



OPSSC

Office of the
**Public Sector
Standards
Commissioner**



ANNUAL REPORT 2007



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Statement of compliance with the *Financial Management Act 2006*



OPSSC

Office of the
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Standards**
Commissioner

HON ALAN J CARPENTER MLA

MINISTER FOR PUBLIC SECTOR MANAGEMENT

Report for the year ended 30 June 2007

In accordance with section 61 of the *Financial Management Act 2006*, I hereby submit for your information and presentation to Parliament, the Annual Report of the Office of the Public Sector Standards Commissioner for the financial year ended 30 June 2007.

This Annual Report has been prepared in accordance with the provisions of the *Financial Management Act 2006*.

A handwritten signature in black ink, appearing to read 'Chris Breen'.

Commissioner

PUBLIC SECTOR STANDARDS

28 September 2007

The Commissioner's foreword

The last financial year has been one of intense scrutiny on the public sector. Corruption and Crime Commission hearings have called into question the reputation of public servants and politicians alike. Thus, the role for the integrity agencies has never been more crucial.

Most of the Office of Public Sector Standards Commissioner's work in 2006-07 was under the guidance of former Commissioner, Maxine Murray. Maxine retired on 23 May 2007, following five years in the role. During Maxine's time there were many significant changes to the functions of the office. One of the most important and well received was the different approach to the handling of breach claims against the human resource standards. In recent years, the new regulations allowed this Office to seek conciliated outcomes, and agencies and claimants alike have been the beneficiaries of this approach. The approach to 'giving reasons' has also been appreciated by the public sector. This helps agencies improve their processes. The staff in this Office are to be commended for their skill and understanding in unravelling some of the more complex human resource cases which occur.

Another development in the last five years relates to the *Public Interest Disclosure Act 2003* which came into effect in July 2003. This Act seeks to provide an avenue for people to raise issues of improper conduct without fear of reprisal. This Office has had a major role assisting public authorities to comply with the Act, and in increasing awareness about its provisions.

Since my commencement at the Office of the Public Sector Standards Commissioner (OPSSC) on 28 May, I have spent a great deal of time meeting with and listening to key people in the public sector including Members of Parliament, Director Generals, CEOs, and heads of the other integrity agencies – the Corruption and Crime Commission, the Office of the Auditor General and the Ombudsman being three of the most significant. As we move into a new strategic planning phase, comments from such stakeholders become vital in shaping new directions.

There are four key directions which I wish to follow in shaping the work of OPSSC over the next five years.

First, this Office will be introducing a quality framework for the public sector which sets out the elements of ethical practice. It will require us to re-examine our scope. We will need to reshape some of our existing products, and develop new approaches so we are relevant to the agencies we serve. Importantly, we will be extending our focus well beyond the human resource standards which are closely monitored by the office, and exploring further the other sections of our brief under the *Public Sector Management Act 1994* into the as yet uncharted detail of 'official conduct'. We will be revising the Public Sector Code of Ethics, and linking it with a template for Codes of Conduct so that all agencies can develop codes relevant to their own scope.

While enhancing the integrity of agencies within our mandate, we will also be looking to our own operations. A second strategic goal will be internal coherence and accountability for this Office, with a focus on benchmarking, internal

consistency and a strong commitment to planning, evaluation and audit. A major internal product will be our accountability framework, which will specify decision-making and governance within the Office. If we are to give confidence to our shareholders – the citizens of Western Australia and, in particular, Parliament – that we are able to lead the development of integrity within the public sector, we must do so by example.

Our third strategic goal is a focus on customer service. As part of this direction, we will focus on building relationships with our stakeholders, increasing our relevance, and consolidating our communication products. With more than 120,000 public officers throughout the state we need to ensure we can reach them all in a timely and helpful manner. Our products need to be targeted and concise. Our modes of delivery need to take account of the pressures placed on all public agencies, and the competing demands on all who serve the public.

And finally, the fourth strategic goal – arguably the most challenging – is enhancing leadership and dialogue within the public sector. In an environment where community leaders appear unprepared for difficult ethical issues, our challenge is to ensure all in the public sector – be they members of Parliament, senior public servants, or most importantly, one of the many thousands of public sector employees working to support the state and its population – are prepared for ethical dilemmas as they arise. Good leadership and public service are not expendable. These processes and the people who deliver them are to be valued and encouraged. People who accept the responsibility of serving the public deserve support in so doing.

Thus, this annual report provides a final update on the current strategic plan. By the time the 2007-08 annual report reaches you, I hope to be able to bring you the first report of this new approach. Importantly, it is to be an approach which will specify how this Office will work with you – stakeholders of OPSSC – to build and protect the reputation of those who serve the public throughout this state.



Dr Ruth Shean

Commissioner

PUBLIC SECTOR STANDARDS

Overview of agency

Executive summary

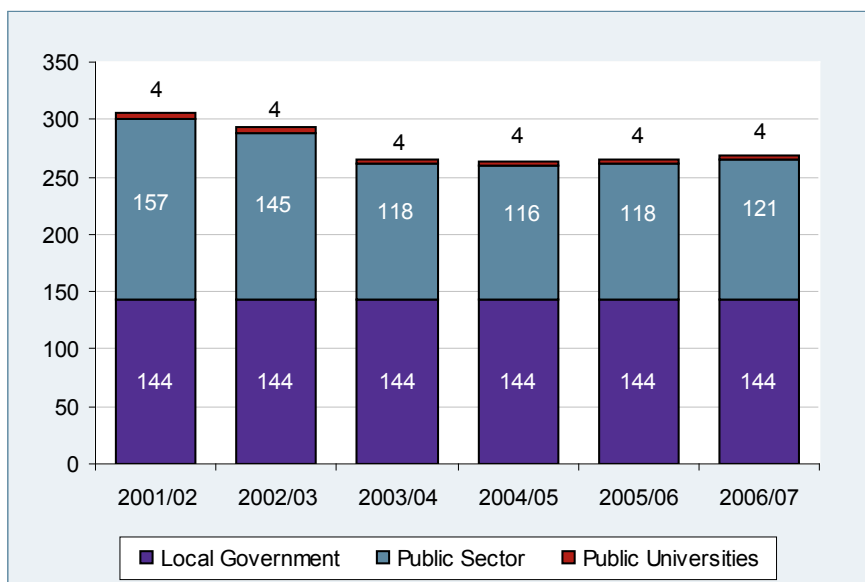
OPSSC performance highlights 2006-07

- Developed assistance tools for the [Code of Ethics](#) and agency [Codes of Conduct](#), complemented by revision of the existing Codes of Ethics and preparation of political impartiality guidelines for public servants
- Implemented strategies to streamline procedures and processes to reduce duplication and better manage and coordinate compliance and monitoring activities
- Completed a submission to the review of the *Public Interest Disclosure Act 2003* (PID Act)
- Developed and implemented a two-day training course for [Public Interest Disclosure](#) (PID) officers that provided an overview of the PID Act and used case studies to enhance understanding of the Act and disclosures management
- Presented workshops on the PID Act in metropolitan and regional areas
- Launched the interactive online recruitment and selection tool [The Right Path to the Right People](#) and supported its implementation and adoption throughout the sector via presentations and direct consultations
- Implementation and uptake by agencies of an online Equal Employment Opportunity (EEO) [management planning tool](#) to help agencies develop plans consistent with requirements of the *Equal Opportunity Act 1984* (EEO Act)
- Reviewed compliance framework around Part IX of the EEO Act in the context of the legislative changes to the role of the Director of Equal Opportunity in Public Employment
- Established a pilot [Women in Management Secondment Program](#) aimed at improving the representation of women in senior management tiers

Public authorities assisted and reported upon

The number of public authorities assisted and reported upon by the OPSSC has fluctuated in recent years due to amalgamations arising from machinery of government changes.

Year	Number of Public Authorities
2006–07	269
2005–06	266
2004–05	264
2003–04	266
2002–03	293
2001–02	305



Significant events for the OPSSC in 2006–07

In May 2007, Maxine Murray retired from the position of Commissioner for Public Sector Standards and was succeeded by Dr Ruth Shean. Current economic and social issues and trends impacting on the agency's operations are discussed [later in this report](#).

Summary of performance 2006–07

Key Effectiveness Indicators

Accountability and achievement Key Effectiveness Indicators	2005–06 Actual	2006–07 Budget	2006–07 Actual
Accountability			
Percentage of public authorities that have provided all reports as required by legislation	100%	100%	95%
Effectiveness Indicator 1			
Percentage of employees expressing a view who agree that there is compliance with the human resource management standards	77%	70%	76%
Effectiveness Indicator 2			
Percentage of employees expressing a view who agree that there is compliance with the ethical codes	83%	80%	83%
Effectiveness Indicator 3			
Improvement in the public sector composite equity index for women, people with disabilities, Indigenous Australians and people from culturally diverse backgrounds	80	82	82
Effectiveness Indicator 4			
Percentage of Commissioner's nominations for CEO positions accepted by Minister	83%	100%	87%

Key Efficiency Indicators

Cost of Services	Average Cost Per Public Authority 2005–06	Average Cost Per Public Authority 2006–07
Service 1: Development and monitoring of human resource standards and ethical codes		
PSM Act	\$21,392	\$20,832
PID Act	\$1,891	\$2,568
Service 2: Equity and Diversity in Public Employment	\$4,074	\$3,859
Service 3: Independent CEO Selection and Reappointment Advice	\$53,864	\$54,663

NB: Average cost per authority represents the total appropriation received by the OPSSC to deliver these services, divided by the number of authorities to which the service was provided.

Operational structure

Agency

The OPSSC is created under the *Public Sector Management Act 1994* (PSM Act) to:

- establish Western Australian public sector codes of ethics and human resource management standards;
- assist public sector agencies to develop codes of conduct;
- assist public sector agencies to comply with ethical codes and standards;
- monitor and report to Ministers and Parliament on compliance;
- handle breach of standards claims; and
- manage the selection process for public sector CEOs.

The office also has a role under the PID Act to assist compliance with the Act and PID Code of Conduct and Integrity, and to monitor and report to Parliament on compliance.

The OPSSC hosts the Director of Equal Opportunity in Public Employment. Both agencies work closely together. The Commissioner is the OPSSC's Chief Executive Officer and employing authority for all staff and is the authority accountable for the organisation as an entity.

Authority establishing agency

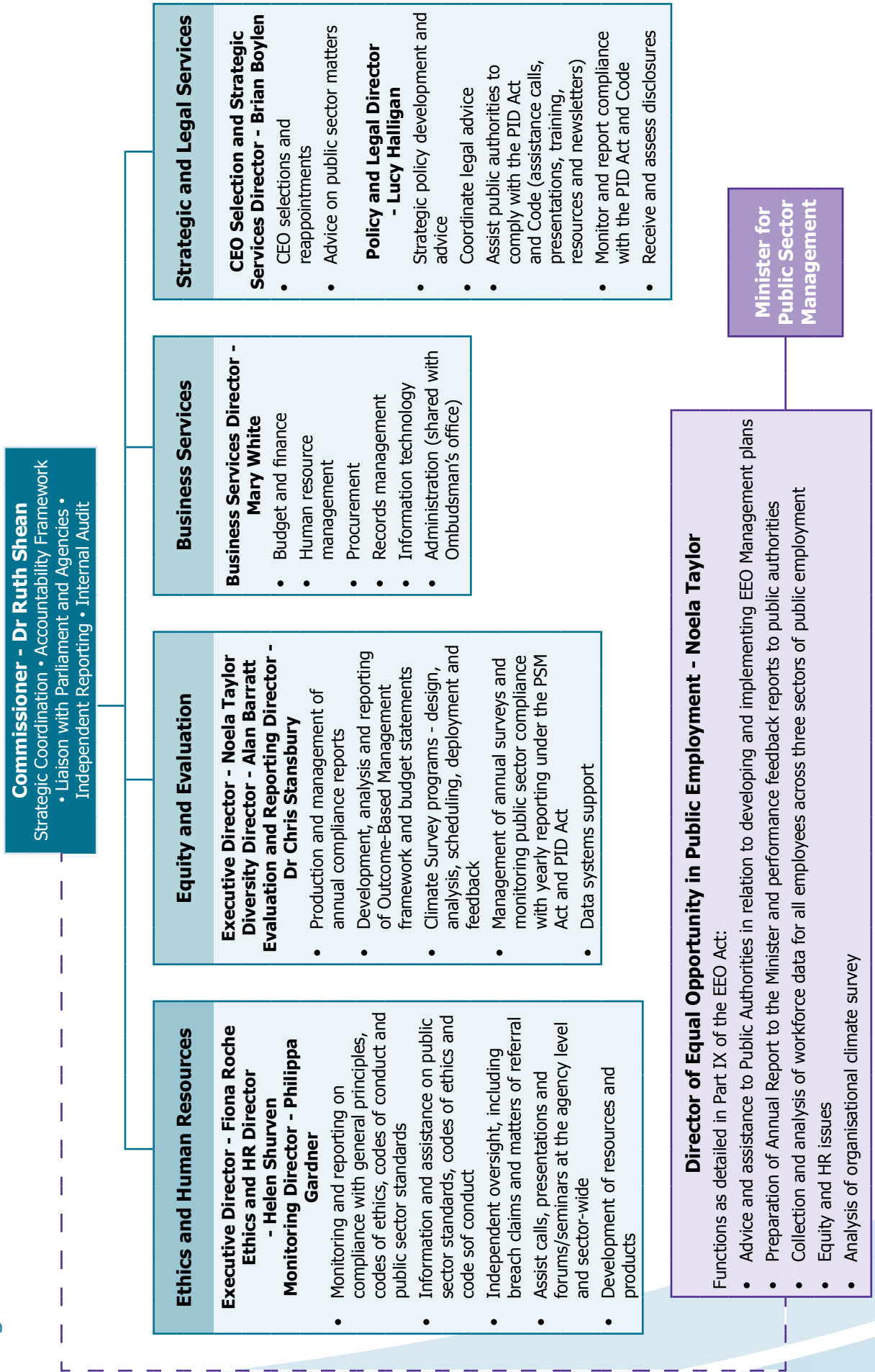
The OPSSC was created under the PSM Act, and the Commissioner's functions are prescribed in sections 21–25, 45, 48 and 97. The Commissioner also has a number of functions under the PID Act. Within the OPSSC, the Director of Equal Opportunity in Public Employment is responsible under Part IX of the EEO Act for ensuring compliance by all public authorities under sections 145 and 146.

Ministerial responsibility

The OPSSC is an independent authority established under Part 2 (section 14) of the PSM Act and not answerable to any Minister as such. Under section 21 (g) and (h) of the PSM Act the Commissioner may report from time to time to the Minister of the Crown responsible for a public sector body or to each House of Parliament on the compliance or non-compliance of the public sector body and its or their employees with principles set out in 8(1)(a), (b) and (c) and 9 with the public sector standards, codes of ethics and codes of conduct established or developed, as the case requires, under this subsection. The Commissioner may also report from time to time to each House of Parliament any other matter arising in connection with the functions of the OPSSC. Under section 21(i) the Commissioner is required to report annually to each House of Parliament on the compliance or non-compliance of public sector bodies and employees, and does so in the OPSSC's *Annual Compliance Report*.

The Director of Equal Opportunity in Public Employment reports to the Minister for Public Sector Management. Under section 144 of the EEO Act, the Director is required to present the Minister a report on the agency's work and activities and administration of the Director's functions.

Organisational structure



The OPSSC is conscious of its parliamentary role and monitoring function and seeks, where possible, to act in partnership with clients and stakeholders. The Office recognises that successful achievement of strategic objectives is dependent upon building and maintaining strong partnerships with other public sector agencies.

Our internal resources are focussed on extensive consultation with agencies to provide assistance with and monitoring of compliance with standards, ethical codes and public interest disclosures and the development and evaluation of effective EEO management plans. To achieve this and our outputs, the OPSSC operates under four main functional groupings, as shown in the organisational chart.

Our people

Staff profile

As at 30 June 2007, the Office had 39 employees. The majority were full-time permanent employees, with ten employed on a permanent part-time basis. Contract staff are employed on an 'as needs' basis to backfill staff on maternity leave or unexpected vacancies, to provide short-term expertise or to assist in peak workload periods. To provide opportunities for personal and professional development, and to ensure the Office has a keen appreciation of the business of line agencies, a number of staff have been granted approval to participate in secondments to other agencies.

Senior Officers

Senior Officers serving the OPSSC at 30 June 2007 were as follows.

- Dr Ruth Shean (Commissioner for Public Sector Standards)
- Noela Taylor (Director of Equal Opportunity in Public Employment, Executive Director Equity and Evaluation)
- Fiona Roche (Executive Director Ethics and Human Resources)
- Lucy Halligan (Director Policy and Legal Services)
- Philippa Gardener (Director Monitoring)
- Helen Shurven (Director Ethics and Human Resources)
- Dr Chris Stansbury (Director Evaluation and Reporting)
- Alan Barrett (Director Diversity)
- Mary White (Director Corporate Services)
- Brian Boylen (Director CEO Selection)

Our workplace culture

The OPSSC is committed to providing a workforce characterised by best practice in leadership, diversity management, ethics and integrity. These factors form the basis of the Office's values and Code of Conduct. The Office is also committed to continuous improvement of systems and innovation. These two key internal goals and associated strategies reflect the Office's dedication to best practice.

Goals	Strategies
Workforce An effective and diverse workforce committed to excellence	<ul style="list-style-type: none"> • Develop effective teams • Undertake annual and ongoing performance management to provide staff with clear goals and feedback linked to organisational goals • Train and develop staff through team and individual development plans • Encourage and support continuous improvement and innovation • Develop staff commitment to the goals of the organisation through participation in planning and meaningful measures of performance • Develop a diverse staff profile where staff value difference
Systems Quality systems and processes that support the achievement of the goals	<ul style="list-style-type: none"> • Provide effective planning and corporate governance, along with appropriate resources • Develop effective databases that support access to strategic information • Develop comprehensive corporate services policies, mapped procedures and delegations • Ensure records and other information systems are reliable and accessible • Develop networks to enable efficient and effective information sharing

The Office has a range of policies and practices that reflect commitment to providing a model for the public sector in terms of values, diversity, performance management, flexible work practices, grievance resolution, public interest disclosure and employee health and well-being. Further information on our staffing and development policies can be found later in this report in the Disclosures and Legal Compliance section under '[Employment and Industrial Relations](#)'.

Our values

The OPSSC *Vision with Values* provides the Office with an external vision about what it is trying to achieve and an internal vision about how staff work together. It also identifies the Office's values and how staff can support each other to achieve the vision. The visions and values described below are integrated into all aspects of the Office's operations.

External Vision	Public authorities valued as leaders of integrity and equity
Internal Vision	Inspired people working and learning together
Values	<p>Honest, open and respectful</p> <p>Courageous and participative</p> <p>Responsible, impartial and consistent</p> <p>Positive, constructive and balanced</p>

All staff will have opportunity to consider the current values and participate in their revision in 2007–08 as part of the Office’s new strategic plan.

Culture enhancement

The Office has nominated two employees to work with the Commissioner as Organisational Development Consultants on the OPSSC’s Culture Enhancement Program. The program aims to develop and sustain a culture consistent with the vision and values of the Office and ensure the Office remains active and committed to continuous improvement in this area. Outcomes of the program are fed back to all staff through bi-monthly morning teas and email bulletins.

In 2006–07, the OPSSC’s Culture Enhancement Program initiatives included:

- continuation of the Office’s internal mentoring program that provides staff with opportunity to look at specific skills and work through issues or approaches that might enhance workplace relationships;
- a team building day with a focus on working and learning together. Feedback from staff has been used to inform methods of working in the Office;
- a Myers-Briggs Indicator session to improve self-awareness and enhance working together;
- creation of cross-divisional project teams to work on issues of strategic importance for the Office, providing opportunity for more collaborate projects and enabling staff to gain experience outside their normal roles;
- fortnightly profiling of an Office staff member on the OPSSC Intranet; and
- regular cross-divisional activities and initiatives dedicated to upholding the vision and values.

Legislation administered

The Commissioner for Public Sector Standards is responsible under the PSM Act for establishing standards in human resource management and codes of ethics for the Western Australian public sector, assisting public sector bodies to comply, and monitoring and reporting to Ministers and Parliament on compliance. The Commissioner is also responsible for the recruitment of public sector Chief Executive Officers. The Commissioner is independent and impartial and reports directly to the Parliament of Western Australia and not the Government of the day. The Commissioner also has responsibilities under

the PID Act to assist public authorities and public officers to comply with the Act and Code of Conduct and to monitor and report to Parliament on the extent of compliance.

Within the OPSSC, the functions of the Director of Equal Opportunity in Public Employment under Part IX of the EEO Act include assisting public authorities to achieve equal employment opportunity and evaluating and reporting on performance in EEO to the Minister for Public Sector Management. The Director of Equal Opportunity in Public Employment is appointed by the Governor and reports directly to the Minister for Public Sector Management. The objectives of Part IX of the EEO Act are to eliminate and ensure the absence of discrimination in employment in public authorities on all grounds covered by the Act and to promote equal employment opportunity for all persons in public authorities.

Other legislation affecting activities

The following legislation is used and complied with by the Commissioner in order to fulfil her functions as Chief Executive Officer.

- *Corruption and Crime Commission Act 2003*
- *Disability Services Act 1993*
- *Financial Management Act 2006*
- *Freedom of Information Act 1992*
- *Industrial Relations Act 1979*
- *Library Board of Western Australia Act 1951*
- *Occupational Safety and Health Act 1984*
- *Public and Bank Holidays Act 1972*
- *Salaries and Allowances Act 1975*
- *State Records Act 2000*
- *State Superannuation Act 2000*
- *State Supply Commission Act 1991*
- *Workers' Compensation and Injury Management Act 1981*

Subsidiaries, related and Government-affiliated bodies

The OPSSC does not have any subsidiary or affiliated bodies.

Performance management framework

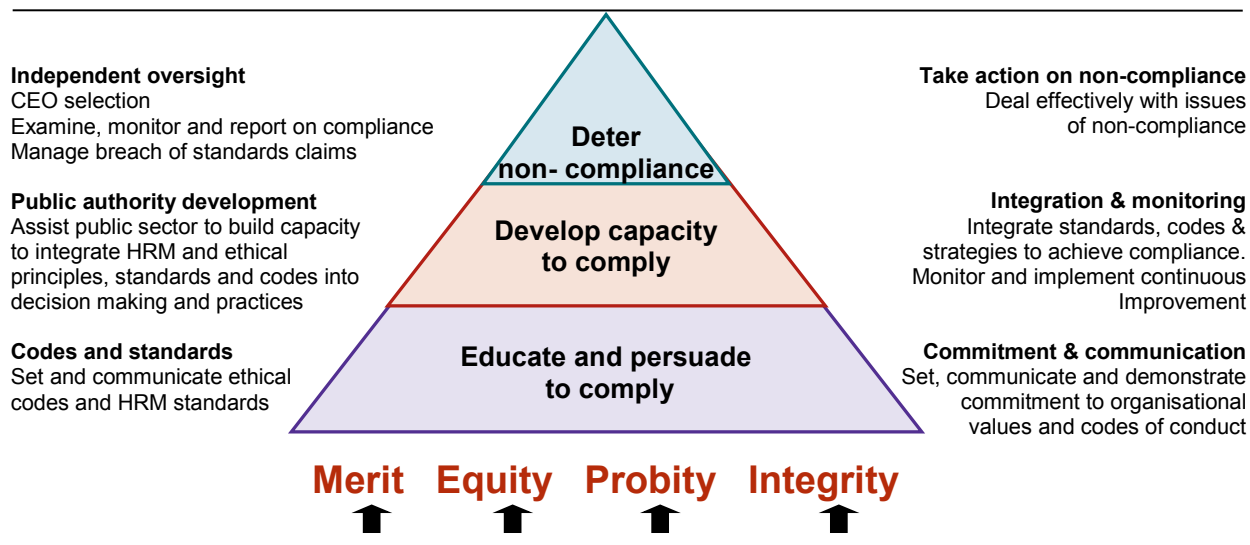
Outcome-based management framework

Our regulatory framework and business model

The respective roles of the Commissioner and public bodies were clarified in a regulatory framework developed in 2004–05 from widely recognised models of regulation and compliance.

