.

4. Information and Accountability

The Act places the following obligations on public authorities:

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

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, cultural diversity (people of non-English speaking backgrounds), Indigenous people and people with disabilities. Next year statistics will also be collected on youth and mature workers.

The Office also reviews performance in relation to EEO and diversity management at the individual agency level. This includes an assessment of the EEO climate in organisations using a review questionnaire which has been developed by the Commissioner for Public Sector Standards and the Director of Equal Opportunity in Public Employment. The questionnaire monitors public sector employees' perceptions of human resource practices, ethics, diversity management and unwelcome behaviour.

The Year in Review

- **Review Presentations to Public Sector Agencies**

Presentations were made to 31 public sector agencies including regions in the Education Department of WA and agencies in the Health and TAFE sectors. These presentations were made to senior management in the organisations and looked at progress towards achieving the objectives set in the *Women in Management Strategy* and the *Diversity Improvement Plan*. The information presented was based on demographic data relating to the agency and survey results of the perceptions of employees which included information on a range of issues relating to human resource management, diversity management and unwelcome behaviour. Results were compared to those of the whole sector.

This completes the first cycle of review presentations for public sector agencies with more than 100 employees.

- **Yearly Reporting and Feedback**

Data was collected from 273 public authorities and comparative feedback reports were prepared - *How Does Your Agency Compare?* for the larger public sector agencies, *How Does Your University Compare?* for the four public universities and a Diversity Profile for local government authorities. For the first time, comparative reports (*Women in Management by Ministerial Portfolio*) were also prepared for each Government Minister.

Our yearly reporting feedback reports to public sector agencies and Ministers provided them with information on progress in achieving the objectives of the *Women in Management* strategy and the *Diversity Improvement Plan*.

During 1999/00, the Office undertook a number of projects associated with the EEO yearly reporting data collection and analysis process. Work was completed on improving the functionality of our EEO demographic database and achieving a more automated process to produce comparative reports.

The Office consulted with university equity staff about the Equity Index and issues associated with the 2000 yearly reporting requirements. This resulted in the development of an on-line yearly reporting template for the public universities and arrangements to streamline reporting between Commonwealth and State jurisdictions.

- **Improved Equity Index**

The use of the Equity Index as a measure of the distribution of EEO groups in the workforce has proved a very effective management tool. However it had been noted that the Index was sensitive to relatively small changes in the number of women at salary ranges where there were not many employees. There could be quite large fluctuations in the Index when women were appointed to or left the top two or three salary ranges of an organisation. Small agencies were also susceptible to relatively small changes at other salary ranges.

In 2000 advice was obtained from a qualified consultant in mathematics and statistics on how the Index could be modified to make it more stable for relatively small changes in salary ranges where there are few employees. The consultant provided a modified calculation which still measures the compression of women at lower levels but also takes the number of employees at each salary range into account. Salary ranges with few employees will have less impact on the Index than salary ranges with higher employee numbers.

The new Index was implemented for the 2000 yearly report and has proved more stable where there are small numbers of people at a particular level. It can also be tested for statistical significance to determine whether compression of EEO groups is likely to be systemic or due to chance fluctuations.

Both the new and the old calculation provide an index which measures relative values rather than an absolute measure. For this reason it is not possible to compare the old index with the new Index. The Office of EEO has calculated the new Index for agencies for relevant past years. This will enable agencies to determine improvements over time. For a more detailed explanation see the appendix, *Notes and Definitions*.

- **Revised Salary Ranges for Public Sector Agencies**

The Equity Index for the public sector was based on award salary ranges relating to the pay for public service levels. By 2000 there had been a number of pay rises for all agencies through Enterprise and Workplace Agreements. It became apparent that some of the increases in the Equity Index for agencies may have been due to employees moving into a higher salary range, because of general pay increases for the agency, rather than because they were promoted to a higher level. In 2000 the public sector salary ranges were changed to reflect the average pay rise above award rates for the public sector as advised by the Department of Productivity and Labour Relations. The salary ranges will now be adjusted each year on this basis. This will mean that improvements in the Index will be due to improved equity rather than agency pay rises.

The comparison between the Equity Index for the years 1994 and 2000 (or 1995 and 2000 where 1994 figures are not available) provides the best assessment of improvement in equity within public sector agencies. This is because these years are based on salary ranges which are reasonably comparable. The indices for interim years may be higher than they should be because of pay rises.