Actions of the OPSSC

Actions of Public Sector Agencies



The OPSSC works within a strategic framework that integrates the OPSSC legislative framework and *Vision with Values* with the government's key strategic focus and the vision and principles outlined in *Better Planning: Better Futures*. This approach provides alignment for agencies but also ensures the Commissioner's role to provide independent and impartial information to Parliament is not compromised.

Government values and the OPSSC

In 2006–07, the Government listed values in *Better Planning: Better Futures* that should underpin how the public sector achieves its vision of creating the best opportunities for current and future generations. The work of the OPSSC (in conjunction with the Office of Equal Employment Opportunity) directly contributes to upholding and strengthening six of these eight values across the public sector.

- **Respect:** people from diverse cultural traditions and histories mutually respect and support each other
- **Equity:** equality of opportunity for all Western Australians to achieve their full potential
- **Reconciliation:** a just and positive relationship between indigenous and non-indigenous Western Australians
- **Inclusiveness:** consistent, just and balanced decision-making
- **Accountability:** honest, transparent and accountable government
- **Fair employment practices:** making the Western Australian public sector an employer of choice.

Internally, the Office also adheres to **Fiscal Responsibility** and **Sustainability** by demonstrating sound financial management and environmental, social and economic decision-making that reflects concern for the future.

Government strategy and the OPSSC

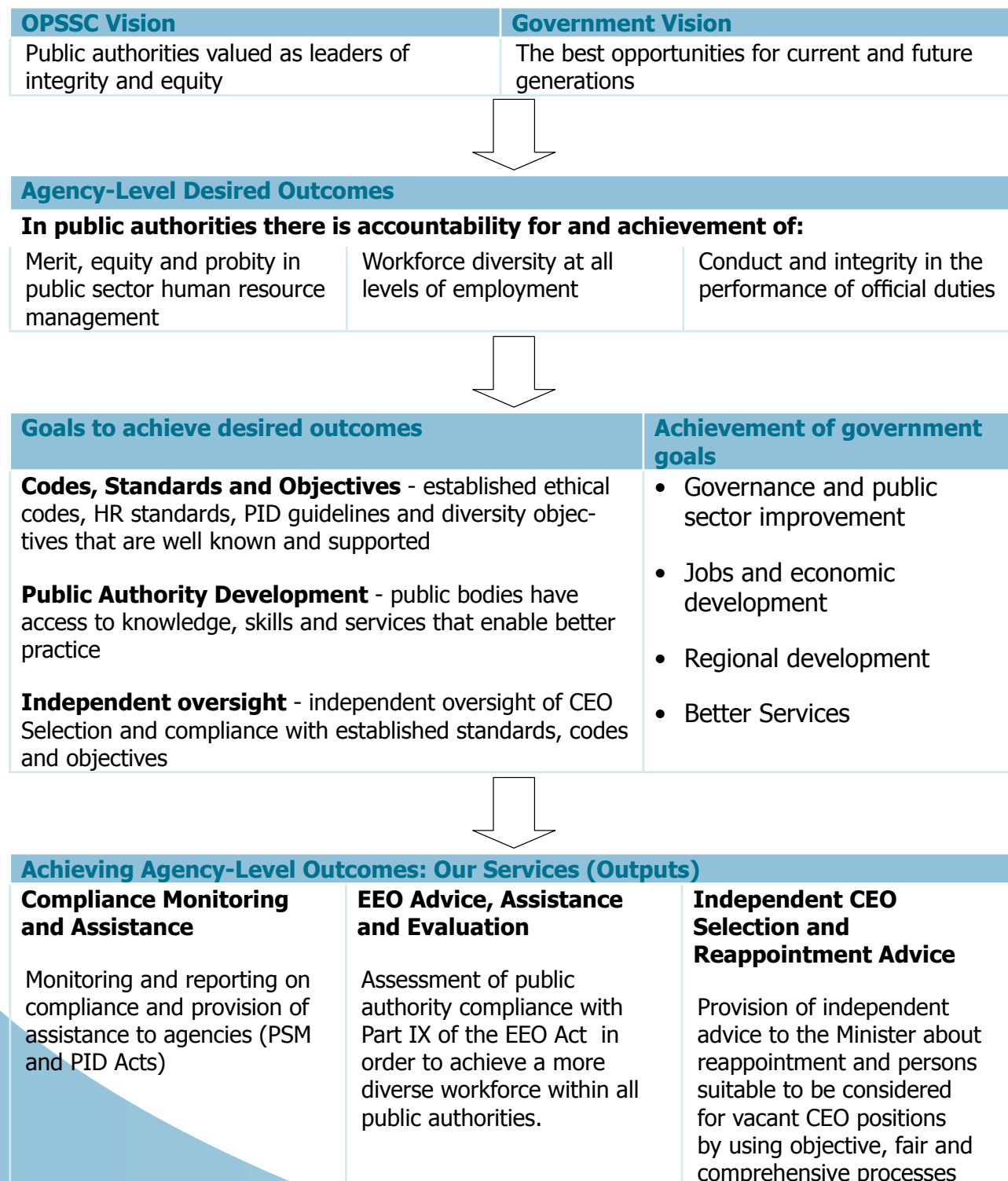
In creating the strategic planning framework *Better Planning: Better Futures* the Government has made clear its intentions to manage the state and public sector in a way that provides the best opportunities for both current and future generations. The alignment of the OPSSC's vision, mission, values and objectives with these strategic whole of government goals reflect the Office's commitment to these ends.

The OPSSC contributes directly and indirectly to each of the five goals, and is a key contributor to the strategy of governance and public sector improvement—upheld through provision of independent oversight, assistance in public authority development and the development of codes, standards and objectives for the Western Australian Public Sector. The OPSSC supports upholding merit, equity, probity and integrity in the public sector, recognising these values impact upon government service delivery. Agency-level desired outcomes for the OPSSC link the Office to the five key goal areas of the Government's strategic plan.

Government Strategy and Intent	Government strategic outcomes to which the OPSSC contributes most directly
Goal 1: Better Services Enhancing the quality of life and wellbeing of all people throughout WA by providing high quality, accessible services	<ul style="list-style-type: none"> • A strong and vibrant community • A reliable and sustainable supply of essential services
Goal 2: Jobs and Economic Development Creating conditions that foster a strong economy delivering more jobs, opportunities and greater wealth for all Western Australians	<ul style="list-style-type: none"> • A fair and flexible labour market • A regulatory and decision-making framework that promotes free and fair trade and industry
Goals 3: Lifestyle and the Environment Protecting and enhancing the unique WA lifestyle and ensuring sustainable management of the environment	<ul style="list-style-type: none"> • Impacts on the environment are responsibly and sustainably managed (internally)
Goal 4: Regional Development Ensuring that regional WA is strong and vibrant	<ul style="list-style-type: none"> • Regional communities that are educated, healthy, safe and supportive • Government decision-making that takes account of regional issues
Goal 5: Governance and Public Sector Improvement Developing and maintaining a skilled, diverse and ethical public sector serving the Government with consideration of the public interest	<ul style="list-style-type: none"> • A skilled and capable public sector workforce • A whole-of-government approach to planning and decision-making • A public sector that is responsive to the evolving needs of the community • Independent oversight that contributes to a more accountable public sector

Agency-level desired outcomes

In achieving our mission and supporting *Better Planning: Better Futures*, the OPSSC has identified the following outcomes, goals and outputs as key areas of focus. These support the statutory roles of the Commissioner for Public Sector Standards and Director of Equal Opportunity in Public Employment and enable public authorities to comply with their legislative obligations.



Achieving desired outcomes: our services

In achieving our goals, the services provided by the OPSSC are aligned with the agency-level desired outcomes (and in turn, the government's strategic goals). Goals and strategies were identified to enable the statutory functions to be undertaken and support public authorities to enable them to meet their obligations.

Goals to Achieve Desired Outcomes	Strategies to Achieve OPSSC Goals
<p>Ethical Codes, Human Resource Management (HRM) Standards and Diversity Objectives</p> <p>Established ethical codes, human resource management standards, public interest disclosure guidelines and sector equity and diversity objectives that are well known and widely supported</p>	<ul style="list-style-type: none"> • Establish and review ethical codes; HRM Standards, procedures for relief for breaches of Standards; guidelines for PID; and sector equity and diversity plans and objectives • Transparent policies and practice statements • Provide exemptions based on the public interest • Persuade and educate public bodies to achieve merit, equity, probity and integrity • Develop frameworks and sector strategies for ethics, human resource management and workforce diversity
<p>Public Authority Development</p> <p>Public bodies have access to knowledge, skills and services that enable better practice in people management, workforce diversity, ethical behaviour and managing public interest disclosures</p>	<ul style="list-style-type: none"> • Provide a customised and integrated advice and assistance service to agencies that promotes better practice • Facilitate access to information and resources for public authorities • Develop strategic alliances and work in partnership with the public sector and others
<p>Independent Oversight of Public Authorities</p> <p>Independent oversight of CEO Selection and compliance with established standards for ethical behaviour, people management, workforce diversity and managing public interest disclosures</p>	<ul style="list-style-type: none"> • Monitor, evaluate and report on the extent of compliance and non-compliance through outcomes-based measures and other information; and sector, agency and thematic reviews • Manage the process for claims for relief from breaches of Standards and investigation of public interest disclosures • Independent selection and nomination of CEOs to serve in the public interest

Evaluation of outcomes

The OPSSC's [Key Performance and Effectiveness Indicators](#) are intended to reflect and evaluate the Office's desired outcomes and services.

During 2006–07, the Commissioner has continued to employ outcome-based measures to indicate the existence of merit, equity, probity and integrity in the public sector. These outcome-based measures are reflected in this year's performance indicators (see [disclosures and legal compliance](#) section for detailed KPI information), and are highlighted in the budget papers for the 2006–07 financial year.

Outcomes for public authorities in 2006–07, measured in the OPSSC's KPIs include accountability for and achievement of:

- merit, equity and probity in human resource management (public sector only);
- workforce diversity at all levels of employment; and
- conduct and integrity in the performance of official duties.

Changes to outcome-based management framework

There were no changes to the OPSSC's desired outcomes, services and Key Performance Indicators in the 2006/07 reporting year.

The Department of Treasury and Finance has approved the OPSSC's request for the addition of a Key Performance Indicator for the 2007–08 financial year, and minor wording changes to existing indicators. A more direct measure of the effectiveness of the OPSSC in service provision is by surveying agency Corporate Executives who have been directly involved in an agency review and/or climate survey process.

The proposed new Key Effectiveness Indicator measures the satisfaction of Corporate Executives with the presentation of whole-of-agency climate survey results and outcomes of agency reviews on ethics and human resources (PSM Act), Public Interest Disclosures (PID Act) and equity and diversity (EEO legislation). Feedback is provided through an evaluation survey distributed after each presentation to Corporate Executives and the calculation is based on the overall average of responses to all questions.

The calculation represents the percentage of Corporate Executives that either agree or strongly agree that:

- the presentation/review has increased their understanding of issues related to each Act;
- the presentation has enabled them to more clearly identify areas within their agency which could be improved in relation to each Act;
 - they are satisfied with the feedback provided to their agency with regard to each Act; and
- overall the presentation was clear and easy to understand.

These amendments will be reported upon for the first time in the OPSSC's 2007–08 Annual Report.

Shared responsibilities with other agencies

Cross-agency initiatives

Collocation

The Office is collocated with the Parliamentary Commissioner for Administrative Investigations (Ombudsman Western Australia), the Office of Health Review, and the Freedom of Information Commissioner. The corporate services section of the Office is shared with the Ombudsman's office. Shared corporate services also provide reception and other services for the Office of Health Review, the Commonwealth Ombudsman and the Information Commissioner under a memorandum of understanding.

Corporate Services Bureau Support (Department of the Premier and Cabinet)

Corporate Services Bureau support continues to be provided by the Department of the Premier and Cabinet. The services provided include:

- Financial Management—account payments, financial reporting and asset management;
- Human Resource Management—salary payments, leave processing, classification determination and recruitment services; and
- Information Technology— internet connection and email services were provided early in the year, but are now handled in-house.

The Bureau support will be transferred to the Office of Shared Services in 2007–08. There has been a major project to manage this transition and provide data configuration for the new system. The Department of the Premier and Cabinet has provided extensive support to the office for this transition.

The Integrity Coordinating Group

The [Integrity Coordinating Group](#) (ICG) comprises the Commissioner for Public Sector Standards (Chair in 2005–06), the Auditor General (Chair in 2007–2008), the Corruption and Crime Commissioner and the WA Ombudsman (Chair in 2006–2007). The ICG was formed in January 2005 and launched publicly in July 2005.

The purpose of the ICG is to foster greater policy coherence and operational coordination between the core integrity bodies with the aim of strengthening integrity across the sector. The ICG will continue to work strategically and collaboratively to promote integrity in public authority bodies.

Agency performance – report on operations

The OPSSC delivers its services through three output areas.

Service One

(a) Development and Monitoring of Human Resource and Ethics Standards, Ethical codes; and

(b) Public Interest Disclosure guidelines

Service Two

Equity and Diversity in Public Employment

Service Three

CEO Selection and Reappointment Advice

These output areas are aligned to achieve strategic government objectives, as outlined in the Performance Management Framework section of this report.

The following summary outlines the focus of activities for each of these output areas, major achievements for 2006–07 and future directions for 2007–08. The report on activities for each of these service output describes how we performed in 2006–07.

Service 1 (a) – development and monitoring of human resource standards and ethical codes

This service involves development of standards and codes, assisting public authorities to comply and provide independent oversight to monitor and report on compliance to Parliament and Ministers for the Public Sector Management Act 1994.

Service 1(a) and 1(b)

Total Cost of Service: \$2,795,000

Service 1(a) and 1(b)

Staff: 21.2 FTEs

Agency level desired outcomes and services

This Service Area enables the Commissioner to fulfil her monitoring and assistance roles under the PSM Act and the PID Act.

The Commissioner's main functions under service areas 1(a) and 1(b) are to:

- establish public sector standards setting out minimum standards of merit, equity and probity and establish ethical codes under the PSM Act and a code and guidelines under the PID Act;
- monitor compliance with the public sector standards, Code of Ethics, codes of conduct and the general principles of human resource management and official conduct (the principles) under the PSM Act. Monitoring and compliance with the PID Act and the code are also required;
- report on the extent of compliance in the public sector with the principles, standards and ethical codes under the PSM Act and the extent of compliance by public authorities with the PID Act and Code; and
- assist public authorities to develop agency specific codes of conduct consistent with the public sector Codes of Ethics, principles of official conduct, the ethical codes, and HR standards and in the handling of public interest disclosures.

Contribution to government goals

The outcomes of this Service Area contribute directly to the government's strategic objectives, particularly the following goals.

Governance and public sector improvement

- A skilled and capable public sector workforce
- A whole of government approach to planning and decision-making
- A public sector that is responsive to the evolving needs of the community
- Independent oversight that contributes to a more accountable public sector

Jobs and Economic Development

- A fair and flexible labour market
- A regulatory environment that promotes free and fair trade and industry

Regional Development

- Government decision-making that takes account of regional issues

Major achievements 2006–07

- Launched the discussion paper [*A Separate Ethical Code for Ministerial Staff*](#) and tabled a report on the principles of integrity in official conduct. In collaboration with other accountability officers, the report to Parliament [*Accountability Officers of the Western Australian Parliament: Accountability and Independence Principles*](#) was also tabled.
- Developed assistance tools for the Code of Ethics and codes of conduct. These included the development of a framework for agencies to help embed ethical conduct in business practices and issuing [*Revitalising your code of conduct*](#) guidelines. This was complemented by a revision of the existing Code of Ethics (incorporating a Code of Ethics for Ministerial Staff) and the preparation of political impartiality guidelines for public servants.
- Implemented strategies to reduce duplication and better manage and coordinate compliance and monitoring activities, including breach claims under the Standards. Targeted assistance was provided to agencies as specific needs were identified. To help agencies improve human resource practices and minimise non-compliance with the Standards, lessons learnt from breach claims were shared with the public sector through e-bulletins and broadcast emails.
- Launched the interactive online recruitment and selection tool [*The Right Path to the Right People*](#) and provided assistance via presentations and direct consultations to encourage agencies to examine current practices and use the tool to raise awareness of issues and streamline processes.

Key plans for 2007–08

- The development of a new strategic plan for OPSSC, in consultation with the public sector, which seeks to achieve better practice within public authorities.
- Pursue key strategies outlined in the plan, including a quality framework for the public sector and strategies to enhance leadership and dialogue within the public sector.
- Develop and implement strategies to address the internal direction of the strategic plan (customer service and internal coherence).

Summary assessment – financial targets

In the financial year ending 30 June 2007, the average cost per public authority of compliance monitoring and assistance around the human resource standards and ethical codes was \$20,832. This amount decreased from \$21,392 per public authority in 2005–06. Public authorities (those covered by the PSM Act) totalled 101 in 2006–07.

[Detailed efficiency indicators](#) are described later in this report.

Summary assessment – Key Performance Indicators

Two key performance indicators relate to service area 1(a). The percentage of employees in the public sector who agree there is compliance with the human resource management standards (as assessed by the OPSSC's climate survey) remained relatively stable from 77% in 2005–06 to 76% in 2006–07. Similarly, the percentage of employees who agreed there is compliance with ethical codes remained stable at 83% in both 2005–06 and 2006–07.

[Detailed key performance indicator statements](#) are described later in this report.

Report against agency goals under the *Public Sector Management Act 1994*

Establishing codes, standards and regulations

Revised Code of Ethics including information for Ministerial Officers

In 2006–07, a discussion paper on the need for a new code of ethics for Ministerial officers was finalised and published. The [Western Australian Public Sector Code of Ethics](#) was revised based on feedback received from the sector and submissions on the discussion paper.

The revised Code includes information on the relationships between public sector staff and the government and the parliament; members of the community; work colleagues and public sector agencies. It also describes personal/individual responsibilities.

Ethics framework

A Framework was developed to help agencies embed the Code of Ethics and ethical practices into day to day practices. A key feature of the *Ethics Framework* is a five-stage model, with minimum standards suggested for each stage. An agency can determine any gaps between suggested minimum standards and what is currently in place, and use suggested strategies to achieve improvements.

Political impartiality

In 2006–07, the Commissioner examined the principle of political impartiality in the public sector in *Ten-Year Review Four: [The principle of integrity in official conduct](#)*. The report defined political impartiality in the public sector, why it is important and the roles of various key players (including the OPSSC, Ministers, Ministerial officers, public servants and public sector Chief Executive Officers).

Public authority development

Senior Integrity Officer Network

The Senior Integrity Officer Network is comprised of representatives from all public sector agencies. It provides an OPSSC contact point for agency senior officers who can influence the embedding of ethics within their organisations. In October 2006, the ICG held an Integrity Forum for Senior Integrity Officers and public sector CEOs. The keynote speaker was the Hon Justice Michael Kirby of the High Court of Australia, who spoke on matters related to integrity and the public sector.

Senior Human Resource Managers Forum

The Senior Human Resource Managers Forum was established in November 2004 and consists of representatives from all public sector agencies. Forums held throughout the year provide assistance to agencies on HR matters. Over 170 people attended the forums held on 16 and 31 May 2007 in the metropolitan area. A forum was also broadcast via satellite to regional areas in May. A range of topics were covered relating to HR standards and ethical codes. Future forums will continue to be held in metropolitan areas and broadcast to regional centres via satellite and/or videoconference.

Standards, Ethics and Equity Bulletin

The [*Standards, Ethics and Equity \(SEE\) Bulletin*](#) was re-launched in May 2006 on a sector-wide basis. Produced quarterly, it provides agencies and sector employees with information on a range of human resource management, diversity, breach claim and ethical issues. Editions were published in August 2006, November 2006, February 2007 and May 2007.

Advisory and consultancy service

The Office provides a customised assistance program, integrating ethics and human resource management initiatives by telephone, email and face-to-face presentations.

The program addresses merit, equity and probity principles, the [*Public Sector Standards in Human Resource Management*](#), the Code of Ethics and codes of conduct. In 2006–07, assistance staff conducted 63 agency visits and delivered 35 presentations, including five to regional areas. Of the vast number of calls received in 2006–07, the Office recorded a total of 786 calls for assistance within its jurisdiction from public authorities and members of the public. These calls were concerned with a variety of substantive issues associated with the Code of Ethics, HR standards and codes of conduct.

Follow-up services

Each breach claim is examined to provide the sector with information about lessons learned from that claim. This is done on an ongoing basis via HR Share messages, during HR Forums, and in the Standards, Ethics and Equity Bulletin to provide information by which agencies and employees can improve compliance with the Standards.

Website

The [OPSSC website](#) is key to promoting merit, equity and probity across the Western Australian public sector. New products and tools to assist the sector in complying with the standards and ethical codes are available from the website and updated regularly.

Ten-Year Review series – reports to Parliament

The [Ten-Year Review series](#) were finalised in 2006–07 and are available on the OPSSC website. The reports cover a range of issues relating to the Commissioner's role and functions, including HR standards, CEO recruitment and selection, and the principle of integrity in official conduct. Status reports and recommendations arising from the reports are also on the website. A further report, *Accountability Officers of the WA Parliament: Accountability and Independence Principles* was tabled in November 2006.

Independent oversight

As part of the Commissioner's independent oversight function, information from various sources is used to monitor the extent of compliance or non-compliance of public sector agencies in relation to established human resource management standards, principles and ethical codes. This monitoring activity aims to build and maintain public trust by allowing Parliament and the public to place greater reliance on the integrity of agencies processes.

The office uses a range of strategies both individually and in combination to identify key compliance issues in the sector for reporting purposes. This information is also used to help agencies improve compliance. Monitoring strategies include:

- the Breach of Standard process;
- matters referred by the public, employees and members of Parliament;
- Climate Surveys;
- yearly reports on compliance from all public sectors agencies;
- sector reviews; and
- inquiries and agency reviews on specific issues.

The Commissioner has investigative powers for the purposes of monitoring, but does not have a role to resolve individual complaints, advocate for any person or intervene in the day-to-day management of a public sector body. Accordingly, the Commissioner does not investigate all matters referred and has discretion as to how this information is used.