The reason for using salary ranges is to enable calculation of a measure for the whole of the public sector and to allow comparisons between agencies. If an agency wants an accurate measure of internal changes over time their best measure is to calculate the Equity Index based on the numbers of employees within each promotional level of the organisation. Where there are specialist occupations with essentially separate career paths it may be useful to calculate the index for each occupation. The Office of EEO has provided these calculations for individual agencies on request.

- **Estimates of EEO Group Representation**

More than 90% of the public sector workforce has now been surveyed to identify membership of EEO groups (compared to less than 60% in 1999). This means that from now on there can be more accurate information about the representation in the public sector workforce of Indigenous people, people from culturally diverse backgrounds and people with disabilities.

Future Plans

- **Analysis of Previous Data on Employee Perceptions**

Survey data has been obtained for a number of years on employee perceptions of human resource management, ethics, diversity management and unwelcome behaviour. The respondents can be broken down by EEO groups. There are now sufficient responses to conduct an analysis of the data to determine whether there are significant differences between perceptions of EEO groups in different types of workplaces eg in different industries or in male or female dominated workplaces. Next year work will commence on a project to analyse this data.

- **Regular Review Presentations**

From next year review presentations will commence in local government and public universities. A regular schedule will be developed for reviewing public authorities approximately every four years. This will accommodate requests by agencies for presentations to be made in conjunction with their planning cycles. If agencies want more frequent presentations or wish to conduct regional analysis of employee perceptions this may be arranged on the basis of cost recovery for the data input and analysis.

- **Continued Refinements to Data Collection and Analysis**

Data will be collected for the first time on youth and mature workers for all public authorities and appropriate methods of analysis will be developed. Where possible the data will be obtained from existing sources.

Local government pay rates will be examined to determine if their salary ranges need to be adjusted for pay rises in the same way as has occurred for the public sector.

How Does Your Agency Compare? reports will be developed for individual local government agencies with more than 100 employees. These will compare them to the local government sector as a whole.

How Does Your Ministry Compare? reports for Ministers will be extended to cover the *Diversity Improvement Plan* as well as the *Women in Management* strategy.

Employee Perceptions at a Glance

The following organisations were surveyed in 1999-2000.

Health Sector	Education and Training Sector	Other Agencies
Graylands Hospital	Fremantle Education District	Agriculture WA
Armadale/Kelmscott Health Service	Pilbara Education District	Anti-Corruption Commission
Bentley Hospital	Country High School Hostels Authority	Auditor General's Office
Kalamunda Health Service	Curriculum Council	Conservation and Land Management
North Metropolitan Health Service	Education Services	Disability Services Commission
Rockingham/Kwinana/Peel Health Service	Great Southern Regional College of TAFE	Main Roads
Avon Health Service	Kimberley College of TAFE	Small Business Development Corporation
Bunbury Health Service		Training and Employment
Central Wheatbelt Health Service		Valuer General's Office
Next Step Drug and Alcohol Services		WorkSafe WA
Pathcentre		
South East Coastal Health Service		
Upper Great Southern Health Service		
Vasse-Leeuwin Health Service		

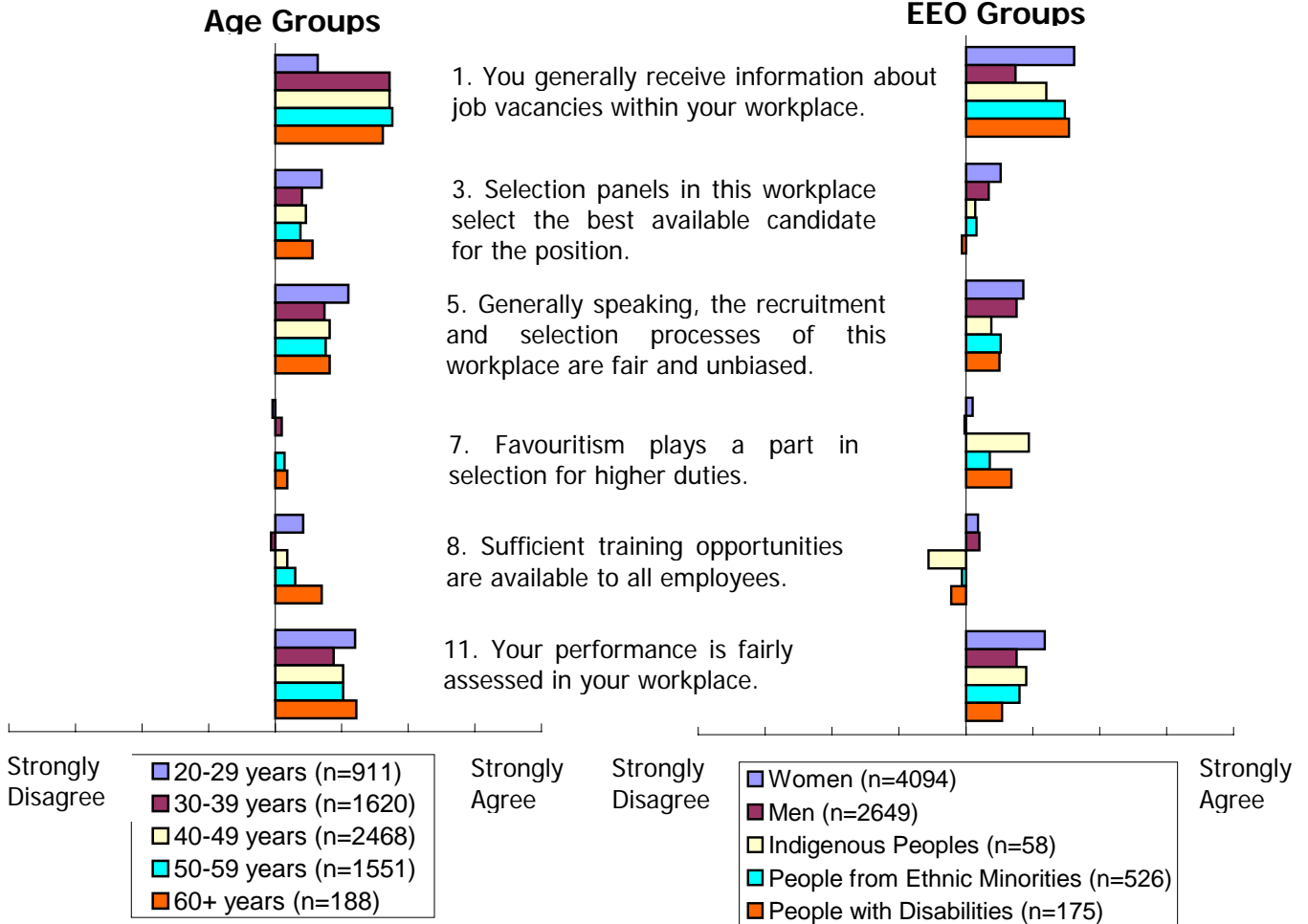
The climate survey sought employees' perceptions on:

- Human resource management
- Ethics
- Communication
- Whether their organisation was diversity friendly
- The occurrence and acceptance by the organisation of unwelcome behaviour such as comments and behaviour of a sexual nature or relating to a person's sex, race, age or disability

Of 19 938 surveys distributed 6 986 employees responded, a response rate of 35%. The mean scores of the responses of employees in EEO groups and age groups were calculated for each question. The results for the questions on human resource management, ethics, and communication are shown below.

Human Resource Management

(mean scores of responses from each group)