Individuals seeking personal redress to an issue from the Commissioner can only do so in relation to alleged breaches of the *Public Sector Standards in Human Resource Management*. This redress is provided through the *Public Sector Management (Breaches of Public Sector Standards) Regulations 2005*.

A compliance report is produced on an annual basis for tabling in Parliament. The report contains specific analysis and outcomes of compliance across the public sector based on these monitoring activities. This report will be tabled in late 2007.

Breach of standards process

The breach of standards process enables employees and others to obtain relief if they are adversely affected by a breach of an HR standard. During 2006–07, 164 breach of standard claims were finalised by the Office—a slight increase from the 2005–06 figure of 159 claims. Information relating to these is detailed below.

Breach claim outcomes – 1 July 2006 – 30 June 2007							
Standard	Breach	Dismissed	Conciliated	Withdrawn	Lapsed	Out of Jurisdiction	TOTAL
Recruitment, Selection and Appointment	2	95	8	23	1	3	132
Grievance	3	8	6	3		3	23
Redeployment		1					1
Acting		1		2			3
Transfer			1				1
Performance Management		1					1
Secondment		2					2
Termination			1				1
TOTAL	5	108	16	28	1	6	164

Breach claim activity remains consistent with previous years, with the majority of claims being lodged against the Recruitment, Selection and Appointment Standard. As anticipated in last year's , consistent with the introduction of new regulations requiring employing authorities to provide notification to employees about breach rights at the conclusion of the grievance process, there has been a substantial increase in the proportion of breach claims against the grievance resolution standard (15% compared to 5% previously). Sixty percent of the breaches found were in relation to this standard.

Matters referred to the Commissioner

The Office has continued to refine its monitoring processes and analyse information referred from members of the public, employees, and members of Parliament, as well as reports from agencies and surveys of employees to establish the extent of compliance and related issues and trends. This information is used to determine priority items for future monitoring activities.

Information from public sector employees and members of the public about alleged non-compliance are received via telephone, meetings, email and in writing. This information offers insight into workplace

issues and trends across the public sector. The number of matters of referrals received by this Office in 2006–07 increased to 80, a 14% increase from the 70 received the previous year.

Matters of referral – 1 July 2006 – 30 June 2007	Breach
Jurisdiction – resolved following inquiry	52
Jurisdiction – resolved following substantial inquiry	2
No jurisdiction – referred externally	8
No jurisdiction – no referral	18
TOTAL	80

Under the PSM Act, the Commissioner does not have the power to direct agencies to resolve an individual's concerns in a specific way. Individual complaints/referrals made to the OPSSC are used as a source of information to decide/assess the priority and nature of the monitoring activities undertaken. In some cases, the Commissioner will undertake an inquiry or review as a result of issues raised in a matter of referral.

In instances where opportunity to improve the practices of an agency is identified from issues raised in a matter of referral, the Commissioner will bring this to the attention of this agency. The Commissioner will also ensure the agency is offered targeted assistance from the Office to help address the matter.

Agency Climate Surveys and presentations

During 2005–06, fourteen public authorities covered by the PSM Act were surveyed. Further analysis of the results will be contained in the Commissioner's *Annual Compliance Report for 2006–07*.

Review of Grievance Resolution Standards and Acting Standard

A brief summary of the compiled themes from the review is contained in the *Annual Compliance report for 2005–06* tabled in March 2007, and a report is available on the OPSSC website to assist all public sector agencies.

Other Targeted Assistance and Reviews

Given the findings that there were areas for improvement, two agencies requested specific assistance following climate survey results. In both agencies, OPSSC staff conducted focus groups with staff to explore reasons for the negative results that could not be identified through the quantitative data of the climate survey. Together with the Office of Equal Employment Opportunity, OPSSC staff worked with the agency in improving some areas of equity and diversity.

Issues identified through the focus group discussions were compiled into a report for each of the agencies and OPSSC staff worked with agency senior management to provide further assistance and education for staff. Further contact with these agencies is scheduled for late in 2007 to follow up the results of this targeted assistance.

Service 1 (b) – public interest disclosure

This service involves development of guidelines and a code, assisting public authorities and public officers to comply and providing independent oversight to monitor and report on compliance to Parliament for the *Public Interest Disclosure Act 2003*.

Service 1 (b)

Total Cost of Service: \$691,000

Agency-level desired outcomes and services

The role of the Commissioner under the PID Act is to:

- establish a code setting out the minimum standards of conduct and integrity to be complied with by proper authorities;
- prepare guidelines on internal procedures relating to the functions of a proper authority under the PID Act;
- ensure all public authorities have copies of the PID Guidelines;
- monitor compliance with the PID Act, and the PID Code of Conduct (the Code); and
- assist public authorities and public officers to comply with the PID Act, and the Code.

The Commissioner is also the proper authority for receiving disclosures of public interest that relate to a public officer (other than a Member of Parliament, a Minister of the Crown, a judicial officer, or an officer referred to in Schedule 1 to the *Parliamentary Commissioner Act 1971*).

Contribution to Government goals

See Service 1(a) above.

Major achievements 2006–07

- Completed a submission to the review of the PID Act
- Developed and implemented a two-day training course for PID officers that provides an overview of the Act and uses case studies to enhance an understanding of the Act and managing disclosures
- Presented workshops on the PID Act in metropolitan and regional areas.

Key plans for 2007–08

- Develop a new strategic plan and associated strategies – see Key plans for service 1(a)
 - Continue to develop targeted assistance strategies through monitoring and assistance activities to public authorities including workshops to raise awareness of the PID Act with line managers and those responsible for informing employees and the public of avenues available to raise concerns
 - Develop a DVD for PID officers and managers to raise awareness of the PID Act within their organisations.

Summary assessment – financial targets

In the financial year ending 30 June 2007, the average cost per public authority for providing PID compliance and assistance was \$2,568. This cost has increased from \$1,891 in 2005–06. This increase is attributable to an approved funding increase provided to the OPSSC to improve PID Act awareness and provide assistance to public authorities.

Detailed [key performance indicators](#) and [efficiency indicators](#) are contained later in this report.

Report against agency goals under the *Public Interest Disclosure Act 2003*

Establishing codes, standards and regulations

PID Guidelines and Code of Conduct

The PID Code of Conduct and Integrity has been in operation since 1 July 2003. Guidelines were prepared and published in 2003, and reprinted with minor amendments in 2005–06. Copies have been distributed to public authorities and are available on the OPSSC website.

Public authority development

A number of activities were undertaken to assist public authorities to comply with the PID Act.

Training course for PID officers

A two-day PID Officer training course was developed and delivered on six occasions. Using case studies, the course provides an overview of the PID Act and PID officer obligations in dealing with a disclosure under the Act. Courses for the Department of Corrective Services and the Department of Health were tailored to their needs. Ninety PID officers attended the course in 2006–07.

Feedback from participants indicated the course was relevant to the needs of the PID Officer and their agency and consolidated their understanding of theory. Ninety-eight percent of participants stated the course provided them with enough knowledge to perform their role.

PID publications

Information sheets were developed on the following topics:

- [Rights and responsibilities – A Guide for Disclosers;](#)
- [Am I Dealing with a Public Interest Disclosure? Guide for Managers and Supervisors;](#) and
- [What is a Public Interest Disclosure?](#)

These information sheets are published on the OPSSC website and used in presentations and workshops on the PID Act and in the PID officer training course.

The Office publishes *The Voice* newsletter to communicate with PID officers. Five editions were published in 2006–07.

Other [publications](#), specifically the pamphlet *Public Interest Disclosures*, the brochure *Your Guide to Public Interest Disclosures*, the PID Awareness poster, and the *Raising Awareness* training package and facilitator's guide, continue to be published on the OPSSC website.

New public sector employees attending the Department of the Premier and Cabinet Public Sector induction session receive an information package that includes PID Act publications. There were two sessions in 2006–07, each attended by over 100 participants.

Support for Chief Executive Officers and Corporate Executives

Eight presentations were made to Corporate Executive Teams informing them of their role and obligations under the Act.

PID awareness workshops

Four workshops on the PID Act and the grievance resolution standard were held in metropolitan and regional areas. Another three regional workshops are scheduled to be held in the new financial year.

The workshops target managers, supervisors, grievance officers, human resource managers and PID officers, as they are the first point of contact by those who wish to raise concerns.

The four workshops were attended by 104 people. Feedback from the workshops has been very positive with 100% of participants from three workshops and 90% of participants in one workshop indicating increased knowledge of the PID Act.

Consultancy services

This Office provides consultancy services to public authorities, PID officers, public officers and members of the public on the PID Act. In 2006–07, there were 335 contacts from public authorities. This figure includes attendance figures at the PID Officer training course and general awareness workshops. Given the awareness-raising activities of this Office and the increased capacity of PID officers and others to deal with inquiries about the Act, there has been an anticipated decrease in the number of specific inquiries to the PID team.

Consultancy Services Provided



Independent oversight

Systems to monitor compliance

This Office uses the following strategies to monitor compliance:

- monitoring annual reports that public authorities are required to provide to this Office under section 23(1)(f) of the PID Act;
- monitoring inquiries and any allegations of non-compliance with the PID Act and Code;
- agency self-reporting by completing annual PID compliance survey; and
- agency self-reporting through periodic climate surveys.

Results of these compliance monitoring activities are published in the PID Compliance Report that is tabled annually in Parliament.

Review of the PID Act

In 2006–07, the Minister for Public Sector Management conducted a review of the PID Act. This Office made a submission to the review highlighting a number of policy and legal issues. These issues were noted by the Commissioner in the 2006 annual *PID Compliance Report*. The Minister is required to prepare a report based on the review and table this in Parliament. Depending on the outcome of the review, this Office may need to undertake significant work to revise the PID Guidelines and assistance materials.

Service 2 – equity and diversity in public employment

This service encapsulates the functions and responsibilities of the Director of Equal Opportunity in Public Employment as they are described under Part IX of the *Equal Opportunity Act 1984*. Functions in this service are carried out by the Office of Equal Employment Opportunity (OEEO). They include advising and assisting public authorities to achieve equal employment opportunity (EEO) outcomes and Government policy objectives in the area of equity and diversity. This is done through EEO Management Plans and activities associated with monitoring, evaluating and reporting on the progress of public authorities towards these outcomes and policy objectives.

Total Cost of Service: \$1,038,000

Staff: 8.1 FTEs

Agency level desired outcomes and services

The Vision Statement for this output area is:

A more diverse workforce that better matches the community at all levels of public employment and that promotes equal opportunity in a work environment that is inclusive and free from discrimination

The main activities within the Program are to:

- Provide a consultancy service to assist public authorities to develop business focussed EEO Management Plans consistent with:
 - compliance requirements under Part IX of the EEO Act;
 - government policy objectives (where applicable) such as the [*Equity and Diversity Plan for the Public Sector Workforce 2006–2009*](#) (EDP2); and
 - best practice in human resource management systems through creation of inclusive and flexible workplace environments that mirror the diversity of the community and facilitate the effective and efficient delivery of services.
- coordinate the development and implementation of sector-wide strategies and initiatives such as the EDP2;
- develop and initiate targeted strategies and programs that support the achievement of both compliance imperatives and Government objectives by public authorities; and
- operate an evaluation and reporting program to enable government and public authorities to monitor and improve progress in EEO and diversity.

Contribution to Government goals

The operations of the OEE0 under service 2 contribute directly to government goals in *Better Planning: Better Futures*.

Key outcomes closely aligned with the work of the Office are shown below.

Governance and public sector improvement

- **Strategic Outcome 5.1: A skilled and capable public sector workforce.**
The ongoing ability of the Western Australian public sector to provide the high quality services that Government and the community expect is dependant on attracting, retaining and developing a capable workforce. Public sector workplaces will be fair, safe and productive and will strive to meet equity and diversity targets in order to reflect the diversity of the Western Australian population. The public sector will implement Government policies and reforms and be committed to the importance of service to the community. Public sector agencies will be highly desirable places of employment with development opportunities for staff and flexible work arrangements that allow work to be combined with other responsibilities.
- **Strategic Outcome 5.3: A public sector that is responsive to the evolving needs of the community.**
Management of the public sector, and the people delivering its services, must respond to the changing needs of Government, the community and industry. It must make the best use of available resources, including information, communication and technology. It will operate in a culture conducive to continuous improvement, community engagement and delivery of integrated, cost-effective and high quality services accessible to those who need them.

Major achievements 2006–07

- The OEE0 implemented an online [EEO management planning tool](#) to help agencies develop plans consistent with requirements of the EEO Act. The planning tool has over 70 registered users and workshops on its use attracted 88 representatives from 59 agencies.
- The compliance framework around Part IX of the EEO Act was reviewed in the context of the legislative changes to the role of the Director of Equal Opportunity in Public Employment. The revised framework supports an emphasis on advice and assist functions and also provides for detailed evaluations of EEO Management Plans, more detailed performance reporting and different types of intervention in situations where the DEOPE is dissatisfied with the achievements of a public authority in the development and implementation of EEO Management Plans.
- The OEE0 established a pilot program in partnership with 10 agencies across the public sector aimed at improving the representation of women in senior management tiers. The [Women in Senior Management Secondment Program](#) is providing opportunities for aspirant women to diversify their skills and experience through a supported secondment program.
- The OEE0 promoted programs and strategies to improve the representation of people with disabilities in public employment. The Office has run forums for Human Resource Professionals and Disability Employment

Network providers, developed a new online information resource and produced a video case study on the application of supported work team arrangements in leading agencies.

- The OEEEO has prepared EEO Management Plan templates and a planning guide specifically for smaller local governments.
- Together with the Department for Community Development (now the Department for Child Protection) and a reference group of agencies employing significant numbers of Aboriginal staff, the OEEEO has developed and deployed a questionnaire about cultural leave. It seeks to identify whether organisational culture and human resource management policies and practices enable Aboriginal staff to reasonably balance cultural obligations to community and work commitments.
- The Office distributed approximately 23,000 climate surveys across the public sector and developed and implemented three new online surveys to assist with EEO management planning.

Key plans for 2007–08

- The OEEEO will work with local governments demonstrating best practice in EEO planning and program implementation to promote EEO Management Plans as strategic tools to enhance workforce capability and business effectiveness across the local government sector.
- The OEEEO will evaluate existing strategies to improve representation of women in senior management and liaise with stakeholders about enhancing assistance to the public sector in this area.
- The OEEEO will review current programs and identify targeted strategies to address areas of underachievement against Government objectives in EDP2.
- The Office will work with agencies involved in the transition from existing state-based Minimum Obligatory Information Requirements system to the national Workforce Analysis Comparison Application system to ensure appropriate equity and diversity infoSummary Assessment – Financial Targets

Summary assessment – financial targets

In the financial year ending 30 June 2007, the average cost per public authority for providing EEO compliance and assistance was \$3,859. This is a slight decrease from \$4,074 in 2005–06 that can be attributed in part to the increase in the number of agencies provided this service: 266 in 2005–06 and 269 in 2006–07.

Detailed [efficiency indicators](#) are contained later in this report.

Summary assessment – Key Performance Indicators

One performance indicator relates directly to service area two. The composite equity index (CEI) measures the distribution of four diversity groups (women, people with disabilities, people from culturally diverse backgrounds and Indigenous Australians) through salary ranges. A CEI of 100 represents even distribution of the diversity groups from the lowest to highest salary bands. The CEI has remained stable at 80 in both 2005–06 and 2006–07.

Detailed [key performance indicator statements](#) are contained later in this report.

Report against agency goals under the *Equal Opportunity Act 1984*

Establishing codes, standards and regulations

Investigative matters

During 2004–05 amendments to the *Equal Opportunity Act 1984* resulted in broadened options available to the Director of Equal Opportunity in Public Employment in monitoring and evaluating the development and implementation of EEO Management plans. Sections 147 through 153 of the Act now enable the Director to conduct investigations if dissatisfied with the preparation or implementation of a management plan. In 2006–07 frameworks were established that provide greater clarity about what is 'satisfactory' in terms of EEO Management Plans and identify the process for investigations by the Director. In the course of the year no investigations were conducted under these powers.

Group-specific strategies and initiatives

In addition to the advise and assist function supporting the development and implementation of EEO Management Plans by agencies, the OEEO identifies and facilitates support for specific programs with potential for a positive sector-wide impact. Initiatives in 2006–07 included the following.

- Women in Senior Management Program - The OEEO established a pilot program in partnership with 10 agencies across the public sector aimed at improving the representation of women in senior management tiers. The program is providing opportunities for aspirant women to diversify their skills and experience through a supported secondment program.
- People with disabilities - The OEEO promoted programs and strategies to improve the representation of people with disabilities in public employment. The Office has run forums for Human Resource Professionals and Disability Employment Network providers, developed a new on-line information resource and is producing a video case study on the application of supported work team arrangements in leading agencies.
- Indigenous Australians - Together with the Department for Community Development (now the Department for Child Protection) and a reference group of agencies employing significant numbers of Aboriginal staff, the OEEO has developed and deployed a questionnaire about cultural leave. It seeks to identify whether organisational culture and human resource management policies and practices enable Aboriginal staff to reasonably balance cultural obligations to community and work commitments.

Public authority development

Advice and assistance with EEO Management Plans

Chief Executive Officers of State Government agencies, local governments and public universities must prepare and implement an Equal Employment Opportunity Management Plan under provisions of Section 145 of the *Equal Opportunity Act 1984*. Agencies must forward a copy of the plan to the Director of Equal Opportunity in Public Employment, and report to the Director each year on the implementation of EEO in their organisation.

Many agencies plans expired in the past year and consulting activity centred around helping agencies evaluate past plans and determine priorities for new plans.

- The planning tool has over 70 registered users and workshops run on its use attracted 88 representatives from 59 agencies.
- In addition to the ePlanning Tool, the OEE0 prepared EEO Management Plan templates and a planning guide designed specifically with smaller local government authorities in mind.

Practitioner forums and workshops

A series of Diversity Practitioner forums were conducted on key areas within the *Equity and Diversity Plan for the Public Sector Workforce*. The practitioner forums followed one of two formats in 2006–07:

- Two large forums for 50–75 participants on the priority area of employment of people with a disability
- Seven EEO Management Planning workshops for 10–20 staff covered agency requirements and opportunities associated with the development of EEO management plans required under Part IX of the *Equal Opportunity Act 1984*

In addition to these, the Office participated in two joint presentations with staff from the Department of the Premier and Cabinet and with Human Resource and Ethics staff from the OPSSC to promote equity considerations in recruitment and selection processes.

Office of EEO e-Bulletins

Examples of good workforce diversity practice and the principles of merit and equity are promoted through two publications produced by the OEE0. Information about changes in the Office, sector-wide policy and significant achievements of public authorities are promoted quarterly in [The Key](#). National and international reports and stories relevant to the promotion of equity and diversity in the sector are identified and circulated in the fortnightly bulletin [Diversity Bizz](#). Readership for both bulletins has increased in 2006–07 year due to broader promotion and use of an online tool that provides feedback about articles of greatest interest to subscribers.

Cross-Government initiatives

In addition to the advise and assist role for EEO Management Plans, the Director contributed to a range of whole-of-Government initiatives and reform matters. Key areas of activity were:

- the Office continues to be a program partner for the Substantive Equality Program and contributed to the development of policies, guidelines and support resources;
- the Director is a reference group member for the Women in Leadership Strategy of the Department of Education and Training;
- the Director is a member of the Ministerial committee initiative for the promotion of opportunities and outcomes for women in senior local government roles; and
- the Director participates in a cross-agency taskforce coordinated by the Department of the Premier and Cabinet which highlights the collaborative effort in the public sector toward improving the representation of women in senior management positions.

The Chief Executive Officer (CEO) Diversity Forum is a group of CEOs from across the public sector that consider whole of sector policy issues relating to equity and diversity. They also champion the Government's *Equity and Diversity Plan for the Public Sector Workforce 2006-2009* and support the sharing of ideas that might contribute to the achievement of the objectives of the Plan. The CEO Diversity Forum is chaired by the Director General of the Department of the Premier and Cabinet and met four times through the year.

Independent oversight

Evaluation of effectiveness

Part IX of the EEO Act requires the Director to evaluate the effectiveness of public authority management plans in achieving the objectives of the Act to eliminate discrimination and promote equal opportunity in public employment. The principal strategies used to evaluate the effectiveness of EEO management plans are:

- assessment of changes to the public sector demographic profile through analysis of data collected from public authority yearly reports;
- benchmarking against sector-wide objectives and against other organisations within each sector;
- assessment of how people feel about equity in their organisation through EEO Climate Surveys. The surveys seek to collate the perceptions of employees about the cultural climate in their organisation. Survey result feedback is presented to members of the organisation's corporate executive for follow-up action as required;
- monitoring EEO management plans submitted by authorities and providing feedback; and
- monitoring cases related to public employment handled by the Commissioner for Equal Opportunity.

Through the year, the compliance framework around Part IX of the *Equal Opportunity Act 1984* was reviewed in the context of the legislative changes to the role of the Director.

The revised framework supports an emphasis on advise and assist functions but also provides for detailed evaluations of EEO Management Plans, more detailed performance reporting and different types of intervention in situations where the DEOPE is dissatisfied with the achievements of a public authority in the development and implementation of EEO Management Plans.

Data collection systems

A major on-going initiative for 2006–07 was the development and implementation of new reporting tools and survey instruments which has resulted in streamlined climate survey and annual reporting processes. The Evaluation and Reporting team have successfully applied these new tools in developing targeted surveys on Indigenous Cultural Leave, special supplements for other survey projects, as well as agency annual reporting.

Monitoring progress towards Government objectives

The Director received EEO Yearly Reports on demographic data from all public sector authorities (published in September 2006):

- 121 public sector agencies as at 30 June 2006 (collected through HR MOIR in July 2006);
- 144 local governments as at 30 June 2006 (collected in December 2006); and
- 4 public universities as at 31 March 2006 (collected in July 2006).

Through the year, the OEE0 implemented a [web-based package](#) enabling public sector agencies to forward annual report data via the internet. Agencies can make calculations and generate charts to get immediate feedback on key measures and trends in their agency.

The data collected through this process facilitates the analysis of employment trends for women and men, Indigenous Australians, people from culturally diverse backgrounds, people with disabilities, and for different age groups. Reports analysing the data were provided to all public sector agencies with more than 100 employees (the *How Does Your Agency Compare?* report to agencies and *How Does your Portfolio Compare?* report to Ministers).

Full progress details will be available in the 2006–07 Annual Report of the Director of Equal Opportunity in Public Employment, available after October 2007 from the OEE0 website (www.oeeo.wa.gov.au).

Climate Surveys and presentations

A climate survey addressing human resource management, ethics, Public interest disclosure and aspects of equal opportunity compliance is deployed in larger agencies on average once every five years. It asks employees a range of questions on their perceptions of these issues. Separate surveys are used for local government and public universities, who are not covered by the provisions of the PSM Act. Feedback on climate survey results, together

with analysis of the agency's demographic data, EEO management plan and any agency-specific issues are provided to the senior executive of each public authority surveyed.

During 2006–07 the Evaluation and Reporting team distributed 22,796 climate surveys to 18 Public Authorities (as either online surveys or in hard copy format), and received back 6,393 completed surveys.

	Public Authority	Number of Climate Surveys Conducted	Response Rate
1	Public Sector	14	28.5%
2	Local Government	3	26.9%
3	University	1	24.3%
	OVERALL	18	28.0%

NB. Overall response rate is a weighted average.

First Progress Report on the Equity and Diversity Plan 2006–2009

The first results of the *Equity and Diversity Plan for the Public Sector Workforce 2006–2009* (EDP2) were circulated to all public sector Chief Executive Officers in January 2007. Final outcomes and the proportion of the final objective achieved for 2006 are shown for each diversity group in the table below. Further information, including equity indices and data for the 2006–07 financial year, are reported in the Director of Equal Opportunity in Public Employment's Annual Report.

Diversity Group Representation	2006 Objective (%)	2006 Actual (%)	Difference between actual and objective (%)	Shortfall in public service positions
Women in the SES	25.5	23.7	-1.8	7
Women in Tier 1	25	19.8	-5.2	6
Women in Tier 2	32	29.8	-2.2	13
Women in Tier 3	36	32.8	-3.2	50
Indigenous Australians	2.6	2.5	-0.1	128
People from culturally diverse backgrounds	9.25	8.1	-1.15	1,472
People with disabilities	3.6	1.5	-2.1	2,689
Youth	6.5	5.7	-0.8	1,024

Note that percentage representation figures for women are based on known representation, while percentage representation for other diversity groups is based on self-nomination using employee diversity surveys (which had an overall response rate of approximately 82% in the sector in 2005–06). Therefore while the shortfall in positions for women is exact, that for other diversity groups is an extrapolation calculated using the representation figures available.

Service 3 – independent CEO selection and reappointment advice

This service involves the provision of independent advice to the Minister about reappointment and persons suitable for vacant Chief Executive Officer positions by using fair and comprehensive processes as outlined in sections 45 and 48 of the *Public Sector Management Act 1994*.

Total Cost of Service: \$601,303

Staff: 2.4 FTEs

Agency-level desired outcomes and services

Through the Chief Executive Officer Selection program, the Commissioner provides independent advice to the Minister for Public Sector Management about the suitability of persons for appointment following a merit-based selection process. The current process managed by the Office typically includes the following components:

- public advertising of vacant positions;
- appointment of an executive recruitment consultant to conduct executive searches, assist in the examination of applicants and provide administrative support and advice to applicants and selection panel members;
- establishment of independent selection panels of three to four persons who provide a variety of perspectives to the examination of applicants;
- examination of applicants using a variety of selection techniques to determine their relative merits; and
- provision of independent reports by the Commissioner to the Minister for Public Sector Management about persons most suitable for vacant CEO positions based on the outcome of merit assessments of applicants.

The Commissioner also provides independent advice to the Minister for Public Sector Management about the appropriateness or otherwise of proposals to reappoint existing chief executive officers. In providing this advice, the Commissioner takes into account information on the performance of a chief executive officer and other matters that may be relevant to that particular case.

Contribution to Government goals

Governance and public sector improvement

- A skilled and capable public sector workforce
- A public sector that is responsive to the evolving needs of the community
 - Independent oversight that contributes to a more accountable public sector

Jobs and economic development

- A fair and flexible labour market

Major achievements 2006–07

- Tabled in Parliament the report *Ten-Year Review Three: [CEO recruitment and selection in the Western Australian public sector](#)*. This report, which incorporated feedback from a discussion paper, addresses issues related to the Commissioner's CEO selection function
- Significant progress was made to implement changes to improve the recruitment and selection process, including sourcing and ensuring a broad diversity of panel members, enhancing the openness and transparency of the process and developing a database of information related to CEO nominations
- Managed the selection process and provided nominations for 11 CEO positions to the Minister for Public Sector Management

Key plans for 2007–08

- Develop a new strategic plan and associated strategies – see Key Plans for Service 1(a)
- Continue to implement improvements to the CEO recruitment and selection process to achieve streamlined and improved outcomes, involving progressing the recommendations contained in *Ten-Year Review Three: CEO recruitment and selection in the WA public sector*
- The development of a database for potential future applicants for CEO positions will be progressed, with particular emphasis on improving the diversity of applicants

Summary assessment – financial targets

In the financial year ending 30 June 2007, the average cost per public authority for providing independent CEO selection advice to Ministers was \$54,663. This figure increased from \$53,864 in 2005–06. In 2005–06 this cost was averaged across 10 public authorities and for 2006–07 across 11 public authorities.

Detailed [efficiency indicators](#) are contained later in this report.

Summary assessment – Key Performance Indicators

One performance indicator relates directly to service area three. The percentage of the Commissioner's nominations for CEO positions accepted by the Minister for Public Sector Management in 2006–07 was 87% (13 out of 15 nominations), increasing from 83% in 2005–06.

Detailed [key performance indicator statements](#) are contained later in this report.

Report against agency goals under the *Public Sector Management Act 1994*

Chief Executive Officer selection and reappointment

The Commissioner received requests to undertake selection processes for 15 positions during 2006–07, the same level of activity as in the previous year. A summary of actions for the year is outlined in the following table.

Chief Executive Officer Selection Activity during 2006 – 07				
Position and Agency	Nomination(s) sent to Minister for Public Sector Management	Date of Minister for Public Sector Management's Decision	Appointee	Nomination Accepted
Director Pilbara Development Commission	5 December 2005	12 July 2006	Nil	Yes– but no appointment made as applicant withdrew
Director Gascoyne Development Commission	10 May 2006	12 July 2006	Mr Stephen Yule	Yes
Chief Executive Officer Education Services	19 May 2006	2 August 2006	Mr Richard Strickland	Yes
Chief Executive Officer Curriculum Council	19 May 2006	15 August 2006	Mr David Wood	Yes
Chief Executive Officer Fire and Emergency Services Authority	28 June 2006	21 July 2006	Ms Jo Harrison-Ward	Yes
Director General Department of Water	6 July 2006	12 July 2006	None	No
Director General Department of the Attorney General	4 July 2006	23 August 2006	None	No
Chief Executive Officer State Supply Commission	31 August 2006	8 November 2006	Mr Rob McDonald	Yes
Director General Department of Housing and Works	18 July 2006	12 September 2006	Mr Robert Mitchell	Yes
Managing Director Central TAFE	5 January 2007	11 April 2007	Mr Neil Fernandes	Yes
Managing Director Challenger TAFE	5 January 2007	27 March 2007	Mr Robert Player	Yes

Chief Executive Officer Selection Activity during 2006 – 07				
Chief Executive Officer Drug and Alcohol Authority	19 December 2006	6 March 2007	Mr Terry Murphy	Yes
Director General Department of Education and Training	14 May 2007	12 June 2007	Ms Sharyn O'Neill	Yes
Managing Director Small Business Development Corporation	7 May 2007	7 June 2007	Mr Stephen Moir	Yes
Chief Executive Officer State Supply Commission	13 April 2007	7 June 2007	Mr Rodney Alderton	Yes
Director General Department of the Attorney General	27 June 2007	No appointment as at 30 June 2007		
Managing Director Kimberley TAFE	Recruitment action commenced in February 2007*			
Managing Director Pilbara TAFE	Recruitment action commenced in February 2007*			
Coordinator Office of Energy	Recruitment action commenced in February 2007*			
Director Pilbara Development Commission	Recruitment action commenced in April 2007*			
Director General Department of Planning and Infrastructure	Recruitment action commenced in April 2007*			
Director General Department for Communities	Recruitment action commenced in April 2007*			
Director General Department of Child Protection	Recruitment action commenced in April 2007*			
Director General Department of Water	Recruitment action commenced in June 2007*			

* For these positions, nominations had not been sent to the Minister for Public Sector Management as at 30 June 2007.

Note: positions highlighted in blue above are those for which a nomination was sent to the Minister in 2006–07.

Nominations of suitable people for 11 positions (highlighted in table in blue) were provided to the Minister for Public Sector Management during 2006–07. Work was continuing on another eight positions at the end of the reporting period.

The Minister for Public Sector Management announced his decisions for 15 positions during 2007–08 and accepted the Commissioner's nominations in 13 instances. On the two occasions where the Commissioner's nomination was not accepted, the Minister did not make an appointment but implemented acting arrangements in the vacant positions.

Women were appointed to 2 of the 15 vacant positions finalised during the year. Both women and men were nominated in all but 3 of the 15 positions. In total, 32% of the nominations for these 15 positions were women, a figure close to last year's percentage.

Women were appointed to 45% of CEO positions in 2002–03, 43% in 2003–04, 25% in 2004–05, no positions in 2005–06 (although women were nominated as suitable in three of the four available positions in that period), and 13% in 2006–07. The Government's *Equity and Diversity Plan 2006–09* objective is to have women in 30% of CEO positions by 2009.

The average time taken per position to provide the Commissioner's nomination was 12 weeks, a period slightly less than the previous year.

Significant issues and trends

Economic and social trends

- Pressures on public sector bodies to meet community demands on services, while ensuring they are operating within appropriate ethical and regulatory parameters
- Increasing need to build sector-wide capacity to meet accountability requirements while at the same time providing practical and flexible support and assistance strategies
- The current review of the PID Act provides opportunity to address a number of legal and policy issues that have emerged since the Act commenced
- Difficulties being experienced by agencies in attracting and retaining staff in a competitive employment environment provides opportunity to improve workforce diversity through targeted attraction strategies, by addressing structural and process barriers and by using innovative recruitment methods
- Maintaining confidence in the integrity of the recruitment and selection process for public sector Chief Executive Officers will need to take into account the increased focus on the principles of good governance and the importance of attracting quality candidates to public sector CEO positions

Changes in written law affecting the agency

Equal Employment Opportunity

In 2007, the EEO Act was reviewed for the first time in its 20-year history. The OEEO has been involved in this review process and believes the recommended amendments will enhance the role and function of the Director of Equal Opportunity in Public Employment. The review recommended government introduce a 'gender duty' requirement in the Act similar to the scheme introduced in the United Kingdom in April 2007. This scheme imposes a mandatory statutory duty on all public authorities to promote equality of opportunity between men and women. This 'gender duty' ensures the weight public authorities give to gender equality should be proportionate to its relevance to a particular function. The greater the relevance of a function to gender equality, the greater regard should be paid to it.

The duty is a positive responsibility on the authority to promote equality. It focuses attention on women's employment and participation rates across the public sector, including promotion, professional development and occupational segregation.

The review recommended the Director of Equal Opportunity in Public Employment's powers be strengthened to monitor and enforce compliance by public sector employers in the performance of the duty

Public Interest Disclosure

During 2006–07, the Minister for Public Sector Management conducted a review of the PID Act. The OPSSC made a comprehensive submission to the review, highlighting the legal and policy issues in the Commissioner's annual compliance report to Parliament.

The Minister is required to table a report to Parliament based on the review. Any recommended changes to policy direction and legislation will affect this Office's assistance and compliance monitoring functions.

Likely developments in agency operations

As discussed in the foreword to this report, the OPSSC has begun development of a new strategic plan for 2007 to 2009. The new plan will identify reform priorities, strategies and measures for the OPSSC which will shape agency operations into the future.

In 2007–08 bureau support for financial and procurement services will be transferred to the Office of Shared Services (OSS). As part of this process there will be a Service Level Agreement established and documentation of responsibilities for both the OPSSC and the OSS. This will require some changes to the ways in which procurement and financial management and reporting is undertaken.

Disclosures and legal compliance

Financial statements

Certification of financial statements

OFFICE OF THE PUBLIC SECTOR STANDARDS COMMISSIONER
FOR THE YEAR ENDED 30 JUNE 2007

The accompanying financial statements of the Office of the Public Sector Standards Commissioner have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the financial year ended 30 June 2007 and the financial position as at 30 June 2007.

At the date of signing we are not aware of any circumstances which would render any particulars included in the financial statements misleading or inaccurate.



Dr Ruth Shean

Accountable Officer

12 September 2007



Mary White

Chief Finance Officer

12 September 2007

Income statement

		2007	2006
	Note	\$	\$
COST OF SERVICES			
Expenses			
Employee benefits expense	6	3,059,759	2,770,737
Supplies and services	7	824,052	987,579
Depreciation and amortisation expense	8	133,400	153,546
Finance Costs		-	-
Accommodation expenses	9	263,333	251,031
Grants and subsidies	10	3,637	-
Capital user charge	11	59,160	50,840
Loss on disposal of non-current assets	14	17,213	-
Loss on foreign exchange		-	-
Other expenses	12	73,781	72,227
Total cost of services		4,434,335	4,285,960
Income			
Revenue			
User charges and fees	13	264,454	276,263
Sales		-	-
Commonwealth grants and contributions		-	-
Interest revenue		-	-
Other revenue		-	-
Total Revenue		264,454	276,263
Gains			
Gain on disposal of non-current assets	14	-	-
Gain on disposal of other assets		-	-
Other gains		-	-
Total gains		-	-
Total income other than income from State Government		264,454	276,263
NET COST OF SERVICES		4,169,881	4,009,697
INCOME FROM STATE GOVERNMENT			
Service appropriation		4,247,000	3,839,000
Resources received free of charge		18,563	96,220
Liabilities assumed by the Treasurer		1,074	-
Total income from State Government	15	4,266,637	3,935,220
SURPLUS/DEFICIT FOR THE PERIOD		96,756	(74,477)

The Income Statement should be read in conjunction with the accompanying notes.

Balance sheet

		2007	2006
	Note	\$	\$
ASSETS			
Current Assets			
Cash and cash equivalents	28	328,766	312,780
Restricted cash and cash equivalents	16	361,321	350,847
Inventories	17	-	-
Receivables	18	221,374	214,431
Amounts receivable for services	19	120,000	102,000
Other current assets		-	-
Non-current assets classified as held for sale		-	-
Total Current Assets		1,031,461	980,058
Non-Current Assets			
Restricted cash and cash equivalents	16	19,386	9,500
Inventories		-	-
Receivables		-	-
Amounts receivable for services	19	899,000	711,000
Property, plant and equipment	20	404,544	503,566
Intangible assets		-	-
Other non-current assets		-	-
Total Non-Current Assets		1,322,930	1,224,066
TOTAL ASSETS		2,354,391	2,204,124
LIABILITIES			
Current Liabilities			
Payables	23	83,401	123,864
Amounts due to the Treasurer	24	500,000	500,000
Provisions	25	465,068	445,024
Other current liabilities	26	9,886	9,354
Total Current Liabilities		1,058,355	1,078,242
Non-Current Liabilities			
Payables		-	-
Provisions	25	211,511	138,113
Other non-current liabilities		-	-
Total Non-Current Liabilities		211,511	138,113
Total Liabilities		1,269,866	1,216,355
Net Assets		1,084,525	987,769
Equity			
Contributed equity	27	615,000	615,000
Reserves		-	-
Accumulated surplus/(deficiency)		469,525	372,769
Total Equity		1,084,525	987,769
TOTAL LIABILITIES AND EQUITY		2,354,391	2,204,124

The Balance Sheet should be read in conjunction with the accompanying notes.

Statement of changes in equity

		2007	2006
	Note	\$	\$
Balance of equity at start of period		987,769	1,028,246
CONTRIBUTED EQUITY	27		
Balance at start of period		615,000	581,000
Capital contribution		-	34,000
Other contributions by owners		-	-
Distributions to owners		-	-
Balance at end of period		615,000	615,000
Transfer to Accumulated surplus/(deficit)		-	-
Restated balance at end of period		615,000	615,000
RESERVES	27		
Asset Revaluation Reserve			
Balance at start of period		-	-
Changes in accounting policy or correction of prior period errors		-	-
Restated balance at start of period		-	-
Gains/(losses) from asset revaluation		-	-
Balance at end of period		-	-
Transfer to Accumulated surplus/(deficit)		-	-
Restated balance at end of period		-	-
ACCUMULATED SURPLUS (RETAINED EARNINGS)	27		
Balance at start of period		372,769	447,246
Net adjustment on transition to AIFRS		-	-
Change in accounting policy or correction of prior period errors		-	-
Restated balance at start of period		372,769	447,246
Transfer from contributed equity		-	-
Transfer from asset revaluation reserve		-	-
Surplus/(deficit) for the period ^(a)		96,756	(74,477)
Gain/(losses) recognised directly in equity		-	-
Balance at end of period		469,525	372,769
Balance of equity at end of period		1,084,525	987,769
Total income and expenses for the period ^(b)		96,756	(74,477)

(a) The surplus/(deficit) for the 2005/06 period is net of the AIFRS adjustment.

(b) The aggregate net amount attributable to each category of equity is: surplus \$96,756 (2006: deficit \$74,477).

The Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Cash flow statement

		2007	2006
	Note	\$	\$
CASH FLOWS FROM STATE GOVERNMENT			
Service appropriation		3,939,000	3,541,000
Holding account drawdowns		102,000	164,000
Capital contributions		-	34,000
Net cash provided by State Government		4,041,000	3,739,000
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(3,105,947)	(2,657,481)
Supplies and services		(644,716)	(907,804)
Finance costs		-	-
Capital user charge		(59,160)	(50,840)
Accommodation		(269,529)	(209,522)
Grants and subsidies		(3,637)	-
GST payments on purchases		(99,593)	(130,172)
GST payments to taxation authority		(28,363)	-
Other payments		(160,476)	(91,580)
Receipts			
Sales of goods and services		-	-
User charges and fees		279,822	194,303
Commonwealth grants and contributions		-	-
Interest received		-	-
GST receipts on sales		25,654	19,709
GST receipts from taxation authority		119,852	134,173
Net cash provided by/(used in) operating activities	28	(3,946,093)	(3,699,214)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from the sale of non-current physical assets		-	-
Purchase of non-current physical assets		(58,561)	(85,043)
Net cash provided by/(used in) investing activities		(58,561)	(85,043)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from borrowings		-	200,000
Treasurer's advance		-	-
Net cash provided by/(used in) financing activities		-	200,000
Net increase/(decrease) in cash and cash equivalents		36,346	154,743
Cash and cash equivalents at the beginning of period		673,127	518,384
Cash assets transferred to/from other sources		-	-
Effects of exchange rate changes on cash balances held in foreign currency		-	-
CASH AND CASH EQUIVALENTS AT THE END OF PERIOD	28	709,473	673,127

The cash flow statement should be read in conjunction with the accompanying notes.

Schedule of income and expenses by service

	Development and Monitoring of Human Resource Standards, Ethical Codes and Public Interest Disclosure Guidelines		Advice and Evaluation of Equity and Diversity in Public Employment		Independent Chief Executive Officer Selection and Reappointment Advice		Total	
	2,007	2006	2007	2006	2007	2006	2007	2006
COST OF SERVICES								
	\$	\$	\$	\$	\$	\$	\$	\$
Expenses								
Employee benefits expense	2,006,708	1,872,882	763,554	709,446	289,516	188,409	3,059,778	2,770,737
Supplies and services	424,053	459,313	137,161	220,619	262,838	307,647	824,052	987,579
Depreciation and amortisation expense	86,668	90,914	35,458	51,690	11,274	10,942	133,400	153,546
Finance costs	-	-	-	-	-	-	-	-
Accommodation expenses	174,897	164,652	64,750	69,013	23,686	17,366	263,333	251,031
Grants and subsidies	3,637	-	-	-	-	-	3,637	-
Capital user charge	39,292	33,554	14,547	13,727	5,321	3,559	59,160	50,840
Other expenses	49,041	42,277	17,494	19,238	7,227	10,712	73,762	72,227
Loss on disposal of non-current assets	10,636	-	5,136	-	1,441	-	17,213	-
Total cost of services	2,794,932	2,663,592	1,038,100	1,083,733	601,303	538,635	4,434,335	4,285,960
Income								
User charges and fees	26,895	13,536	21,068	13,307	216,491	249,420	264,454	276,263
Sales	-	-	-	-	-	-	-	-
Commonwealth grants and contributions	-	-	-	-	-	-	-	-
Interest revenue	-	-	-	-	-	-	-	-
Profit on foreign exchange	-	-	-	-	-	-	-	-
Total income other than income from State Government	26,895	13,536	21,068	13,307	216,491	249,420	264,454	276,263
NET COST OF SERVICES	2,768,037	2,650,056	1,017,032	1,070,426	384,812	289,215	4,169,881	4,009,697
INCOME FROM STATE GOVERNMENT								
Service appropriation	2,904,200	2,529,000	1,041,000	1,042,000	301,800	268,000	4,247,000	3,839,000
Resources received free of charge	12,326	63,506	4,566	25,979	1,671	6,735	18,563	96,220
Liabilities assumed by the Treasurer	713	0	264	0	97	0	1,074	0
Total income from State Government	2,917,239	2,592,506	1,045,830	1,067,979	303,568	274,735	4,266,637	3,935,220
Surplus/deficit for the period	149,202	(57,550)	28,798	(2,447)	(81,244)	(14,480)	96,756	(74,477)

The Schedule of Income and Expenses by Service should be read in conjunction with the accompanying notes.

Summary of consolidated fund appropriations and income estimates

	2,007 ESTIMATE \$	2,007 ACTUAL \$	VARIANCE \$	2,007 ACTUAL \$	2,006 ACTUAL \$	VARIANCE \$000
DELIVERY OF SERVICES						
Item 10 Net amount appropriated to deliver services	3,841,000	3,841,000	-	3,841,000	3,551,000	290,000
Section 25 Transfer of service appropriation	-	-	-	-	-	-
Amount Authorised by Other Statutes						
- Salaries and Allowances Act 1975	297,000	406,000	109,000	406,000	288,000	118,000
Total appropriations provided to deliver services	4,138,000	4,247,000	109,000	4,247,000	3,839,000	408,000
CAPITAL						
Capital Contribution	-	-	-	-	34,000	-34,000
GRAND TOTAL	4,138,000	4,247,000	109,000	4,247,000	3,873,000	374,000
Details of Expenses by Service						
Development and Monitoring of Human Resource Standards, Ethical Codes and Public Interest Disclosure Guidelines	2,880,000	2,794,933	-85,067	2,794,933	2,663,592	131,341
Advice and Evaluation of Equity and Diversity in Public Employment	1,081,000	1,038,099	-42,901	1,038,099	1,083,732	-45,633
Independent Chief Executive Officer Selection and Reappointment Advice	542,000	601,303	59,303	601,303	538,636	62,667
Total Cost of Services	4,503,000	4,434,335	-68,665	4,434,335	4,285,960	148,375
Less total income	-275,000	-264,454	10,546	-264,454	-276,263	11,809
Net Cost of Services	4,228,000	4,169,881	-58,119	4,169,881	4,009,697	160,184
Adjustments	-90,000	77,119	167,119	77,119	-170,697	247,816
Total appropriations provided to deliver services	4,138,000	4,247,000	109,000	4,247,000	3,839,000	408,000
Capital Expenditure						
Purchase of non-current physical assets	109,000	58,561	-50,439	58,561	90,673	-32,112
Corporate Services and Procurement Implementation	-	-	-	-	-	-
Adjustment for other funding sources	-109,000	-58,561	50,439	-58,561	-56,673	-1,888
Capital Contribution (appropriation)	-	-	-	-	34,000	-34,000
DETAILS OF INCOME ESTIMATES						
Income disclosed as Administered Income	-	-	-	-	-	-
Adjustments comprise movements in cash balances and other accrual items such as receivables, payables and superannuation.						
Note 34 "Explanatory statement" provides details of any significant variations between estimates and actual results for 2007 and between the actual results for 2006 and 2007.						