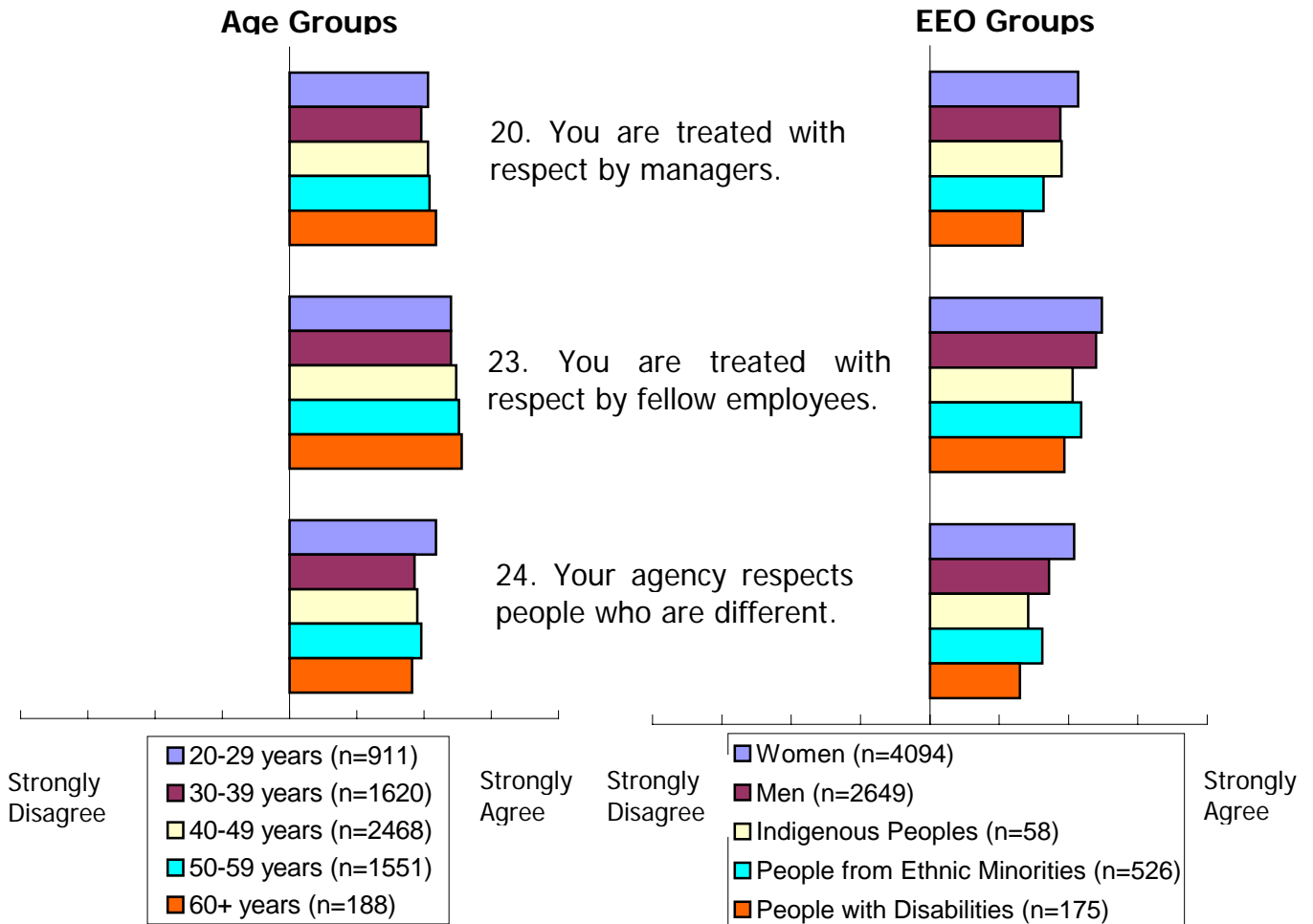
Respondent employees tended to be positive about receiving information on job vacancies, assessment of their performance and to a lesser extent agreed that the recruitment and selection process were fair and unbiased. Women tended to be more positive than men while Indigenous people, people from culturally diverse backgrounds and people with disabilities tended to be less positive than other employees. People aged 20-29 years were more positive than other age groups about the recruitment process and performance assessment but less positive about receiving information on job vacancies.

On selection of the best person for the position, favouritism in selection for higher duties and access to sufficient training opportunities, employee responses were evenly spread between agreement and disagreement. Higher proportions of Indigenous people, people from culturally diverse backgrounds and people with disabilities responded that favouritism played a part in selection for higher duties. Higher proportions of these groups also disagreed that sufficient training opportunities were

available to all employees. People aged 60+ were more positive than other age groups about access to sufficient training.

Ethics

(mean scores of responses from each group)



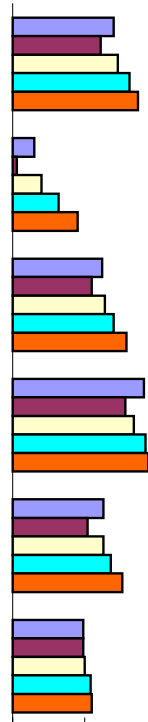
Respondent employees tended to be positive about the way they were treated by managers and fellow employees. They also tended to agree that their agency respected people who were different. Women were more likely to agree with the questions than men. However Indigenous people, people from culturally diverse backgrounds and people with disabilities were slightly less positive than other employees. There was little difference between the various age groups.

Communication

(mean scores of responses from each group)

Age Groups

EEO Groups



49. Management communicates to me all the information that I need to perform my duties.

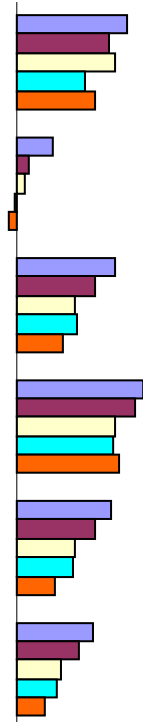
50. Management communicates to me all the information that I need to progress my career.