Notes to the financial statements

1. Office mission and funding

The Office of the Public Sector Standards Commissioner's (the Office) mission is to achieve better practice within public authorities in people management, workforce diversity and ethical behaviour through education, capacity building and independent oversight.

The Office is mainly funded by Parliamentary appropriations. The financial statements encompass all funds through which the Office controls resources to carry on its functions.

2. Australian Equivalents to International Financial Reporting Standards

General

The Office's financial statements for the year ended 30 June 2007 have been prepared in accordance with Australian equivalents to International Financial Reporting Standards (AIFRS), which comprise a Framework for the Preparation and Presentation of Financial Statements (the Framework) and Australian Accounting Standards (including the Australian Accounting Interpretations).

In preparing these financial statements the Office has adopted, where relevant to its operations, new and revised Standards and Interpretations from their operative dates as issued by the AASB and formerly the Urgent Issues Group (UIG).

The Australian Accounting Interpretations are adopted through AASB 1048 'Interpretation and Application of Standards' and are classified into those corresponding to IASB Interpretations and those only applicable in Australia.

The AASB has decided to maintain statements of accounting concepts (SAC 1 and SAC 2) and has continued to revise and maintain accounting standards and the interpretations that are of particular relevance to the Australian environment, especially those that deal more specifically with not-for-profit entity issues and/or do not have an equivalent IASB Standard or Interpretation.

Early adoption of standards

The Office cannot early adopt an Australian Accounting Standard or Australian Accounting Interpretation unless specifically permitted by TI 1101 "Application of Australian Accounting Standards and Other Pronouncements". No Standards and Interpretations that have been issued or amended but are not yet effective have been early adopted by the Office for the annual reporting period ended 30 June 2007.

3. Summary of significant accounting policies

(a) General statement

The financial statements constitute a general purpose financial report which has been prepared in accordance with Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board as applied by the Treasurer's Instructions. Several of these are modified by the Treasurer's Instructions to vary application, disclosure, format and wording. *For example, AASB 116 requires land and buildings to be measured at cost or fair value; TI 954 mandates the fair value option.*

The *Financial Management Act 2006* and the Treasurer's Instructions are legislative provisions governing the preparation of financial statements and take precedence over Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board.

Where modification is required and has a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

Modifications or clarifications to accounting standards through the TI's are to provide certainty and ensure consistency and appropriate reporting across the public sector.

(b) Basis of preparation

The financial statements have been prepared in accordance with Accounting Standard AAS 29 "Financial Reporting by Government Departments" on the accrual basis of accounting using the historical cost convention.

The accounting policies adopted in the preparation of the financial statements have been consistently applied throughout all periods presented unless otherwise stated.

The financial statements are presented in Australian dollars and all values are rounded to the nearest dollar.

The judgements that have been made in the process of applying the Office's accounting policies that have the most significant effect on the amounts recognised in the financial statements are disclosed at note 4 'Judgements made by management in applying accounting policies'.

The key assumptions made concerning the future, and other key sources of estimation uncertainty at the balance sheet date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are disclosed at note 5 'Key sources of estimation uncertainty'.

(c) Reporting entity

The reporting entity comprises the Office.

The Office administers assets, liabilities, income and expenses on behalf of Government which are not controlled by, nor integral to the function of the Office. These administered balances and transactions are not recognised in the principal financial statements of the Office but schedules are prepared using the same basis as the financial statements and are presented at note 36 'Administered expenses and income' and note 37 'Administered assets and liabilities'.

(d) Contributed equity

UIG Interpretations 1038 'Contributions by Owners Made to Wholly-Owned Public Sector Entities' requires transfers in the nature of equity contributions to be designated by the Government (the owner) as contributions by owners (at the time of, or prior to transfer) before such transfers can be recognised as equity contributions. Capital contributions (appropriations) have been designated as contributions by owners by Treasurer's Instruction (TI) 955 "Contributions by Owners made to Wholly Owned Public Sector Entities" and have been credited directly to Contributed Equity.

Transfer of net assets to/from other agencies are designated as contributions by owners where the transfers are non-discretionary and non-reciprocal. See note 26 "Equity".

Repayable Capital appropriations are recognised as liabilities. Refer to Note 15 'Income from State Government' for further commentary on the application of TI 955.

(e) Income

Revenue recognition

Revenue is measured at the fair value of consideration received or receivable. Revenue is recognised for the major business activities as follows:

Sale of goods

Revenue is recognised from the sale of goods and disposal of other assets when the significant risks and rewards of ownership control transfer to the purchaser and can be measured reliably.

Rendering of Services

Revenue is recognised upon the delivery of the service to the client or by reference to the stage of completion of the transaction.

Interest

Revenue is recognised as the interest accrues. *(The effective interest method, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset, is used where applicable).*

Service Appropriations

Service Appropriations are recognised as revenues in the period in which the Office gains control of the appropriated funds. The Office gains control of appropriated funds at the time those funds are deposited into the Office's bank account or credited to the holding account held at the Treasury. *See note 15 "Income from State Government" for further detail.*

Net Appropriation Determination

The Treasurer may make a determination providing for prescribed receipts to be retained for services under the control of the Office. In accordance with the determination specified in the 2006-2007 Budget Statements, the Office retained \$425,328 in 2007 (\$348,185 in 2006) from the following:

- Proceeds from fees and charges;
- Proceeds from training courses provided;
- One-off revenues from the sale of property other than real property; and
- Other office revenue.

Grants, donations, gifts and other non-reciprocal contributions

Revenue is recognised at fair value when the Office obtains control over the assets comprising the contributions which is usually when cash is received.

Other non-reciprocal contributions that are not contributions by owners are recognised at their fair value. Contributions of services are only recognised when a fair value can be reliably determined and the services would be purchased if not donated.

Where contributions recognised as revenues during the reporting period were obtained on the condition that they be expended in a particular manner or used over a particular

period, and those conditions were undischarged as at the balance sheet date, the nature of, and amounts pertaining to, those undischarged conditions are disclosed in the notes.

Gains

Gains may be realised or unrealised and are usually recognised on a net basis. These include gains arising on the disposal of non-current assets and some revaluations of non-current assets.

(f) Property , plant and equipment **Capitalisation/expensing of assets**

Items of property, plant and equipment costing \$1,000 or more are recognised as assets and the cost of utilising assets is expensed (depreciated) over their useful lives. Items of property, plant and equipment costing less than \$1,000 are immediately expensed direct to the Income Statement (other than where they form part of a group of similar items which are significant in total).

Initial recognition and measurement

All items of property, plant and equipment are initially recognised at cost.

For items of property, plant and equipment acquired at no cost or for nominal consideration, the cost is their fair value at the date of acquisition.

Subsequent measurement

At this time, the Office does not hold land, buildings or infrastructure assets. As such, items of property, plant and equipment are carried at historical cost less accumulated depreciation and accumulated impairment losses.

Depreciation

All non-current assets having a limited useful life are systematically depreciated over their estimated useful lives in a manner which reflects the consumption of their future economic benefits.

Depreciation is calculated using the straight line method, using rates which are reviewed annually. Estimated useful lives for each class of depreciable asset are:

Furniture and fittings	5 years
Plant and equipment	5 years
Computer hardware	3 years
Office establishment	10 years

Works of art controlled by the Office are classified as property, plant and equipment. They are anticipated to have very long and indefinite useful lives. Their service potential has not, in any material sense, been consumed during the reporting period and so no depreciation has been recognised.

(g) Intangible assets **Capitalisation/Expensing of assets**

Acquisitions of intangible assets costing \$1,000 or more and internally generated intangible assets costing \$1,000 or more are capitalised. The cost of utilising the assets is expensed (amortised) over their useful life. Costs incurred below these thresholds are immediately expensed directly to the Income Statement.

All acquired and internally developed intangible assets are initially recognised at cost. For assets acquired at no cost or for nominal cost, the cost is their fair value at the date of acquisition.

The cost model is applied for subsequent measurement requiring the asset to be carried at cost less any accumulated amortisation and accumulated impairment losses.

Amortisation for intangible assets with finite useful lives is calculated for the period of the expected benefit (estimated useful life) on the straight line basis using rates which are reviewed annually. All intangible assets controlled by the Office have a finite useful life and zero residual value. The expected useful lives for each class of intangible asset are:

- Software 3 years

Computer software

Software that is an integral part of the related hardware is treated as property, plant and equipment. Software that is not an integral part of the related hardware is treated as an intangible asset. Software costing less than \$1,000 is expensed in the year of acquisition.

Website costs

Web site costs are charged as expenses when they are incurred unless they relate to the acquisition or development of an asset when they may be capitalised and amortised. Generally, costs in relation to feasibility studies during the planning phase of a web site, and ongoing costs of maintenance during the operating phase are expensed. Costs incurred in building or enhancing a web site, to the extent that they represent probable future economic benefits that can be reliably measured, are capitalised.

(h) Impairment of assets

Property, plant and equipment and intangible assets are tested for any indication of impairment at each balance sheet date. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to the recoverable amount and an impairment loss is recognised. As the Office is a not-for-profit entity, unless an asset has been identified as a surplus asset, the recoverable amount is the higher of an asset's fair value less costs to sell and depreciated replacement cost.

The risk of impairment is generally limited to circumstances where an asset's depreciation is materially understated, where the replacement cost is falling or where there is a significant change in useful life. Each relevant class of assets is reviewed annually to verify that the accumulated depreciation/amortisation reflects the level of consumption or expiration of asset's future economic benefits and to evaluate any impairment risk from falling replacement costs.

Intangible assets with an indefinite useful life and intangible assets not yet available for use are tested for impairment at each balance sheet date irrespective of whether there is any indication of impairment.

The recoverable amount of assets identified as surplus assets is the higher of fair value less costs to sell and the present value of future cash flows expected to be derived from the asset. Surplus assets carried at fair value have no risk of material impairment where fair value is determined by reference to market evidence. Where fair value is determined by reference to depreciated replacement cost, surplus assets are at risk of impairment and the recoverable amount is measured. Surplus assets at cost are tested for indications of impairment at each balance sheet date.

*See note 22 'Impairment of assets' for the outcome of impairment reviews and testing.
See note 3(n) 'Receivables' and note 18 'Receivables' for impairment of receivables.*

(i) Leases

The Office holds operating leases for its office buildings, office equipment and motor vehicles where the lessor effectively retains all of the risks and benefits incidental to ownership of the items held under the operating leases. Equal instalments of the lease payments are charged to the Income Statement over the lease term as this is representative of the pattern of benefits to be derived from the leased property.

(j) Financial instruments

The Office only has two categories of financial instruments, comprising:

- Receivables and payables, and
- Non trading financial liabilities (Treasurer's Advance).

Initial recognition and measurement of financial instruments is at fair value which normally equates to the transaction cost or the face value.

The fair value of short-term receivables and payables is the transaction cost or the face value because there is no interest rate applicable and subsequent measurement is not required as the effect of discounting is immaterial.

(k) Cash and cash equivalents

For the purpose of the Cash Flow Statement, cash and cash equivalents includes restricted cash and cash equivalents. These are comprised of cash on hand and short-term deposits with original maturities of three months or less that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value.

(l) Accrued salaries

The accrued salaries suspense account (see note 16 'Restricted cash and cash equivalents') consists of amounts paid annually into a suspense account over a period of 10 financial years to largely meet the additional cash outflow in each eleventh year when 27 pay days occur instead of the normal 26. No interest is received on this account.

Accrued salaries (refer note 25 'Other liabilities') represent the amount due to staff but unpaid at the end of the financial year, as the pay date for the last pay period for that financial year does not coincide with the end of the financial year. Accrued salaries are settled within a fortnight of the financial year end. The Office considers the carrying amount of accrued salaries to be equivalent to its net fair value.

(m) Amounts receivable for services (holding account)

The Office receives appropriation funding on an accrual basis that recognises the full annual cash and non-cash cost of services. The appropriations are paid partly in cash and partly as an asset (Holding Account receivable) that is accessible on the emergence of the cash funding requirement to cover items such as leave entitlements and asset replacement.

See also note 15 'Income from State Government' and note 19 'Amounts receivable for services'.

(n) Receivables

Receivables are recognised and carried at original invoice amount less an allowance for uncollectible amounts (ie impairment). The collectability of receivables is reviewed on an ongoing basis and any receivables identified as uncollectible are written-off. The allowance for uncollectible amounts (doubtful debts) is raised when there is objective

evidence that the Office will not be able to collect the debts. The carrying amount is equivalent to fair value as it is due for settlement within 30 days.

See note 3(j) 'Financial Instruments' and note 18 'Receivables'.

(o) Payables

Payables are recognised when the Office becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value, as they are generally settled within 30 days.

See note 3(j) 'Financial Instruments' and note 23 'Payables'.

(p) Amounts due to the Treasurer

The amount due to the Treasurer is in respect of a Treasurer's Advance. Initial recognition and measurement, and subsequent measurement is at the amount repayable. Although there is no interest charged the amount repayable is equivalent to fair value as the period of the borrowing is for less than 12 months with the effect of discounting not being material.

See note 25 'Amounts due to the Treasurer'.

(q) Provisions

Provisions are liabilities of uncertain timing and amount and are recognised where there is a present legal, equitable or constructive obligation as a result of a past event and when the outflow of resources embodying economic benefits is probable and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at each balance sheet reporting date.

See note 25 'Provisions'.

(i) Provisions - employee benefits

Annual leave and long service leave

The liability for annual and long service leave expected to be settled within 12 months after the end of the balance sheet date is recognised and measured at the undiscounted amounts expected to be paid when the liabilities are settled. Annual and long service leave expected to be settled more than 12 months after the end of the balance sheet date is measured at the present value of amounts expected to be paid when the liabilities are settled. Leave liabilities are in respect of services provided by employees up to the balance sheet date.

When assessing expected future payments consideration is given to expected future wage and salary levels including non-salary components such as employer superannuation contributions. In addition, the long service leave liability also considers the experience of employee departures and periods of service.

The expected future payments are discounted using market yields at the balance sheet date on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

All annual leave and unconditional long service leave provisions are classified as current liabilities as the Office does not have an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

Superannuation

The Government Employees Superannuation Board (GESB) administers the following superannuation schemes.

Employees may contribute to the Pension Scheme, a defined benefit pension scheme now closed to new members or the Gold State Superannuation Scheme (GSS), a defined benefit lump sum scheme also closed to new members. The Office has no liabilities for superannuation charges under the Pension or the GSS Schemes as the liability has been assumed by Treasurer.

Employees commencing employment prior to 16 April 2007 who are not members of either the Pension or the GSS Schemes became non-contributory members of the West State Superannuation Scheme (WSS). Employees commencing employment on or after 16 April 2007 became members of the GESB Super Scheme (GESBS). Both of these schemes are accumulation schemes. The Office makes concurrent contributions to GESB on behalf of employees in compliance with the Commonwealth Government's *Superannuation Guarantee (Administration) Act 1992*. These contributions extinguish the liability for superannuation charges in respect of the WSS and GESBS Schemes.

The GESB makes all benefit payments in respect of the Pension and GSS Schemes, and is recouped by the Treasurer for the employer's share.

See also note 3(r) 'Superannuation expense'.

(ii) Provisions - other

Employment on-costs

Employment on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'Other expenses' and are not included as part of the Office's 'Employee benefits expense'. The related liability is included in 'Employment on-costs provision'.

(See note 12 'Other expenses and note 25 'Provisions').

(r) Superannuation expense

The following elements are included in calculating the superannuation expense in the Income Statement:

(a) Defined benefit plans - Change in the unfunded employer's liability (ie current service cost and, actuarial gains and losses) assumed by the Treasurer in respect of current employees who are members of the Pension Scheme and current employees who accrued a benefit on transfer from that Scheme to the Gold State Superannuation Scheme (GSS); and

(b) Defined contribution plans - Employer contributions paid to the West State Superannuation Scheme (WSS), GESB Super Scheme (GESB), and the equivalent of employer contributions to the GSS.

Defined benefit plans - in order to reflect the true cost of services, the movements (ie current service cost and, actuarial gains and losses) in the liabilities in respect of the Pension Scheme and the GSS Scheme transfer benefits are recognised as expenses

directly in the Income Statement. As these liabilities are assumed by the Treasurer (refer note 3(r)(i)), a revenue titled 'Liabilities assumed by the Treasurer' equivalent to the expense is recognised under Income from State Government in the Income Statement. *See note 15 'Income from State Government'.*

The superannuation does not include payment of pensions to retirees, as this does not constitute part of the cost of services provided in the current year.

Defined contribution plans - in order to reflect the Office's true cost of services, the Office is funded for the equivalent of employer contributions in respect of the GSS Scheme (excluding transfer benefits). These contributions were paid to the GESB during the year and placed in a trust account administered by the GESB on behalf of the Treasurer. The GESB subsequently paid these employer contributions in respect of the GSS Scheme to the Consolidated Account.

The GSS scheme is a defined benefit scheme for the purposes of employees and whole-of-government reporting. However, apart from the transfer benefit, it is a defined contribution plan for agency purposes because the concurrent contributions (defined contributions) made by the agency to GESB extinguishes the agency's obligations to the related superannuation liability.

(s) Resources received free of charge or for nominal cost

Resources received free of charge or for nominal cost that can be reliably measured are recognised as income and as assets or expenses as appropriate, at fair value.

(t) Comparative figures

Comparative figures are, where appropriate, reclassified to be comparable with the figures presented in the current financial year.

Judgements made by management in applying accounting policies

4. Judgements made by management in applying accounting policies

The judgements that have been used in the process of applying accounting policies have had no material effect on amounts recognised in the financial statements.

5. Disclosure of accounting policy and estimates

Initial application of an Australian Accounting Standard

The Office has applied the following Australian Accounting Standards and Australian Accounting Interpretations effective for annual reporting periods beginning on or after 1 July 2006:

1.AASB 2005-9 'Amendments to Australian Accounting Standards [AASB 4, AASB 1023, AASB 139 & AASB 132]' (Financial guarantee contracts). The amendment deals with the treatment of financial guarantee contracts, credit insurance contracts, letters of credit or credit derivative default contracts as either an "insurance contract" under AASB 4 'Insurance Contracts' or as a "financial guarantee contract" under AASB 139 'Financial Instruments: Recognition and Measurement'. The Office does not currently undertake these type of transactions, resulting in no financial impact in applying the Standard.

2.UIG Interpretation 4 'Determining whether an Arrangement Contains a Lease' as issued in June 2005. This Interpretation deals with arrangements that comprise a transaction or a series of linked transactions that may not involve a legal form of a lease but by

their nature are deemed to be leases for the purpose of applying AASB 117 'Leases'. At balance sheet date, the Office has not entered into any arrangements as specified in the Interpretation, resulting in no impact in applying the Interpretation.

3. UIG Interpretation 9 'Reassessment of Embedded Derivatives'. This Interpretation requires an embedded derivative that has been combined with a non-derivative to be separated from the host contract and accounted for as a derivative in certain circumstances. At balance sheet date, the Office has not entered into any contracts as specified in the Interpretation resulting in no impact in applying the Interpretation.

The following Australian Accounting Standards and Interpretations are not applicable to the Office as they have no impact or do not apply to not-for-profit entities:

AASB Standards and interpretations

- 2005-1 'Amendments to Australian Accounting Standard [AASB 139]'
- 2005-5 'Amendments to Australian Accounting Standards [AASB 1 & AASB 139]'
- 2006-1 'Amendments to Australian Accounting Standards [AASB 121]'
- 2006-3 'Amendments to Australian Accounting Standards [AASB 1045]'
- 2006-4 'Amendments to Australian Accounting Standards [AASB 134]'
- 2007-2 'Amendments to Australian Accounting Standards arising from AASB Interpretation 12 [AASB 1, AASB 117, AASB 118, AASB 120, AASB 121, AASB 127, AASB 131 AASB 139]' - paragraph 9
- UIG 5 'Rights to Interests arising from Decommissioning, Restoration and Environmental Rehabilitation Funds'
- UIG 6 'Liabilities arising from Participating in a Special Market - Waste Electrical and Electronic Equipment'
- UIG 7 'Applying the Restatement Approach under AASB 129 Financial Reporting in Hyperinflationary Economies'
- UIG 8 'Scope of AASB 2'

Future impact of Australian Accounting Standards not yet operative

The Office cannot early adopt an Australian Accounting Standard or Australian Accounting Interpretation unless specifically permitted by TI 1101 'Application of Australian Accounting Standards and Other Pronouncements'. Consequently, the Office has not applied the following Australian Accounting Standards and Australian Accounting Interpretations that have been issued but are not yet effective. These will be applied from their application date:

1. AASB 7 'Financial Instruments: Disclosures' (including consequential amendments in AASB 2005-10 'Amendments to Australian Accounting Standards [AASB 132, AASB 101, AASB 114, AASB 117, AASB 133, AASB 139, AASB 1, AASB 4, AASB 1023 & AASB 1038]'). This Standard requires new disclosures in relation to financial instruments. The Standard is considered to result in increased disclosures, both quantitative and qualitative of the Office's exposure to risks, enhanced disclosure regarding components of the Office's financial position and performance, and possible changes to the way of presenting certain items in the financial statements. The Office does not expect any financial impact when the Standard is first applied. The Standard is required to be applied to annual reporting periods beginning on or after 1 January 2007.

2. AASB 2005-10 'Amendments to Australian Accounting Standards (AASB 132, AASB 101, AASB 114, AASB 117, AASB 133, AASB 1, AASB 4, AASB 1023 & AASB 1038)'. The

amendments are as a result of the issue of AASB 7 'Financial Instruments: Disclosures', which amends the financial instrument disclosure requirements in these standards. The Office does not expect any financial impact when the Standard is first applied. The Standard is required to be applied to annual reporting periods beginning on or after 1 January 2007.

3.AASB 101 'Presentation of Financial Statements'. This Standard was revised and issued in October 2006 so that AASB 101 has the same requirements as IAS 1 'Presentation of Financial Statements' (as issued by the IASB) in respect of for-profit entities. The Office is a not-for-profit entity and consequently does not expect any financial impact when the Standard is first applied. The Standard is required to be applied to annual reporting periods beginning on or after 1 January 2007.

4.AASB 2007-4 'Amendments to Australian Accounting Standards arising from ED 151 and other Amendments (AASB 1, 2, 3, 4, 5, 6, 7, 102, 107, 108, 110, 112, 114, 116, 117, 118, 119, 120, 121, 127, 128, 129, 130, 131, 132, 133, 134, 136, 137, 138, 139, 141, 1023 & 1038)'. This Standard introduces policy options and modifies disclosures. These amendments arise as a result of the AASB decision that, in principle, all options that currently exist under IFRSs should be included in the Australian equivalents to IFRSs and additional Australian disclosures should be eliminated, other than those now considered particularly relevant in the Australian reporting environment. The Department of Treasury and Finance has indicated that it will mandate to remove the policy options added by this amending Standard. The Standard is required to be applied to annual reporting periods beginning on or after 1 July 2007.

5.AASB 2007-5 'Amendment to Australian Accounting Standard - Inventories Held for Distribution by Not-for-Profit Entities (AASB 102)'. This amendment changes AASB 102 'Inventories' so that inventories held for distribution by not-for-profit entities are measured at cost, adjusted when applicable for any loss of service potential. The Office does not have any inventories held for distribution so does not expect any financial impact when the Standard is first applied. The Standard is required to be applied to annual reporting periods beginning on or after 1 July 2007.

6.AASB Interpretation 4 'Determining whether an Arrangement Contains a Lease [revised]'. This Interpretation was revised and issued in February 2007 to specify that if a public-to-private service concession arrangement meets the scope requirements of AASB Interpretation 12 'Service Concession Arrangements' as issued in February 2007, it would not be within the scope of Interpretation 4. At balance sheet date, the Office has not entered into any arrangements as specified in the Interpretation or within the scope of Interpretation 12, resulting in no impact when the Interpretation is first applied. The Interpretation is required to be applied to annual reporting periods beginning on or after 1 January 2008.

7.AASB Interpretation 12 'Service Concession Arrangements'. This Interpretation was issued in February 2007 and gives guidance on the accounting by operators (usually a private sector entity) for public-to-private service concession arrangements. It does not address the accounting by grantors (usually a public sector entity). It is currently unclear as to the application of the Interpretation to the Office if and when public-to-private service concession arrangements are entered into in the future. At balance sheet date, the Office has not entered into any public-to-private service concession arrangements resulting in no impact when the Interpretation is first applied. The Interpretation is required to be

applied to annual reporting periods beginning on or after 1 January 2008.

8.AASB Interpretation 129 'Service Concession Arrangements: Disclosures [revised]'. This Interpretation was revised and issued in February 2007 to be consistent with the requirements in AASB Interpretation 12 'Service Concession Arrangements' as issued in February 2007. Specific disclosures about service concession arrangements entered into are required in the notes accompanying the financial statements, whether as a grantor or an operator. At balance sheet date, the Office has not entered into any public-to-private service concession arrangements resulting in no impact when the Interpretation is first applied. The Interpretation is required to be applied to annual reporting periods beginning on or after 1 January 2008. The following Australian Accounting Standards and Interpretations are not applicable to the Office as they will have no impact or do not apply to not-for-profit entities:

AASB Standards and Interpretations

AASB 8	'Operating Segments'
AASB 1049	'Financial Reporting of General Government Sectors by Governments'
AASB 2007-1	'Amendments to Australian Accounting Standards arising from AASB Interpretation 11 [AASB 2]'
AASB 2007-2	'Amendments to Australian Accounting Standards arising from AASB Interpretation 12 [AASB 1, AASB 117, AASB 118, AASB 120, AASB 121, AASB 127, AASB 131 & AASB 139]' - paragraphs 1 to 8
AASB 2007-3	'Amendments to Australian Accounting Standards arising from AASB 8 [AASB 5, AASB 6, AASB 102, AASB 107, AASB 119, AASB 127, AASB 134, AASB 136, AASB 1023 & AASB 1038]'
Interpretation 10	'Interim Financial Reporting and Impairment'
Interpretation 11	'AASB 2 - Group and Treasury Share Transactions'

6. Employee benefits expense

	2007	2006
Wages and salaries(a)	2,734,196	2,488,591
Superannuation - defined contribution plans(b)	243,893	222,722
Superannuation - defined benefit plans(c)(d)	1,074	(343)
Long service leave(e)	27,435	95,612
Annual leave(e)	53,161	(35,845)
	<u>3,059,759</u>	<u>2,770,737</u>

(a) Includes the fringe benefits tax component.

(b) Defined contribution plans include West State and Gold State (contributions paid).

(c) Defined benefit plans include Pension scheme and Gold State (pre-transfer benefit).

(d) An equivalent notional income is also recognised (see note 15 'Income from State Government').

(e) Includes a superannuation contribution component.

Employment on-costs such as workers' compensation insurance are included at note 12 'Other expenses'. The employment on-costs liability is included at note 24 'Provisions'.

7. Supplies and Services

	2007	2006
Professional services	13,287	4,465
Consultants	143,232	258,935
Travel	25,597	13,888
Other staff costs	-	-
Communications	60,003	45,879
Consumables	102,498	93,892
Other administration costs	479,435	570,520
	<u>824,052</u>	<u>987,579</u>

8. Depreciation and amortisation expense

Depreciation

Furniture and fittings	1,036	115
Office equipment	33,593	45,736
Computer hardware and software	56,932	66,445
Office establishment	41,839	41,250
Total depreciation	<u>133,400</u>	<u>153,546</u>

Amortisation

Intangible assets		
Software	-	-
Total amortisation	<u>-</u>	<u>-</u>
Total depreciation and amortisation.	<u>133,400</u>	<u>153,546</u>

9. Accommodation expenses

Lease rentals and outgoings	263,333	251,031
	<u>263,333</u>	<u>251,031</u>

10. Grants and subsidies

Recurrent		
Subsidies and community grants	-	-
Government agency grants	-	-
External grants	3,637	-
	<u>3,637</u>	<u>-</u>

11. Capital User Charge

	59,160	50,840
	<u>59,160</u>	<u>50,840</u>

The charge was a levy applied by Government for the use of its capital. In 2006/07, the final year in which the charge was levied, a single payment was made equal to the appropriation for 2006/07 less any adjustment relating to 2005/06.

12. Other expenses

Employment on-costs	54,981	57,665
Audit fees	18,800	14,562
	<u>73,781</u>	<u>72,227</u>

Includes workers' compensation insurance and other employment on-costs. The on-costs liability associated with the recognition of annual and long service leave liability is included at note 24 'Provisions'. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.

13. User charges and fees

	2007	2006
Regulatory Fines	-	-
Contributions by senior officers to the Government Vehicle Scheme	6,704	6,328
Provision of services	-	-
Recoup from CEO selections	213,132	248,000
Sponsorships	-	-
Other revenue	44,618	21,935
	<u>264,454</u>	<u>276,263</u>

14. Net gain/(loss) on disposal of non-current assets**Cost of Disposal on Non-Current Assets**

Computer hardware	1,003	-
Furniture and fittings	-	-
Plant and equipment	16,210	-
Office establishment	-	-
	<u>17,213</u>	<u>-</u>

Proceeds from Disposal of Non-Current Assets

Computer hardware	-	-
Furniture and fittings	-	-
Plant and equipment	-	-
Office establishment	-	-
	<u>-</u>	<u>-</u>
Net gain/(loss)	<u>(17,213)</u>	<u>-</u>

15. Income from State Government

Appropriation received during the year:

Service appropriations(a)	4,247,000	3,839,000
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The following liabilities have been assumed by the Treasurer during the financial year:

- Superannuation(b)	1,074	-
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Resources received free of charge(c)

Determined on the basis of the following estimates provided by agencies:

Department of Premier and Cabinet	-	81,246
Department of Housing and Works - lease administration services	2,988	2,943
State Solicitors Office	15,575	12,031
	18,563	96,220
	4,266,637	3,935,220

(a)Service appropriations are accrual amounts reflecting the full cost of services delivered. The appropriation revenue comprises a cash component and a receivable (asset). The receivable (holding account) comprises the depreciation expense for the year and any agreed increase in leave liability during the year.

(b)The assumption of the superannuation liability by the Treasurer is a notional income to match the notional superannuation expense reported in respect of current employees who are members of the Pension Scheme and current employees who have a transfer benefit entitlement under the Gold State Superannuation Scheme. (The notional superannuation expense is disclosed at note 6 'Employee benefits expense').

(c)Where assets or services have been received free of charge or for nominal consideration, the Office recognises revenues (except where the contributions of assets or services are in the nature of contributions by owners in which case the Office shall make a direct adjustment to equity) equivalent to the fair value of the assets and/or the fair value of those services that can be reliably determined and which would have been purchased if not donated, and those fair values shall be recognised as assets or expenses, as applicable.

16. Restricted cash and cash equivalent assets

	2007	2006
Current		
Operating Trust Account at Treasury (i)		
CEO Selection (a)	361,321	350,847
	361,321	350,847
Non Current		
Accrued salaries suspense account (b)	19,386	9,500
	380,707	360,347

(a)Cash held in these accounts is to be used only for the purposes of CEO Selection.

(b)Amount held in the suspense account is only to be used for the purpose of meeting the 27th pay in a financial year that occurs every 11 years.

17. Inventories

Current

Inventories held for resale:

- Publications	-	-
----------------	---	---

Inventories not held for resale

- Stationery stores and material	-	-
	-	-

18. Receivables

Current

Receivables	75,900	33,293
GST receivable	3,930	13,156
CEO Debtors	141,544	167,982
	221,374	214,431
Prepayments	-	-
Total current	221,374	214,431

See also note 3(n) 'Receivables' and note 35 'Financial Instruments'.

19. Amounts receivable for services

	2007	2006
Current	120,000	102,000
Non-current	899,000	711,000
	1,019,000	813,000

Represents the non-cash component of service appropriations. See note 3(m) 'Amounts Receivable for Services (Holding Account)'. It is restricted in that it can only be used for asset replacement or payment of leave liability.

20. Property, Plant and Equipment

Furniture and Fittings		
At cost	27,833	12,303
Accumulated depreciation	(9,281)	(11,494)
Accumulated impairment losses	-	-
	18,552	809
Office Equipment		
At cost	263,424	331,646
Accumulated depreciation	(199,760)	(226,142)
Accumulated impairment losses	-	-
	63,664	105,504
Computer Hardware		
At cost	350,425	426,687
Accumulated depreciation	(282,278)	(325,452)
Accumulated impairment losses	-	-
	68,147	101,235
Office Establishment		
At cost	392,092	392,091
Accumulated depreciation	(137,911)	(96,073)
Accumulated impairment losses	-	-
	254,181	296,018
Total	404,544	503,566

Reconciliations

Reconciliations of the carrying amounts of plant, equipment and vehicles at the beginning and end of the current and previous financial year are set out below:

	Furniture and Fittings	Office Equipment	Computer Hardware	Office Establishment	Total
	\$	\$	\$	\$	\$
2007					
Carrying amount at start of year	809	105,504	101,235	296,018	503,566
Additions	18,780	7,963	24,847	-	51,590
Transfers	-	-	-	-	-
Disposals	-	(16,210)	(1,003)	-	(17,213)
Depreciation	(1,036)	(33,593)	(56,932)	(41,839)	(133,400)
Carrying amount at end of year	18,553	63,664	68,147	254,179	404,543
	Furniture and Fittings	Office Equipment	Computer Hardware	Office Establishment	Total
	\$	\$	\$	\$	\$
2006					
Carrying amount at start of year	924	110,758	128,141	326,616	566,439
Additions	-	40,482	39,539	10,652	90,673
Transfers	-	-	-	-	-
Disposals	-	-	-	-	-
Depreciation	(115)	(45,736)	(66,445)	(41,250)	(153,546)
Carrying amount at end of year	809	105,504	101,235	296,018	503,566

21. Intangible assets

	2007	2006
Computer Software		
At cost	-	-
Accumulated amortisation	-	-
Accumulated impairment losses	-	-
	-	-
Reconciliations:		
Computer Software		
Carrying amount at start of year	-	-
Additions	-	-
Amortisation expense	-	-
Carrying amount at end of year	-	-

22. Impairment of assets

There were no indications of impairment of property, plant and equipment, infrastructure and intangible assets at 30 June 2007.

The Office held no goodwill or intangible assets with an indefinite useful life during the reporting period and at reporting date there were no intangible assets not yet available for use.

23. Payables**Current**

Trade payables	5,626	123,864
Other payables(a)	77,775	-
	<u>83,401</u>	<u>123,864</u>

(a) Includes accrued expenses.

24. Amounts due to the Treasurer**Current**

Amount due to the Treasurer	500,000	500,000
	<u>500,000</u>	<u>500,000</u>

See also note 35 'Financial Instruments'

25. Provisions

	2007	2006
Current		
Employee benefits provision		
Annual leave(a)	192,903	122,951
Long service leave(b)	267,466	311,254
48/52 leave arrangements	-	8,759
Deferred salary scheme	2,556	-
	<u>462,925</u>	<u>442,964</u>
Other provisions		
Employment on-costs(c)	2,143	2,060
	<u>2,143</u>	<u>2,060</u>
	<u>465,068</u>	<u>445,024</u>
Non-current		
Long service leave(b)	210,524	137,469
Deferred salary scheme	-	-
	<u>210,524</u>	<u>137,469</u>
Other provisions		
Employment on-costs(c)	987	644
	<u>987</u>	<u>644</u>
	<u>211,511</u>	<u>138,113</u>

(a) Annual leave liabilities have been classified as current as there is no unconditional right to defer settlement for at least 12 months after reporting date. Assessments indicate that actual settlement of the liabilities will occur as follows:

Within 12 months of reporting date	195,459	131,710
More than 12 months after reporting date	-	-
	<u>195,459</u>	<u>131,710</u>

(b) Long service leave liabilities have been classified as current where there is no unconditional right to defer settlement for at least 12 months after reporting date. Assessments indicate that actual settlement of the liabilities will occur as follows:

Within 12 months of reporting date	267,466	302,495
More than 12 months after reporting date	210,524	137,469
	<u>477,990</u>	<u>439,964</u>

(c) The settlement of annual and long service leave liabilities gives rise to the payment of employment on-costs including workers' compensation insurance. The provision is the present value of expected future payments. The associated expense, apart from the unwinding of the discount (finance cost), is included in note 12 'Other expenses'.

Movement in Other Provisions

Employment on-cost provision		
Carrying amount at start of year	644	305
Additional provisions recognised	343	339
Payments/other sacrifices of economic benefits	-	-
Carrying amount at end of year	<u>987</u>	<u>644</u>

26. Other liabilities

	2007	2006
Current		
Accrued salaries	9,886	9,354
	<u>9,886</u>	<u>9,354</u>

See also note 35 'Financial Instruments'.

27. Equity

Equity represents the residual interest in the net assets of the Office. The Government holds the equity interest in the Office on behalf of the community. The asset revaluation reserve represents that portion of equity resulting from the revaluation of non-current assets.

Contributed equity

Balance at the start of the year	615,000	581,000
<i>Contributions by owners:</i>		
Capital Contributions(a)	-	34,000
Total contributions by owners	<u>-</u>	<u>34,000</u>
<i>Distributions to owners:</i>		
Transfer of net assets to other agencies(b)	-	-
Net assets transferred to Government(c)	-	-
Total distributions to owners	<u>-</u>	<u>-</u>
Balance at the end of the year	615,000	615,000
Transfer to Accumulated surplus/(deficit)	-	-
Restated balance at the end of the year	<u>615,000</u>	<u>615,000</u>

(a)Capital Contributions (appropriations) and non-discretionary (non-reciprocal) transfers of net assets from other State government agencies have been designated as contributions by owners in Treasurer's Instruction TI 955 'Contribution by Owners Made to Wholly-Owned Public Sector Entities' and are credited directly to equity.

(b)UIG Interpretation 1038 'Contributions by Owners Made to Wholly-Owned Public Sector Entities' requires that where the transferee accounts for a transfer as a contribution by owner, the transferor must account for the transfer as a distribution to owners. Consequently, non-discretionary (non-reciprocal) transfers of net assets to other State government agencies are distribution to owners and are debited directly to equity.

(c)TI 955 requires non-reciprocal transfers of net assets to Government to be accounted for as distribution to owners.

Reserves

Asset revaluation reserve

Balance at the start of the year	-	-
Net revaluations increments/(decrements)	-	-
Balance at the end of the year	<u>-</u>	<u>-</u>
Transfer to Accumulated surplus/(deficit)	-	-
Restated balance at the end of the year	<u>-</u>	<u>-</u>

	2007	2006
Accumulated surplus/(deficit) (Retained Earnings)		
Balance at the start of the year	372,769	447,246
Result for the period	96,756	(74,477)
Transfer from contributed equity	-	-
Transfer from asset revaluation reserve	-	-
Income and expense recognised directly to equity	-	-
Balance at the end of the year	469,525	372,769

28. Notes to the cash flow statement

Reconciliation of cash

Cash at the end of the financial year as shown in the Cash Flow Statement is reconciled to the related items in the Balance Sheet as follows:

Cash and cash equivalents	328,766	312,780
Restricted cash and cash equivalents (refer to note 16)	380,707	360,347
	709,473	673,127

Reconciliation of net cost of services to net cash flows provided by/(used in) operating activities

Net cost of services	(4,169,881)	(4,009,697)
Non-cash items:		
Depreciation and amortisation expense	133,400	153,546
Superannuation expense	1,074	-
Resources received free of charge	18,563	96,220
Net (gain)/loss on sale of plant and equipment	17,213	-
Net (gain)/loss on foreign exchange	-	-
(Increase)/decrease in assets:		
Current receivables	6,141	(97,999)
Current inventories	-	-
Other current assets	-	24,358
Increase/(decrease) in liabilities:		
Current payables	(73,354)	22,152
Current provisions	20,044	71,405
Other current liabilities	532	9,354
Non current provisions	73,398	-
Net GST receipts/(payments)	17,551	-
Change in GST in receivables/payables	9,226	31,447
Net cash provided by/(used in) operating activities	(3,946,093)	(3,699,214)

29. Resources provided free of charge

During the year the following resources were provided to other agencies free of charge for functions outside the normal operations of the Office:

Department of the Premier and Cabinet	58,056	81,246
Department of Housing and Works - lease administration services	-	2,943
State Solicitors Office	-	12,031
	58,056	96,220

All the above expenses form part of the Office's net cost of services.

30. Commitments

Lease commitments

Commitments in relation to leases contracted for at the reporting date but not recognised in the financial statements are payable as follows:

Non-cancellable operating lease commitments:

	2007	2006
Within 1 year	36,840	170,373
Later than 1 year and not later than 5 years	19,530	17,003
Later than 5 years	-	-
	<u>56,370</u>	<u>187,376</u>

Motor vehicle leases as part of the “whole of Government” arrangement:

Within 1 year	26,114	14,555
Later than 1 year but not later than 5 years	19,530	7,220
Later than 5 years	-	-
	<u>45,644</u>	<u>21,775</u>

Accommodation leases occupied by the Office:

Within 1 year	10,726	155,818
Later than 1 year and not later than 5 years	-	9,783
Later than 5 years	-	-
	<u>10,726</u>	<u>165,601</u>

Other expenditure commitments for grants contracted for at reporting date but not recognised as liabilities, are payable as follows:

Within 1 year	-	-
Later than 1 year but not later than 5 years	-	-
Later than 5 years	-	-
	<u>-</u>	<u>-</u>

These commitments are all inclusive of GST.

31. Remuneration of senior officers

Remuneration

The number of senior officers, whose total of fees, salaries, superannuation, non-monetary benefits and other benefits for the financial year, fall within the following bands are:

\$	2007	2006
0 - 10,000		
10,001 - 20,000		1
20,001 - 30,000	1	1
30,001 - 40,000		
40,001 - 50,000		
50,001 - 60,000	1	
60,001 - 70,000		
70,001 - 80,000		
80,001 - 90,000	1	1
90,001 - 100,000	2	3
100,001 - 110,000	1	1
110,001 - 120,000	3	1
120,001 - 130,000		
130,001 - 140,000		1
140,001 - 150,000		1
150,001 - 160,000	1	
160,001 - 170,000	1	
170,001 - 180,000		
190,001 - 200,000		
200,001 - 210,000		
250,001 - 260,000		
280,001 - 290,000		
320,001 - 330,000		1
330,001 - 340,000		
340,001 - 350,000		
350,001 - 360,000		

The total remuneration of senior officers is: 1,572,557 1,234,164

The total remuneration includes the superannuation expense incurred by the Office in respect of senior officers.

No senior officers are members of the Pension Scheme.

32. Remuneration of Auditor

Remuneration payable to the Auditor General for the financial year is as follows:

Auditing the accounts, financial statements and performance indicators 18,800 18,800

33. Supplementary financial information

Write-offs

During the financial year \$Nil was written-off under the authority of section 48 of the *Financial Management Act 2006* by:

The Accountable Officer

- -

Gifts of public property

Gifts of public property provided by the Office

- -

34. Explanatory statement

Significant variations between estimates and actual results for income and expense as presented in the financial statement titled 'Summary of Consolidated Fund Appropriations and Income Estimates' are shown below. Significant variations are considered to be those greater than 10% or \$5.0 million.

(i) Significant variances between estimate and actual for 2007 - Total appropriation provided to deliver services:

	2007 Estimate	2007 Actual	Variance
	\$	\$	\$
Total appropriation provided to deliver services for the year	4,138,000	4,247,000	109,000

The increase in appropriation was for additional salary costs for the Commissioner arising from the review of salaries by the Salaries and Allowances Tribunal and payments on retirement of the previous Commissioner.

Expenses for Service 3 : Independent Chief Executive Officer Selection and Reappointment Advice	542,000	601,303	59,303
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The increase in expenses arose due to increased pro rata salary costs for the Commissioner and for salary of staff acting in CEO Selection positions during periods of leave. In addition there has been an increased number of processes received late in the year, which are not yet complete but where expenses have been incurred.

(ii) Significant variances between actuals for 2006 and 2007 - Total appropriation provided to deliver services:

	2007 Actual	2006 Actual	Variance
	\$000	\$000	\$000
Total appropriation provided to deliver services for the year	4,247,000	3,839,000	408,000

The increase in appropriation included \$200,000 approved funding for Public Interest Disclosures, \$108,000 for salary and cost escalation and \$109,000 for the additional salary costs for the Commissioner as outlined above. The remaining changes are amendments to accrued employee entitlements and depreciation of assets.

Expenses for Service 3 : Independent Chief Executive Officer Selection and Reappointment Advice	601,303	538,636	(62,667)
--	---------	---------	----------

The increase in expenses arose due to increased salary costs for the Commissioner and for salary of staff acting in positions during periods of leave. In addition there has been an increased number of processes received late in the year, which are not yet complete but where expenses have been incurred.

(iii) Significant variances between estimate and actual for 2007 - Capital Contribution

	2007 Estimate	2006 Actual	Variance
	\$000	\$000	\$000
Purchase of current physical assets	109,000	58,561	50,439

The Capital replacement program is based on a rolling replacement of assets. The value of the replacement program each year will be dependant on what assets are due to be replaced and their respective values.

(iv) Significant variances between actuals for 2006 and 2007 - Capital Contribution

	2007 Actual	2006 Actual	Variance
	\$000	\$000	\$000
Purchase of current physical assets	58,961	90,673	(31,712)

The Capital replacement program is based on a rolling replacement of assets. The value of the replacement program each year will be dependant on what assets are due to be replaced and their respective values.

Capital Contribution	0	34,000	(34,000)
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The \$34,000 in 2006 was for approved one off capital funding for web development. No one-off capital funds were required in 2007.

35. Financial instruments

(a) Financial risk management objectives and policies

Financial instruments held by the Department are cash and cash equivalents, Treasurer's advances and receivables and payables. The Department has limited exposure to financial risks. The Department's overall risk management program focuses on managing the risks identified below.

Credit risk

The Department trades only with recognised, creditworthy third parties. The Department has policies in place to ensure that sales of products and services are made to customers with an appropriate credit history. In addition, receivable balances are monitored on an ongoing basis with the result that the Department's exposure to bad debts is minimal. There are no significant concentrations of credit risk.