51. Managers make use of appropriate communication and interpersonal skills in dealing with me.

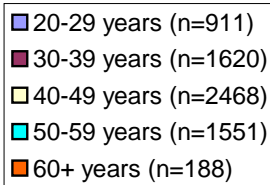
52. Colleagues share with me any information or skills that I may need in order to effectively perform my duties.

53. I am normally consulted in decision making processes when those decisions directly affect me.

54. Managers are receptive to new ideas, initiatives and ways of working.

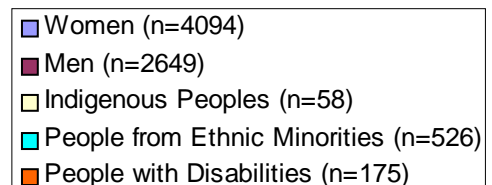


Strongly Disagree



Strongly Agree

Strongly Disagree



Strongly Agree

Respondent employees tended to be positive about management and colleagues communicating with them the information they needed to do their work. They were also positive, although to a slightly lesser degree, about the way their managers:

- Used communication and interpersonal skills when dealing with them
- Consulted with them about decisions affecting them
- Were receptive to new ideas, initiatives and ways of working

Of the questions on communication the one which received less positive responses related to management communicating information needed for career progression. In all questions the perceptions of women respondents were more positive than those of men, while Indigenous people, people from culturally diverse backgrounds and people with disabilities were less positive. The age group 30-39 years was less positive than either younger or older people and the 60+ age group was the most positive on all questions.

Responses to Other Sections of the Survey

Responses relating to a diversity friendly workplace, the occurrence of unwelcome behaviour in the workplace and the acceptance of this behaviour by management and other staff were similar to last year.

Employees in all EEO groups gave positive responses, with women being slightly more positive than men. Indigenous people, people from culturally diverse backgrounds and people with disabilities were slightly less positive. There was little difference between the age groups.

All groups said unwelcome behaviour was unacceptable in the workplace and did not occur often. All groups were slightly less positive about the occurrence of unwelcome comments, jokes or remarks of a sexist or sexual nature. It appears that although this behaviour is known to be unacceptable in the organisation the perception is that it is more likely to occur than other unwelcome behaviour such as comments about race or age.

There was little difference between people of different ages. The exception was the question about other staff indicating that someone cannot advance in his or her career because of their age. All age groups tended to say that this did not occur often but the responses became increasingly less positive in the older age groups. All age groups were equally likely to say that this was unacceptable in the organisation

Comment

The general workplace climate in the agencies surveyed was positive for all EEO groups. It is interesting to note that women tend to be more positive than men. Many of the workplaces surveyed this year were female dominated eg in the education and health sectors. The planned examination of results over the last few years will examine whether there is any difference between male and female dominated workplaces.

While the overall response from Indigenous people, people from culturally diverse backgrounds and people with disabilities was positive on most questions, their response was consistently slightly less positive than for other groups. This was particularly true for matters relating to career opportunities, such as communication about their career, selection for higher duties and access to sufficient training opportunities. This may impact on their effectiveness in the workplace and their access to equal opportunity in their career development.

There was little difference between employees of different ages. Where there were differences people under 30 and older workers tended to be more positive than the middle age groups. The exception is access to information about job vacancies in the workplace with people aged 20-29 years less positive than other age groups.

5. Consultation and Agency Development

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

An EEO and Diversity consultancy service was offered to all Western Australian public authorities. Advice was provided on a range of issues, including EEO and Diversity management planning, policy advice and the implementation of the public sector diversity strategies, *Women in Management* and the *Diversity Improvement Plan*. Individuals also sought advice about employment practices and EEO.

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 Office continued to offer a management planning consultancy service to agencies, which included a focus on integrated planning, and emphasised a business focus to workforce planning.

For the larger public authorities (over 50 employees) the Office 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. 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 has also 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.

The Office of EEO continued to offer training courses, including its two day course *Conducting EEO and Diversity Reviews* and its one day course *Managing a Diverse Workforce* to participants from a broad cross-section of agencies. A number of agencies commissioned customised versions of the *Managing a Diverse Workforce* course that addressed agency specific business issues and were delivered in house.