Liquidity risk

The Department has appropriate procedures to manage cash flows including drawdowns of appropriations by monitoring forecast cash flows to ensure that sufficient funds are available to meet its commitments.

Cash flow interest rate risk

The Department is not exposed to interest rate risk because cash and cash equivalents and restricted cash are non-interest bearing and have no borrowings other than the Treasurer's advance (non-interest bearing).

(b) Financial instrument disclosures

Financial instrument information for the year ended 2005 has been prepared under the previous AGAAP Australian Accounting Standard AAS 33 'Presentation and Disclosure of Financial Instruments'. Financial instrument information from 1 July 2005 has been prepared under AASB 132 'Financial Instruments: Presentation' and AASB 139 'Financial Instruments: Recognition and Measurement'. See also note 3 (u) 'Comparative figures'.

Interest rate risk exposure

The following table details the Department's exposure to interest rate risk at the reporting date:

	Weighted average effective interest rate	Variable interest rate	Fixed Interest Rate Maturity			Non-Interest Bearing	Total
			Less than 1 Year	1 to 5 Years	More than 5 Years		
30 June 2007	%						
Financial Assets							
Cash and cash equivalents		-	-	-	-	328,766	328,766
Restricted cash and cash equivalents		-	-	-	-	361,321	361,321
Receivables		-	-	-	-	221,374	221,374
Amounts receivable for services		-	-	-	-	1,019,000	1,019,000
		-	-	-	-	1,930,461	1,930,461
Financial Liabilities							
Payables		-	-	-	-	83,401	83,401
Other liabilities		-	-	-	-	9,886	9,886
		-	-	-	-	93,287	93,287
30 June 2006							
Financial assets							
Cash and cash equivalents		-	-	-	-	312,780	312,780
Restricted cash and cash equivalents		-	-	-	-	350,847	350,847
Receivables		-	-	-	-	214,431	214,431
Amounts receivable for services		-	-	-	-	813,000	813,000
		-	-	-	-	1,691,058	1,691,058
Financial Liabilities							
Payables		-	-	-	-	123,864	123,864
Other liabilities		-	-	-	-	9,354	9,354
		-	-	-	-	133,218	133,218

Fair values

The carrying amount of financial assets and financial liabilities recorded in the financial statements are not materially different from their net fair values.

36. Affiliated bodies

The Office has no affiliated bodies.

37. Contingent liabilities and contingent assets

Contingent liabilities

The Office has no contingent liabilities.

Contaminated sites

Under the *Contaminated Sites Act 2003*, the Office is required to report known and suspected contaminated sites to the Department of Environment and Conservation (DEC). In accordance with the Act, DEC classifies these sites on the basis of the risk to human health, the environment and environmental values. Where sites are classified as contaminated - remediation required or possibly contaminated - investigation required, the Office may have a liability in respect of investigation or remediation expenses. The Office has no known or suspected contaminated sites.

Contingent assets

The Office has no contingent assets.

38. Events occurring after the balance sheet date

There were no events occurring after the reporting date that impact on the financial statements.

Certification of key performance indicators

I hereby certify that the following Performance Indicators are:

- based on proper records
- relevant and appropriate for assisting users to assess performance
- accurately represent the performance of the Office of the Public Sector Standards Commissioner for the year ended 30 June 2007.



Dr Ruth Shean

Commissioner

PUBLIC SECTOR STANDARDS

12 September 2007

Detailed key performance indicators information

The Commissioner for Public Sector Standards is responsible for establishing standards in human resource management and codes of ethics for the Western Australian public sector, assisting public sector agencies to comply and monitoring and reporting to Ministers and Parliament on compliance. The Commissioner is independent and impartial and reports directly to the Parliament of Western Australia.

The PSM Act sets out principles of merit and equity in human resource management and integrity in official conduct. Under the Act the Commissioner's role includes:

- establishing WA public sector standards in human resource management and codes of ethics that are consistent with the principles;
- assisting public sector agencies to develop codes of conduct and to comply with the codes of ethics, codes of conduct and the standards;
- monitoring and reporting to Ministers and Parliament on the extent of compliance by public sector agencies and employees with the principles, codes and standards;
- recommending, administering and monitoring compliance with regulations that allow people to lodge a claim and seek relief when they believe they have been adversely affected by a breach of the human resource management standards; and
- independent selection and nomination of Chief Executive Officers for WA public sector agencies.

The Commissioner also has responsibilities under the PID Act to assist public authorities and public officers to comply with the Act and Code of Conduct and to monitor and report to Parliament on the extent of compliance.

Within the OPSSC, the Director of Equal Opportunity in Public Employment has functions under Part IX of the EEO Act, which include:

- assisting public authorities to achieve equal employment opportunity (EEO); and
- evaluating and reporting on performance in EEO to the Minister.

Outcomes for 2006–07

During 2006–07, the Commissioner has continued to employ outcome-based measures to indicate the existence of merit, equity, probity and integrity in the public sector. These outcome-based measures are reflected in this year's performance indicators, and are highlighted in the budget papers for the 2006–07 financial year.

Outcomes for public authorities in 2006–07 include accountability for and achievement of:

- merit, equity and probity in human resource management (public sector only);
- workforce diversity at all levels of employment; and
- conduct and integrity in the performance of official duties.

Key Effectiveness Indicators

Accountability and Achievement Key Effectiveness Indicators	2005–06 Actual	2006–07 Budget	2006– 07 Actual
Accountability			
Percentage of public authorities that have provided all reports as required by legislation (a)	100%	100%	95%
Effectiveness Indicator 1			
Percentage of employees expressing a view who agree there is compliance with the human resource management standards (b)	77%	70%	76%
Effectiveness Indicator 2			
Percentage of employees expressing a view who agree there is compliance with the ethical codes (b)	83%	80%	83%
Effectiveness Indicator 3			
Improvement in the public sector composite equity index for women, people with disabilities, Indigenous Australians and people from culturally diverse backgrounds (c)	80	82	82
Effectiveness Indicator 4			
Percentage of Commissioner's nominations for CEO positions accepted by Minister (d)	83%	100%	87%

Notes:

a) Each year public authorities are required by legislation to provide the Office of the Public Sector Standards Commissioner and the Director of Equal Opportunity in Public Employment with a number of compliance related reports. This percentage refers to the percentage of agencies that complete these reports for the year ending 30 June 2006. Public authorities that have provided all reports consist of 121 Public Sector Agencies, 144 Local Government Authorities and 4 Public Universities (Total =269).

b) These percentages are measured by aggregated responses to selected climate survey questions conducted in a sample of agencies across the sector. The percentage is obtained by dividing the number of respondents who agree by the total number who express an opinion. People who neither agree nor disagree or who do not answer the question are excluded from the calculation. In 2006–07 additional climate survey questions have been included in calculating this indicator. This indicator has been recalculated for 2005–06 retrospectively and therefore indicators are different to those in the annual report. Budgeted figures for 2006–07 are not directly comparable. Total staff responding to the climate survey under the PSM Act in 2006–07 was 5,608 (Sampling error rate = (+/-) 1.27%, where, $n = 5,608$, $N = 100,000$, $z = 1.96$ and $p = 0.5$).

c) The composite equity index is a single measure that combines key measures of equity in public employment for women, Indigenous Australians, people from culturally diverse backgrounds and people with disabilities. The key measures of equity for each group are the variation between the workforce % and the community % and the variation between the Equity Index (a measure of the distribution of the group across all levels of the workforce). The ideal Composite Equity Index is 100. This measure is as published in the Annual Report of the Director of Equal Opportunity in Public Employment from September 2006. Data has been updated for 2006 based on corrections provided by the Department of Education and Training.

d) The Commissioner's nominations were accepted for 13 out of the 15 positions for which the Minister for Public Sector Management made a decision in 2006–07.

Key Efficiency Indicators

Service 1: Development and monitoring of human resource standards, ethical codes and Public Interest Disclosure Guidelines

Efficiency Indicator 1: Average Cost per Public Authority for Compliance Monitoring and Assistance

This indicator illustrates the average cost per public authority for monitoring and assisting compliance with the principles, standards and ethical codes under the PSM Act and provisions of the PID Act.

Year	Costs (\$'000)	Number of Public Authorities	Average Cost Per Public Authority
<i>Public Interest Disclosure Act 2003</i>			
2006–07 PID Act	\$691	269	\$2,568
2005–06 PID Act	\$503	266	\$1,891
2004–05 PID Act	\$201	264	\$762
<i>Public Sector Management Act 1994</i>			
2006–07 PSM Act	\$2,104	101	\$20,832
2005–06 PSM Act	\$2,161	101	\$21,392
2004–05 PSM Act	\$1,867	101	\$18,485

Notes:

The total costs for the financial year for delivering this output are divided by the total number of public authorities covered by the *Public Sector Management Act 1994* (101 for 2006–07) or the *Public Interest Disclosure Act 2003* (269 for 2006–07). The number of public authorities is based on the most recent available data for the public sector as at 30 June 2006, local government as at 30 December 2005 and universities as at 31 March 2006.

The total cost of services for the PID Act and the PSM Act is based on calculating the percentage of the cash component and applying that percentage to the accrual figures for the total output.

From 2005–06 the increase in costs for the PID Act is due to an approved increase in funding to raise awareness and handle cases. The increase in costs for the PSM Act is due to approved increase in funding for monitoring compliance and assisting agencies.

Service 2: EEO advice and evaluation of equity and diversity in public employment

Efficiency Indicator 2: Average Cost per Public Authority for EEO

This indicator shows the average cost per public authority for reporting on compliance with Part IX of the *Equal Opportunity Act 1984* and helping public authorities achieve a more diverse workforce.

Year	Costs (\$000)	Number of Public Authorities	Average Cost Per Public Authority
2006–07	\$1,038	269	\$3,859
2005–06	\$1,084	266	\$4,074
2004–05	\$1,122	264	\$4,250

Notes:

The total costs for the financial year for delivering this output are divided by the total number of public authorities covered by Part IX of the Equal Opportunity Act.

Public authorities in 2006–07 consist of 121 Public Sector Agencies, 144 Local Government Authorities and 4 Public Universities (Total =269). The number of public authorities is based on the most recent available data for the public sector as at 30 June 2006, local government as at 30 December 2005 and universities as at 31 March 2006.

Service 3: Independent CEO selection and reappointment advice

Efficiency Indicator 3 – Average cost per CEO selection

This indicator shows the average cost per selection for providing independent CEO selection advice to Ministers under section 45 and 48 of the PSM Act. Because vacancy numbers vary from year to year, costs may not vary in a consistent manner.

Year	Costs (\$000)	Number of Positions	Average Cost per CEO Selection
2006–07	\$601	11	\$54,663
2005–06	\$539	10	\$53,864
2004–05	\$485	10	\$48,532

Notes:

The total costs of the financial year for delivering this output are divided by the total number of CEO selection nominations to Ministers. Costs include expense costs for all positions met from the Treasurer's Advance Account and recouped from agencies. The increase in costs in 2005–06 is due to increased costs of executive recruitment consultants under a new contract. These costs are recouped from agencies.

Ministerial directives relating to outcomes

Other financial disclosures

Pricing policies of services provided

The OPSSC currently receives revenue for the following functions.

- Costs for CEO selection processes are recouped from the relevant agency following the announcement of the Minister's decision. These include direct costs such as advertising, recruitment consultants and travel but do not include the costs of OPSSC staff managing the process. Accounts are paid from a Treasurer's Advance and the actual costs are recouped.
- The OPSSC undertakes climate surveys to measure perceptions about human resource management, ethics, diversity and public interest disclosures in agencies across the public sector. This survey is free of charge for the agency as a whole. However the OPSSC offers the agency the option of additional analysis of the data to identify differences between Divisions within the agency. There is a fee to the agency for the additional costs of analysis and the revenue is retained by the OPSSC. It is a minimal fee of \$1,400 per agency to cover costs associated with additional data entry, analysis and report preparation.

Capital works

There were no major capital works undertaken during 2006–07.

Employment and industrial relations

As at 30 June 2007, 39 employees were working for the OPSSC including 29 full-time employees and 10 part-time employees. This includes contract staff employed on an 'as needs' basis to backfill staff on maternity leave or unexpected vacancies, to provide short-term expertise or to assist in peak workload periods. All employees are public servants operating in consultancy and clerical roles.

Employee Category	Number of staff as at 30 June	
	2005–06	2006–07
Full-time permanent	23	25
Full-time contract	3	4
Part-time permanent (measured on a FTE basis)	7	6 (3.4 FTEs)
Part-time contract (measured on a FTE basis)	1	4 (2.2 FTEs)
TOTAL	32	39 (34.6 FTEs)
Employees seconded out (included in FTEs above)	Not Available	5
Employees seconded in (not included in FTEs above)	Not Available	8 (6.3 FTEs)
NET TOTAL	Not Available	42 (35.9 FTEs)

Note: The number of FTEs reported above is a snapshot at 30 June 2007. FTEs presented elsewhere in this report are calculated based on actual position occupancy throughout the 2006–07 financial year.

Staffing policies

The OPSSC has policies to cover a full range of human resource management practices, particularly the Public Sector Standards in human resource management. These are reviewed on a regular basis. Key policies cover aspects such as recruitment, acting, secondment, transfers, performance management and development and equity and diversity as summarised below.

Recruitment

The Recruitment policy and associated policies for filling short-term vacancies through secondment and acting arrangements have a strong focus on merit and equity in the recruitment and selection process. Advertisements for vacancies encourage application from people from diverse backgrounds and state that flexible work arrangements can be negotiated. The policies are designed to enable both organisational requirements and employee interests to be met.

Performance management

A consistent performance management process is used across the Office and a monitoring system ensures all employees have performance management in place. The performance management system for all staff is integrated with OPSSC values.

Diversity in the workplace

The Office recognises the importance of a diverse workforce in serving our diverse WA community. The Office has disability service and equal opportunity management plans to ensure a workforce diversity and equitable treatment of staff and clients. In addition, the Office has policies on equal opportunity and harassment and is committed to upholding them to ensure elimination of all forms of direct and indirect discrimination. Currently, there is a good level of cultural diversity and a balance of men and women in senior positions.

Flexible work practices

Flexible work options, part-time and job-sharing arrangements are widely accepted as part of a family-friendly approach to working conditions. Advertisements for all positions in the Office include information that flexible work arrangements, including part-time employment, may be negotiated. Many staff take up these flexible work options, and staff in all areas and at all levels have access to and use part-time or 48 in 52 arrangements.

Grievance management and Public Interest Disclosure

The Office has developed and implemented grievance management and harassment policies, details of which are available to all staff at induction and through the Office intranet. A Public Interest Disclosure Officer was appointed in 2003–04 to handle internal disclosures made by staff under the PID Act. In 2006–07 there were no formal internal grievances or public interest disclosures about the activities of the OPSSC.

Industrial relations

OPSSC staff are employed under the *Public Service General Agreement 2006* and the Public Service Award 1992. No industrial disputes were recorded during the year.

Occupational safety and health

The Office complies with the requirement of the *Occupational Safety and Health Act 1984*. Training in emergency procedures, including building evacuation and first aid is regularly undertaken. The Office maintains updated emergency contact information posters that include information from other colocated agencies. A first aid kit is available and first aid officers have been appointed and trained.

Security and safety features are continually reassessed. In 2006–07 a comprehensive Security Policy and associated procedures were developed in consultation with colocated agencies, and staff have been trained in their application. A collocation Occupational Health Safety and Welfare Committee supports improved safety in the workplace.

Following a comprehensive assessment in 2005–06 of individual physical wellbeing and workstation set-up, the OPSSC has purchased the recommended ergonomic aids for staff in 2006–07. All new staff have been provided the opportunity to have their workstation assessed as required.

An employee assistance provider is available for staff and their immediate family to access confidential counselling services, if required. When necessary, the OPSSC has a rehabilitation program to help employees re-integrate into the workplace following illness or injury.

There were no compensation claims processed during the year.

Governance disclosures

Shares in statutory authority

The OPSSC is not a statutory authority.

Shares in subsidiary bodies

The OPSSC does not have any subsidiary bodies.

Interests in contracts by Senior Officers

The OPSSC Code of Conduct specifically addresses conflict of interest and employees are required place their public duties before private interests. Conflict of interest covers both the employee and when family members or friends stand to benefit from a decision/action of which they are a part. Employees are required to:

- Declare in writing to their supervisor matters of private interest which may conflict with their obligations as employees of the OPSSC. For example, gifts, relationships, company directorships, political affiliations, criminal convictions or charges and secondary employment.
- Comply with the Commissioner's determination that there is a conflict of interest and how this will be managed. This includes declaring any interest in existing or proposed contracts with the OPSSC and removing themselves from any selection or management process. This covers any interest of :

- (a) a senior officer; or
- (b) a firm of which a senior officer is a member; or
- (c) an entity in which the senior officer has a substantial financial interest

In addition, senior staff are aware of the *Conflict of Interest Guidelines* developed by the Integrity Coordinating Group, of which the OPSSC is a member.

At the date of reporting, no Senior Officers, firms of which Senior Officers are members, or entities in which Senior Officers have substantial interests had any interest in existing or proposed contracts with the Department and Senior Officers.

Benefits to Senior Officers through contracts with the OPSSC

This is not applicable as no senior officers have received any benefits in the 2006–07 financial year.

Insurance premiums to indemnify directors

This is not applicable as the OPSSC does not have any directors as defined in Part 3 of the *Statutory Corporations (Liability of Directors) Act 1996*.

Other legal requirements

The Office's commitment to high standards of corporate governance is important and necessary from two perspectives. Firstly, good corporate governance leads to good management practices, which in turn leads to improved employee morale. Secondly, the Office recognises that external agencies expect it to be an exemplar of good corporate governance. By living up to those expectations, agencies will view the Office with increased levels of integrity and confidence.

The OPSSC reflects at all levels a high level of compliance with statutory requirements and government policy. In doing so, the Office contributes to each of the strategic outcomes in the *Government's Better Planning: Better Futures* framework.

Advertising and sponsorship expenditure (Electoral Act)

The Office has not engaged any advertising, market research, polling, direct mail or media advertising companies or organisations that require disclosure under s.175ZE of the *Electoral Act 1907*.

Disability Access and Inclusion Plan outcomes

Disability Services Act 1993, S29

These reporting arrangements are for the 2006–07 annual reporting year. The *Disability Services Act 1993* was amended in December 2004, creating a requirement for public authorities to develop and implement Disability Access and Inclusion Plans (DAIPs). These plans, to be fully developed by July 2007, replace and build on the achievements of Disability Service Plans (DSPs).

Under the Act, public authorities required to develop a DAIP must include in their annual report details of progress in meeting the six desired outcomes of the DAIP. If an agency is still developing a DAIP, it should report on current access activities undertaken through its previous DSP but present those activities as they relate to the six desired DAIP outcomes.

The Office is committed to providing optimum access and service to people with disabilities, their families and carers. The OPSSC commenced the development of a Disability Access and Inclusion Plan in 2006–07 and anticipates its completion early in 2007–08. This year the Office has undertaken the following initiatives under its Disability Service Plan:

1. People with disabilities have the same opportunities as other people to access the services of, and any events organised by, a public authority.

Any members of the public or staff with a disability have equal opportunity to participate in consultations, decision-making, events organised by the office, grievance processes and any other service provided by the Office. Venues for events organised by the office are assessed for suitable access for people with disabilities and audio loops for people with hearing impairments. In addition, consultation is held with people with disabilities, their advocates and disability recruitment agencies and service providers when developing policies relating to the employment of people with disabilities in the OPSSC and across the sector.

2. People with disabilities have the same opportunities as other people to access the buildings and other facilities of a public authority.

The Disability Services Commission guidelines on access were used to design the layout of the offices and the facilities. This means the accommodation and facilities meet the needs of people with disabilities as far as practicable. In response to an identified need, electronic self-opening doors were installed in the office. The building has a designated lift for persons with disabilities and the ground floor is at the same level as St Georges Terrace to facilitate easy access.

In the past, the office has employed people with mobility impairments including quadriplegia, and this year employed a person with an assist dog on a short contract. In all cases, the Office has successfully managed access issues for these employees. Nevertheless the Office is committed to improving access for people with disabilities. An access audit is planned for early 2007–08 and any areas requiring further improvement will be rectified.

3. People with disabilities receive information from a public authority in a format that will enable them to access the information as readily as other people are able to access it.

The Office strives to publish all documents in plain English. Publications are available in alternative formats on request and advice of this service is listed in all new publications. Information published on the OPSSC website can be viewed and printed in alternative formats.

4. People with disabilities receive the same level and quality of service from the staff of a public authority as other people receive from the staff of that public authority.

Services provided by the Office have been adapted to reduce barriers to people with disabilities through better access and the availability of information in various formats on request. The work of the office has included development of strategies to help agencies increase employment of people with disabilities across the sector. The OPSSC has used these strategies to employ several people with disabilities, including one person this year. This, along with in-house training of staff the previous year has increased awareness of staff obligations in dealing with people with disabilities.

5. People with disabilities have the same opportunities as other people to make complaints to a public authority.

Any member of the public with a disability has an equal opportunity to make a complaint to the Office. All complaints are investigated without bias or discrimination to achieve appropriate outcomes quickly and efficiently.

6. People with disabilities have the same opportunities as other people to participate in any public consultation by a public authority.

Any member of the public or staff with a disability has equal opportunity to participate in decision-making, grievance processes and any other consultative process within the Office. In addition, consultation is held with people with disabilities, their advocates and disability recruitment agencies and service providers when developing policies relating to the employment of people with disabilities in the OPSSC and across the sector.

Equal Employment Opportunity outcomes

In 2006–07, in consultation with the Office of EEO, the OPSSC revised its Equal Opportunity Plan for years 2007–10. The new plan supports the *Government's Equity and Diversity Plan for the Public Sector Workforce 2006–2009*. The Office's current representation is shown below.

	% Actual Representation 2006–07	Actual Equity Index 2006–07
Women in Management Tiers 2 and 3	66.7	105
People from Culturally Diverse Backgrounds	10.3	N/A*
Indigenous Australians	5.3	N/A*
People with Disabilities	2.6	N/A*
Youth	7.7	-

* Meaningful equity index cannot be calculated for a diversity group with less than 10 individuals.

Key EEO initiatives in 2006–07

The table below shows the OPSSC's key EEO initiatives for 2006–07 and their link to the Office's EEO Management plan. It also shows the intent, impact and method of evaluation for each initiative.

What was the initiative and reference in Plan?	What was achieved?	What difference has it made to your agency and how was it evaluated?
EEO Plan Communication		
CEO communicates EEO goals to all staff. CEO provides letter or email to all staff highlighting organisational aspirations for EEO and explaining expectations on, and accountabilities of, all staff. (Strategy 4.1 in current EEO Management Plan.)	A new EEO Management Plan was developed in March 2007. The CEO communicated the plan to all staff.	<p><i>Difference made</i></p> <p>The plan was built in to policy development and operational plans which are monitored for progress.</p> <p><i>Evaluation</i></p> <p>This was evaluated by the extent to which activities are completed in accordance with planned time frames.</p>
The work environment is free from racial and sexual harassment		
OPSSC has clear policies relating to harassment, grievance and bullying. (Strategy 1.4 in current EEO Management Plan.)	The Office has an anti-discrimination policy which commits to ensuring the office is free from racial and sexual harassment. The office also has a grievance policy and a bullying policy.	<p><i>Difference made</i></p> <p>Staff have a clearer understanding of acceptable and unacceptable behaviours and practices within the agency and awareness to address issues that arise.</p> <p><i>Evaluation</i></p> <p>The anti-discrimination policy was created in June 2005 and reviewed in 2007. The Grievance Resolution policy was implemented in March 2005 and reviewed in May 2007. Both policies were considered relevant and appropriate.</p>

What was the initiative and reference in Plan?	What was achieved?	What difference has it made to your agency and how was it evaluated?
The workplace is free from employment practices that are biased or discriminate unlawfully against employees or potential employees.		
Develop new wording for advertisements for vacancies to ensure they contribute to enhanced diversity outcomes. (Strategy 2.2 in current EEO Management Plan.)	All advertising includes an Equity and Diversity statement, including offering flexible work practices.	<p><i>Difference made</i></p> <p>OPSSC is in line with Government standards as set out by OEE0 and has attracted a number of staff who use flexible work practices.</p> <p><i>Evaluation</i></p> <p>Evaluation of EEO demographics shows a high level of diversity in the office.</p>
The workplace is free from employment practices that are biased or discriminate unlawfully against employees or potential employees.		
Review/promote flexible working arrangements policies/procedures (Strategy 2.3 in current EEO Management Plan.)	Advertising includes a statement that flexible work can be negotiated. A Home Based work policy was developed and implemented in 2004. An Hours of Duty and Flexitime Leave Arrangements policy was implemented in January 2006, providing for flexible work arrangements.	<p><i>Difference made</i></p> <p>Three employees currently utilise and benefit from the practices of working from their home, 10 staff are on part-time arrangements and several are on purchase leave. This enhances staff attraction and retention.</p> <p><i>Evaluation</i></p> <p>The office has maintained continuity of work performance and outcomes from employees utilising the Home Based working arrangement. Evaluation shows a high number of staff taking up flexible working arrangements</p>
Employment programs and practices include strategies for EEO groups to achieve workforce diversity		
Include changes to enhance diversity outcomes in review of recruitment process and checklist. (Strategy 3.1 in current EEO Management Plan.)	All advertising includes an Equity and Diversity statement.	<p><i>Difference made</i></p> <p>OPSSC is in line with Government standards as set out by OEE0.</p> <p><i>Evaluation</i></p> <p>Evaluation of EEO demographics shows a high level of diversity in the office</p>

What was the initiative and reference in Plan?	What was achieved?	What difference has it made to your agency and how was it evaluated?
Collect demographic data. (Strategy 3.2 in current EEO Management Plan.)	All staff were surveyed in June 2006. All new staff since then have been surveyed as a part of their induction and outstanding surveys were followed up to ensure data for all staff was available for 06/07.	<p><i>Difference made</i></p> <p>OPSSC can access demographic data as needed to ensure it has the diversity of staff to meet client needs and EEO objectives.</p> <p><i>Evaluation</i></p> <p>All staff of the agency complete a Diversity Survey as part of the induction program and the data is monitored by Human Resources. This showed 100% response to surveys.</p>

Future initiatives

With only a small number of staff, minor changes in staffing at the OPSSC can have a significant effect on representation. As such, it is not practical to set specific objectives for representation. However the plan identifies areas to work to increase representation and provides a comprehensive program to achieve these objectives and other equal employment opportunity outcomes. The opportunities identified for the year ahead are:

- assess extent to which the office is committed to creating a diverse workforce and treats people with respect;
- implement 'calendar of events' to recognise and celebrate EEO and Diversity;
- develop a diversity awareness and skills development program;
- ongoing review of current policies and procedures;
- train/retrain staff involved in selection processes;
- develop and utilise an Induction Manual and procedures that incorporate OPSSC requirements for a workplace that values diversity and is free of discrimination, harassment and victimisation; and
- develop an OPSSC traineeship policy which includes graduates/work experience participants.

Compliance with Public Sector Standards and Ethical Codes

As the agency responsible for ensuring compliance with the Standards and ethical codes across the public sector, the OPSSC aspires to lead by example. The Office is committed to achieving high standards in monitoring and ensuring compliance with the *Public Sector Standards*, the *WA Code of Ethics* and the *OPSSC Code of Conduct*.

The following table identifies the significant action taken to monitor and ensure compliance and any compliance issues that have arisen in 2006–07 in each of these areas.

Significant Action to Monitor and Ensure Compliance

Public Sector Standards (PSS)

OPSSC policies relating to public sector standards in human resource management have all been revised in the previous financial year to ensure compliance with the HR standards and breach claim procedures. Policies include compliance checks where appropriate. Managers and staff are required to comply with these policies and they are accessible to all staff. Examples of monitoring provisions include:

- for recruitment, selection and appointment, an individual review of each process is undertaken prior to the final decision to ensure compliance with the HR standard;
- a review process ensures no inadvertent extensions for acting and secondments that result in long-term opportunities without expressions of interest and (where appropriate) a merit-based process is used; and
- a monitoring process ensures current performance management processes are in place for all employees.

Compliance issues:

No breach claims were lodged in 2006–07.

Internal checks against policies have shown compliance with the standards or processes is achieved before the final decision.

Western Australian Public Sector Code of Ethics

The Code of Ethics is prominently displayed around the office, available on the Intranet and forms part of new staff induction. Staff awareness has been increased by:

- discussion about and distribution of the revised code;
- attendance by senior staff at a number of forums relating to ethical conduct; and
- extensive discussion of the Code of Ethics at Corporate Executive meetings and staff meetings.

Compliance issues:

No evidence of non-compliance with the WA Code of Ethics in 2006–07.

Significant Action to Monitor and Ensure Compliance

OPSSC Code of Conduct

The Code of Conduct addresses issues including personal behaviour, appropriate use of equipment and resources, occupational safety and health, conflicts of interest, communication, grievances/complaints, reporting breaches of the code, improper conduct/misconduct, monitoring and the ethics committee. The Code of Conduct also provides guidance for our conduct in the way we work and treat each other. It is consistent with our values but includes more detail such as:

- encouraging a mutually supportive and respectful environment;
- treating all public authorities and other customers consistently and impartially and without influence by bias or partisan interests; and
- providing customers with prompt and courteous service that is equitable and non-discriminatory.

The Office Code of Conduct is an integral part of the service standards adhered to by employees. It is linked to the Public Sector Code of Ethics and is available to all staff on the Office intranet and is part of the induction of all new staff.

The Code is regularly reviewed. A revision in 2004–05 included our vision and values and public interest disclosure requirements. A 2005–06 review allowed for an Ethics Suggestion Box, whereby any OPSSC staff member can send an anonymous, confidential email directly to the Commissioner for Public Sector Standards. Comments, suggestions and general issues of concern about workplace practices can be made through the suggestion box at any time.

Compliance issues:

No evidence of non-compliance with the OPSSC Code of Conduct in 2006–07.

Record-keeping plans

The current Office Record Keeping Plan (the plan), as required by the *State Records Act 2000* was approved conditionally by the State Records Commission (SRC) for the maximum period of five years in December 2004.

Evaluation of efficiency and effectiveness of systems

During 2006 the Office's record-keeping processes continued to undergo reviews and significant improvements to demonstrate further compliance with the plan and a commitment to efficient record-keeping practices.

To assist this process, record-naming conventions were updated for the creation and registration of files and documents to reflect current business functions. A disposal program for files affected by the changes to the naming conventions was appraised and files destroyed as appropriate to increase storage space in the file repository. A major review of all Retention and Disposal Schedules for files in all core business function areas has continued, with the view to completion in 2007–08. The Office continues to

store all records on site. A regular disposal program targeting division-specific records is undertaken twice yearly to ensure ongoing on-site storage capacity.

The office continues to scan all significant incoming correspondence to complement the saving of electronic mail (email) and facsimiles directly into the 'TRIM' electronic document records management system (EDRMS). A second scanner was purchased to deal with the increase in the number of documents coming into the office and being stored on the system.

The latest version of the 'TRIM' EDRMS was implemented on 24 April 2007 and an electronic document management training program was attended by records staff. Further specific training was provided to all operational staff on implementation. During this period, our correspondence tracking system was reviewed and changes applied to ensure all significant documents were attended to and processed according to agreed or compliant time frames. These time frames were also reviewed to ensure the Office's continued commitment to our high level of operations.

Since November 2005, all incoming, outgoing and significant internal documents have been saved electronically into the EDRMS. Staff have enjoyed the advantages of viewing a file and its contents electronically and using the document content search facility to retrieve documents. The implementation of electronic document management has resulted in a reduction in physical file retrieval requests.

Nature and extent of training conducted

Staff training has been reviewed and improved to incorporate the upgrade of TRIM, targeting specific divisions of the office and the functionality of the EDRMS to assist with record keeping needs and compliance. Further training opportunities are identified during audits of the quality of the data saved into the EDRMS. Specific training is offered to staff where required.

Review of efficiency and effectiveness of systems

The efficiency and effectiveness of our record-keeping systems was audited in 2005–06 under the terms of reference of our performance indicators submitted to the SRC. The current processes are operating effectively and the Office has benefited from improvements made, particularly in electronic document management and effective information retrieval. In 2006–07 there has been an extensive review of incoming mail arrangements to ensure accurate and timely scanning, filing and distribution. The trend for increased capture of records by the EDRMS (50% in 2005–06), has continued with a 15% increase in 2006–07.

Compliance with record keeping plan – induction

All new staff undergo a 90-minute record-keeping induction and EDRMS training session. Follow-up training and help desk assistance is also provided

Government policy requirements

Corruption prevention

The OPSSC is committed to operating with a high level of integrity, consistent with its role in promoting external public authorities as leaders of integrity and equity.

Strategy for identifying, managing and preventing misconduct and corruption and communication to staff about internal corruption or misconduct notification procedures

The Office monitors and assists agencies with compliance with the Public Sector Standards and ethical codes across the sector. We also administer the *Public Interest Disclosure Act 2003*, investigate disclosures made and undertake awareness programs throughout the public sector. The high profile of these issues in the Office and regular discussion ensure staff are aware of:

- the integrity framework for the OPSSC, including our values, Code of Conduct and policies relating to integrity;
- activities which constitute misconduct and corruption;
- internal notification procedures for dealing with complaints relating to misconduct and corruption in the OPSSC, including the ability to raise matters with the Ethics Committee, the use of the public interest, disclosure process and the reporting of such matters to the Corruption and Crime Commission; and
- the requirement to refer misconduct and corruption to external bodies, including the Corruption and Crime Commission.

Staff, particularly those working in monitoring and public interest disclosures, are aware that matters may come to their attention relating to misconduct and corruption. They are well-informed about requirements to report these matters to the Corruption and Crime Commission. This maintains awareness of the nature of misconduct and corruption and reporting requirements.

Prevention of misconduct and corruption is supported by:

- a strong focus on integrity and conflict of interest issues in the Code of Conduct and OPSSC policies;
- internal checks and balances including quality checks and authorised sign-off of major decisions such as recruitment and major purchases;
- requirements to declare and address conflicts of interest; and

Education of staff and inclusion of misconduct and corruption policies in management development activities.

As it forms an integral part of the functions of the Office, staff are well aware of the Code of Ethics and its recent review. We adopt a continuous improvement approach to our Code of Conduct and Conflict of Interest policy. Both documents are incorporated into the induction manual for new staff and are available on the Office's intranet. Ethical awareness is reinforced through staff attendance at guest speaker presentations, relevant seminars and workshops. There are also monthly staff meetings which focus on and reinforce the application of our values.

Integration of misconduct and corruption prevention into agency's risk management system and amendment of agency policies and procedures

Given the role of the Office, maintaining our reputation by preventing misconduct and corruption is an important aspect of our risk management. Policies are regularly reviewed with a focus on integrity issues. In addition, identification of a practice at risk of misconduct or corruption results in a review of relevant policies and practices to prevent it occurring.

Information security is high priority for the Office. Relevant risks and control strategies have been identified and implemented in the office's electronic document records management system and information technology networks to restrict access to sensitive records. Highly sensitive records are kept in independent lockable storage and can only be accessed by authorised staff. The induction process informs staff of their information security obligations.

Substantive equality

The OPSSC is not a member of the Strategic Management Council and does not currently have obligations under the Substantive Equality Framework. However, the Office is committed to the objectives of the policy to eliminate systemic racial discrimination in the delivery of public services and promote sensitivity to the different needs of client groups. The Office's EEO Management Plan (see above) has a number of initiatives that will contribute to the elimination of systemic racial discrimination in the delivery of services as well as promoting equal employment opportunity. Cultural diversity in the workforce contributes to increased sensitivity by all staff to the different needs of client groups and the following planned initiatives will address both employment opportunity and improved services to customers.

- assess extent to which the office is committed to creating a diverse workforce and treats people with respect;
- develop a diversity awareness and skills development program; and
- have an OPSSC Induction Manual and procedures, incorporating OPSSC requirements for a workplace that values diversity and is free of discrimination, harassment and victimisation, in place and utilised.

Sustainability

Under the *Sustainability Code of Practice for Government Agencies*, departments of State and SES organisations are required to develop a Sustainability Action Plan. While it is not intended that the code apply to accountability agencies such as the OPSSC, the Office is committed to sustainability, ensuring agency operations support sustainability and encouraging and empowering staff to support it. The table below highlights OPSSC processes that reflect commitment to sustainability, under the framework of the *Sustainability Code of Practice*.

Planning, reporting and decision making are conducted in accordance with sustainability principles

- Strategic and business planning is consistent with sustainability principles and actions in Better Planning: Better Services
- The Office engages stakeholders regardless of age, gender, culture, ability and location in policy development

Agency operations support sustainability

- Procurement complies with the sustainability approach as outlined in the State Supply Commission's policies.
- Service delivery is integrated with other accountability agencies through co-location arrangements and shared business services.
- The Office maximises paper recycling through use of recycle bins.
- The Office is highly conscious of energy consumption and has successfully reduced energy consumption over several years. This resulted in an award for saving of 10% in 2005–06 and an Energy Smart award as Energy Champion in 2005–06. This year there has been a further 10 % reduction in net omissions.
- Travel and vehicle use is minimised through use of teleconference facilities where possible.
- Sustainability considerations have been built onto office fitouts, including use of lights that turn off when offices are empty.

Public sector employees are encouraged and empowered to support sustainability

- Paper recycling and minimising use of energy was initially promoted through awareness raising activities and has been maintained through signs on recycling bins and light switches.
- Employees are supported in their understanding of and respect for diversity through initiatives under the Equal Employment Opportunity Outcomes (see above)
- Employees are encouraged to contribute to community development through voluntary initiatives
- Occupational health and safety measures have been implemented as outlined under the Employment and Industrial Relations (see above)

Opinion of the Auditor General – financial statements and performance indicators



AUDITOR GENERAL

INDEPENDENT AUDIT OPINION

To the Parliament of Western Australia

OFFICE OF THE PUBLIC SECTOR STANDARDS COMMISSIONER FINANCIAL STATEMENTS AND KEY PERFORMANCE INDICATORS FOR THE YEAR ENDED 30 JUNE 2007

I have audited the accounts, financial statements, controls and key performance indicators of the Office of the Public Sector Standards Commissioner.

The financial statements comprise the Balance Sheet as at 30 June 2007, and the Income Statement, Statement of Changes in Equity, Cash Flow Statement, Schedule of Income and Expenses by Service, and Summary of Consolidated Account Appropriations and Income Estimates for the year then ended, a summary of significant accounting policies and other explanatory Notes.

The key performance indicators consist of key indicators of effectiveness and efficiency.

Public Sector Standards Commissioner's Responsibility for the Financial Statements and Key Performance Indicators

The Public Sector Standards Commissioner is responsible for keeping proper accounts, and the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Treasurer's Instructions, and the key performance indicators. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements and key performance indicators that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; making accounting estimates that are reasonable in the circumstances; and complying with the Financial Management Act 2006 and other relevant written law.

Summary of my Role

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the financial statements, controls and key performance indicators based on my audit. This was done by testing selected samples of the audit evidence. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion. Further information on my audit approach is provided in my audit practice statement. Refer "<http://www.audit.wa.gov.au/pubs/Audit-Practice-Statement.pdf>".

An audit does not guarantee that every amount and disclosure in the financial statements and key performance indicators is error free. The term "reasonable assurance" recognises that an audit does not examine all evidence and every transaction. However, my audit procedures should identify errors or omissions significant enough to adversely affect the decisions of users of the financial statements and key performance indicators.

Office of the Public Sector Standards Commissioner
Financial Statements and Key Performance Indicators for the year ended 30 June 2007

Audit Opinion

In my opinion,

- (i) the financial statements are based on proper accounts and present fairly the financial position of the Office of the Public Sector Standards Commissioner at 30 June 2007 and its financial performance and cash flows for the year ended on that date. They are in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Treasurer's Instructions;
- (ii) the controls exercised by the Office provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions; and
- (iii) the key performance indicators of the Office are relevant and appropriate to help users assess the Office's performance and fairly represent the indicated performance for the year ended 30 June 2007.



COLIN MURPHY
AUDITOR GENERAL
14 September 2007

Glossary of terms

Breach of Standard - a determination by the Commissioner that one or more of the requirements of a Public Sector Standard has not been met.

CEO - Chief Executive Officer

Composite Equity Index - the Composite Equity Index (CEI) is a single measure that combines data on representation and distribution for each of the four main diversity groups - Women, Indigenous Australians, People from Culturally Diverse Backgrounds and People with Disabilities. Under-participation of any one or more groups or clustering of a diversity group (or groups) in lower salary levels will result in a score below 100, while over-representation (relative to community levels) or clustering of group members in the higher classification bands may result in a score above 100.

Climate Survey - a questionnaire measuring employee perceptions of equity, diversity, ethical issues and PID within an agency.

Compliance monitoring - monitoring the extent of compliance with the Standards and ethical codes at either an agency or sector level.

Code of Conduct - a formal written policy documenting the behaviour expected of all employees of a public sector body. Under the *Public Sector Management Act 1994*, each public sector body is expected to develop a Code of Conduct consistent with the Public Sector Code of Ethics.

DEOPE - Director of Equal Opportunity in Public Employment

EEO - Equal Employment Opportunity

Ethical codes - the Western Australian Public Sector Code of Ethics together with the individual codes of conduct of public sector bodies.

HRM - Human Resource Management

Indigenous Australians - people of Australian Aboriginal and Torres Strait Islander heritage.

Management tiers - the top tiers in the management structure of an organisation. Management tiers are linked to decision-making rather than salary.

OPSSC - Office of the Public Sector Standards Commissioner

People from culturally diverse backgrounds – people in countries other than those categorised by the Australian Bureau of Statistics as Main English Speaking (MES) countries.

People with disabilities - people with an ongoing disability that requires adaptation in the workplace.

Public Interest Disclosure (PID) – a disclosure that relates to a matter of public interest and shows wrongdoing by a public authority, officer or contractor when performing a public function.

Public Sector Standards - see Standards

SES - Senior Executive Service

Standards - the Public Sector Standards in Human Resource Management. The nine Standards are:

- Recruitment, Selection and Appointment
- Transfer
- Secondment
- Performance Management
- Redeployment
- Termination
- Discipline
- Temporary Deployment (Acting)
- Grievance Resolution.
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Thematic review - a review of an agency focussing on a particular subject or theme.

Youth - people aged less than 25 years.

Appendix: Publications of the OPSSC

The following publications and reports have been produced by the Office. Limited numbers of these booklets are available to the public at no cost. For people with disabilities, this document and other publications can be made available in alternative formats on request. The following publications are available to the public and many are available for download from the websites www.opssc.wa.gov.au and www.oeeo.wa.gov.au.

Office of the Public Sector Standards Commissioner

- Accountability Officers of the WA Parliament: Accountability and Independence Principles
- Appointment Pool Guidelines
- Breach Claims: A Guide for Conciliation and Review
- Breach Claims: An Agency Guide
- Building and Sustaining Integrity: Integrating Ethics into Everyday Business
- Employee Performance Management in the Public Sector
- Ethics Framework
- Ethics Framework: How to Use
- Office of the Public Sector Standards Commissioner Annual Reports 1997– 2005
- Office of the Public Sector Standards Commissioner Compliance Report 2004 and 2005
- Political Impartiality Guidelines – FAQs and Information sheets
- Public Interest Disclosure – Promotional Material
- Public Interest Disclosure – Code of Conduct and Integrity
- *Public Interest Disclosure Act 2003* – Guidelines for Developing Codes of Conduct
- *Public Interest Disclosure Act 2003*: Implementing the Public Interest Disclosure Legislation – CD ROM
- Public Interest Disclosure Annual Compliance Report 2005–06
- Public Interest Disclosure Information Brochure, pamphlet, poster and information sheets
- Public Sector Management (Breaches of Public Sector Standards) Regulations 2001
- Public Sector Standards Commission Annual Report 1995 and 1996
- Public Sector Standards in Human Resource Management
- Putting Ethics to Work (training manual)
- Questions and Answers: HR Principles in Human Resource Management
- Recruiting for the Western Australian Public Sector
- Revitalising Codes of Conduct
- Standards Review – Grievance Resolution and Temporary Deployment
- Template Code of Conduct for Government Boards and Committees

- Ten-Year Review One – The Commissioner’s role in action: A ten-year reflection
- Ten-Year Review Two – Principles of public sector recruitment and appointment
- Ten-Year Review Three – CEO recruitment and selection in the WA public sector
- Ten-Year Review Four – The principle of integrity in official conduct
- Ten-Year Review Five – The Western Australian Public Sector: A system out of balance
- Ten-Year Review Discussion Paper – A separate code for Ministerial staff?
- The OPSSC Answers Your Questions: The Western Australian Public Sector Code of Ethics
- The Right Path to the Right People (online tool)
- Western Australian Public Sector Code of Ethics
- Western Australian Public Sector Code of Ethics Interview (Video and CD ROM);

Office of Equal Employment Opportunity

- Accent on Ability
- Accessing Abilities: Recruiting and Retaining People with Disabilities in the Public Sector
- Acts of Courage: Public Sector CEOs on Men, Women and Work
- Are You Employing Aboriginal Staff? A Resource Kit for Non-Aboriginal Supervisors of Aboriginal Staff
- Breaking Through: Women Executives in the WA Public Sector
- Director of Equal Opportunity in Public Employment Annual Reports 1998/99 to 2004/05;
- Diversity Survey Questionnaire and Information
- EEO and Diversity Management Planning – Checklist of Planning Considerations
- EEO and Diversity Management Planning: A Guide for Equity Planners and Practitioners
- EEO and Diversity Management Plans – Template for Agencies with less than 50 Staff
- EEO and Diversity Management Plans – Template for Agencies with more than 50 Staff
- Equity and Diversity Plan for the Public Sector Workforce 2001–2005 (includes Progress Reports)
- Equity and Diversity Plan for the Public Sector Workforce 2006–2009 (includes Progress Reports)
- Equity and Diversity Planning – Making Use of Your Demographic Data
- Executive and Management Recruitment – Encouraging Women Applicants
- Implementing Flexible Working Arrangements: A Resource Kit
- Innovative Recruitment
- Insights - Strategies for Success: A Support Strategy for Recruitment and Retention of Indigenous Australians

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