The Year in Review

- **Public Sector CEO Diversity Forum**

The CEO Diversity Forum was launched in December 1999. The members, CEOs in the WA public sector, aim to provide exemplary leadership in achieving workforce diversity. The Forum has a strong commitment to improving organisational performance through effective management of workforce diversity. It aims to promote a public sector culture of awareness and respect for cultural differences, and to encourage flexibility and family friendly work practices by:

- Developing strategies to assist in implementing workforce diversity
- Encouraging and publicising best practice examples and comparative information about different business sectors
- Demonstrating excellence in leadership by working individually and with all CEOs to achieve workforce diversity
- Working in partnership with the Director of Equal Opportunity in Public Employment to achieve government diversity outcomes

As part of their plans the Forum has developed a range of strategies around the themes of:

- Families and Flexibility
- Changing public sector cultures to capture the benefits of diversity
- A better match between workforce and customer profiles
- Coordination and communication.

The Forum published a joint publication with the Director titled *Women in Management: Good Ideas for Improving Diversity*.

Responses to a survey of CEOs conducted by the CEO Diversity Forum indicated that the implementation of flexible working arrangements was a priority for many. The Director and the Forum provided CEOs with a copy of a best practice case study titled *Advancing Flexibility* undertaken by the New South Wales Director of Equal Opportunity in Public Employment.

- **Training in EEO and Diversity for Public Authorities**

The Director continued to deliver two training courses to public sector authorities: the *Conducting Diversity Reviews* course and the *Managing a Diverse Workforce* course. These two courses were delivered throughout the year to a broad cross-section of participants from public sector agencies, local government and the universities. The courses received very favourable feedback from participants.

The customised version of the *Managing a Diverse Workforce* course has been very popular. It was delivered to a number of agencies in the Western Australian public sector, including the Aboriginal Affairs Department, the Courts division of

the Ministry of Justice, the Health Department and the Swan District of the Education Department.

Work has commenced on developing a new course for non-Indigenous managers of Indigenous staff.

- **Licensing and Sale of Training Products**

The *Managing a Diverse Workforce* course includes a review guide, *Tapping into Talent*. The Director licensed the intellectual property rights for this review guide to the State Services Commission, New Zealand Government. Consultancy from the Office of EEO was provided to assist the State Services Commission in the use of the guide.

The Director licensed the intellectual property rights for the training course *Managing a Diverse Workforce* to the Office of the Public Service, Queensland Government.

The Office continued to sell its diversity review guide, *Tapping into Talent* to agencies across Australia and New Zealand. An article on the guide, and other OEEO training products, appeared in the national journal, *In-Government*.

- **Presentations by the Director**

The Director and her staff continued to be invited to a number of public forums as a guest speaker on equity issues in employment. This included a seminar for public sector equity practitioners and managers in the Queensland public service.

- **Consultancy and Advisory Services**

The Director and her staff are frequently consulted by central government agencies for specialised input on equity issues. This has included advice on Equal Opportunity Tribunal decisions, policy issues affecting the status of women, and other industrial employment matters.

- **Review of Merit**

A *Review of Merit* was completed by the Director for the Commissioner for Public Sector Standards. As a result of the review the Director will be providing information and training about how bias and indirect discrimination may affect merit assessment and will partner with the CEO Diversity Forum to produce a publication on *Innovative Recruitment*.

- **Integrating Diversity into Business Planning**

The Office of EEO worked with the Department of Land Administration to develop a Balanced Scorecard model to include Diversity in Employment. It offers suggested measures to quantify the success of diversity initiatives in meeting the business objectives.

It is planned to incorporate this material into a guide for integrating diversity with business planning. A literature search was undertaken to gain international good practice examples of integrating diversity with business planning and goals.

Future Plans

- **Revision of Management Plan Format**

The format for management plans will be reviewed to incorporate planning consistent with sector wide strategies and organisational goals. For the public sector this will include the *Women in Management* strategy and the *Diversity Improvement Plan*. For local government and the public universities it will include strategic objectives developed in consultation with each sector. These plans will incorporate a three to five year planning cycle and will take into account the differing needs of large and small agencies. A program will be implemented to communicate the revised format to public authorities and to assist them to develop new plans when their existing plans are completed.

- **Continued Provision of Customised Training**

The Office of EEO will continue to provide existing training courses and to customise them to meet specific agency needs on request.

- **Development of New Training Courses**

Two new courses are currently being developed for inclusion in the training program for next year. One is *Managing Indigenous Staff* which has arisen from research conducted by the Office of EEO this year. There is also an increasing demand for a training course on managing flexible work practices. This will be developed and provided during the next year.

- **Training Business Development Plan**

The Office of EEO has commissioned a Training Business Development plan to enable it to review the current strategic directions of its training function to meet the needs of agencies in the most cost effective way. This plan will be completed and decisions arising from it will be implemented during the next year.